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| **COMMANDER’S & LEADERS JOB AID FOR SUPPLY, MAINTENANCE, & MAINTENANCE MANAGEMENT** |
| FROM FSMAO |
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| **6/9/2011** |

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| This handbook is an overview of basic requirements, adverse trends, and recommended solutions within organic supply and organizational maintenance for Commanders and leaders. This edition includes two new sections: TTPs for new supply and maintenance leaders and supervisors, and causative research TTPs to assist units resolve accounting errors identified during their GCSS-MC implementation shaping actions. |

**OVERVIEW**

This handbook is a tool for a commander, staff members, and leaders within Supply, Maintenance, and Maintenance Management to establish a knowledge baseline, develop expectations, and ensure logistics is adequately addressed to support the command’s mission.

Although Global Combat Support System – Marine Corps (GCSS-MC) began fielding in 2010 and will ultimately force modification of procedures to meet system requirements, this handbook is a useful tool during the cutover period to GCSS-MC and afterwards.

**Section I**

Supply and Maintenance indicator questions for the Commanding Officer

**Section II**

Basic requirements, adverse trends, and recommended solutions within the realm of organic supply account management

**Section III**

Basic requirements, adverse trends, and recommended solutions within the realm of managing organizational Maintenance and Maintenance Management functions

Sections I, II, and III open with a series of indicator questions for supervisors to address “blind spots" in each functional area.

**Section IV**

TTP’s for improved management within maintenance and supply for new leaders, supervisors and managers.

**Section V**

TTP’s for conducting causative research (to assist in resolving inventory imbalances identified during the required cutover inventory ISO GCSS-MC fielding).

Please contact your local FSMAO office with your questions, concerns, or recommendations for improvement to this handbook.

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SUPPLY

1. Do I express a strong command interest in materiel accountability and supply discipline? Do I view supply management as a function of command?

2. Have I appointed Responsible Officers (ROs) and conveyed their responsibilities for accountability?

3. Do Supply personnel and ROs procure, utilize, or dispose of materiel only as authorized? Are procedures in place to preclude waste, fraud, and abuse, as well as the accumulation of excess materiel?

4. How effective are my commanders, staff, special staff, and ROs in coordinating supply support? Do existing organic supply operations sustain my unit? Does my unit have a concept of supply support? Are my personnel provided with adequate supplies and equipment?

5. Do I, and by way of my key supply staff, periodically conduct inspections of accountability records? Are accountability records accurate? Do all accountability records reconcile (MAL-CMR-CRANE) by quantity, national stock number, and serial number?

6. Do my Supply Officer, MMO, maintenance commodity managers, and ROs communicate effectively? Are materiel requirements communicated with enough lead time to enable the supply system to meet the required delivery dates? Does my section supply process high priority requisitions on the same day they are received? Upon receipt, do high priority requisitions make it from supply to the customer/maintenance activity on the same day?

7. What was the command’s obligation rate as compared to HHQ objectives last fiscal quarter, or fiscal year? Did I communicate my fiscal priorities to my commanders, staff, special staff and ROs? How often does the Supply Officer brief me on the current status of funds? Do my subordinate commanders and ROs forecast requirements, and does the Supply Officer have a system to collect, catalogue, and communicate requirements to HHQ?

8. Does my Supply Officer have a training program established to develop and sustain MOS knowledge?

MAINTENANCE

1. Do I express a strong command interest in how my unit is organized for organic maintenance operations and in the leaders that execute materiel sustainment?

2. Is equipment maintained in operating condition to effectively perform designated functions? Is there a sense of urgency among all personnel to keep the time equipment remains deadlined to a minimum? Do Responsible Officers input all high priority (01-06) corrective maintenance requirements into MIMMS-AIS/GCSS-MC and pass to supply on the same day the requirement is identified?

3. How effective are my commanders, staff, and special staff in coordinating and achieving high materiel availability? What is my equipment readiness rate? Is it accurate? What equipment is not mission capable, how long, and why? Are there reoccurring maintenance issues?

4. Do I and my subordinate commanders and staff conduct periodic inspections of unit materiel? Do the inspections indicate that operators/crews know how to keep the equipment ready for use?

5. Do I have a comprehensive and aggressive internal maintenance management inspection program? Are successful practices recognized and shared? Do deficiencies result in training? Do deficiencies indicate there are problems beyond my unit’s organic ability to rectify? Is there follow-up to validate that improved procedures have become a matter of “SOP”?

INDICATOR QUESTIONS FOR KEY SUPPLY STAFF

1. Does your unit have a supply support SOP?

2. Do you and your supply section have a working relationship with the Major Subordinate Command’s (MSC) Supply Office?

3. Does Supply aggressively plan and coordinate future supply support requirements with the S-3, S-4, supported Commanders and ROs? To determine support requirements, do supply personnel understand: the missions, concept of operations, tasks and how the tasks will be executed, the task organizations, and the supporting supply chain?

4. Do you have desktop procedures? What subjects are covered? Are your procedures current?

5. Do you have a turnover file for your relief? What significant areas have you covered?

6. Are "certificates of relief" from previous Commanding Officers and the previous Supply Officers retained for five years?

7. Is your personnel staffing adequate? Have you developed a training program to develop and sustain MOS knowledge? Is cross-training of personnel being accomplished? Are we training to the current Training and Readiness Standards?

8. Have NCOs and SNCOs attended Supply School career progression courses?

9. Is the Supply Section maintained in a neat and orderly state at all times?

10. Are requisitions and receipts submitted in a timely manner?

a. Are reconciliations/validations conducted? Are they effective? Do higher priority requisitions receive more management attention? Are requirements on order, and are the requisitions still required?

b. How many backorders do you have that are older than 30 days? Do estimated ship dates (ESD) meet unit requirements?

c. Do you have up-to-date or current status on all requisitions? Do you submit follow-ups when required? Do you work exception/edit reports daily? How timely and effective is our support from the SMU and other sources of supply? Do you and your Supply Chief have a good working relationship with the Customer Service Section of the SMU?

11. Are accountable records accurate?

a. Do the MAL, CMR, Serialized Small Arms Asset Report (CRANE), and warehouse subsidiary records agree by NSN, Quantity, and TAMCN?

b. Do the CMR, Serialized Small Arms Asset Report (CRANE), and warehouse subsidiary records agree by NSN, Quantity, and serial number?

c. Do you use MERIT as a tool to help identify accounting discrepancies?

d. Do you reconcile with the MMO at least monthly and upon any changes to allowances, on hand quantities, and temporary loans to keep the LM-2 accurate?

e. Do you have a reoccurring Responsible Officer (RO) training program established?

f. Are all Consolidated Memorandum Receipts (CMRs) current and signed? Are ROs signing their CMRs within the established 15 day time frame?

g. Are adequate procedures in place to submit CMR discrepancies to the Commanding Officer via the Supply Officer as a request for investigation (RFI)?

h. Is a review of the Table of Equipment conducted at least annually to ensure authorized equipment meets the needs of and does not create an equipment burden for the command?

(1) Are there Table of Equipment (T/E) deficiencies? How many are unfunded deficiencies? Are the funded deficiencies on order? Have T/E deficiencies been identified to HHQ on a regular basis?

(2) Are there T/E excesses? If so, what are they, why do they exist, and have they been reported to higher Headquarters for redistribution instructions and/or submission of WIR?

(3) Do you have pending requests to modify T/E allowances on a T/E change request (TOECR)?

i. What O/H quantities exist on the Loaded Unit Balance File (LUBF)/Retail A report for allowance type items? Have they been researched, reconciled, and have they been corrected? Have any trends been identified (such as running receipt transactions incorrectly resulting in establishment of LUBF records)?

j. How many adjustment transactions (Document Identifier Codes [DICs] D8\_/D9\_) to the accountable records did we have last month? Are adjustment transactions submitted for pre-approval in a timely manner? Has the Money Value Gain/Loss Notice (MVG/LN) been signed by the Commanding Officer in all cases?

k. Does the voucher file contain all required documents to support approval and acknowledgement of all adjustment transactions (D8\_/D9\_)?

l. Do my MAL, CMR, DASF, and CRANE personnel communicate and coordinate actions to ensure transaction and reporting are complete and accurate?

12. Fiscal management. What are our funding limitations for the quarter? How does this compare to last quarter? What is our available balance? Are there pending non-system commitments or obligations (contract award, credit card) that will have an impact on the command’s accounts?

a. Are we on track to meet spending percentages established by the major command?

b. Are commodity managers involved in the budget formulation and execution process?

13. Personal Effects.

a. Are subordinate commanders appointing Personal Effects Inventory Board (PEIB) personnel? Is Supply training the appointed personnel on the identification of identify PE case classifications and inventory procedures?

b. Are subordinate commanders and leaders promptly identifying PE cases and requesting assistance from Supply to facilitate inventory, storage, and disposition of PE? Are personal effects inventories being accomplished within established time frames? Does the Supply Support SOP include Personal Effects procedures?

14. Do you have an effective internal review process using FSMAO checklists and/or HHQ assistance to assess compliance with orders and directives and validate the existence and effectiveness of internal controls?

PROPERTY CONTROL & MANAGEMENT OF SUBCUSTODY PROCEDURES

1. Requirements: Each unit must ensure Table of Equipment (T/E) assets are accurately accounted for using the Mechanized Allowance List (MAL). Those assets can be sub-custody to Responsible Officers (ROs)/Individuals (RIs) utilizing a Consolidated Memorandum Receipt (CMRs). Assets withdrawn from the Defense Reutilization and Marketing Service (DRMS) must be accounted for and in some instances, require prior authorization to maintain on hand. CMRs are not the only sub-custody records. Individual/Garrison Equipment (IMR card) and Equipment Custody Records (ECR cards) are both types of sub-custody records. Temporary loans of equipment are discouraged but when required must not exceed 1 year. Additionally, when a temporary loan of equipment is required, the unit must ensure they maintain adequate control over property temporarily issued to an individual or external unit. The documentation (records, card, etc.) must specify the length of the loan; e.g., 10, 30, 60, days.

The purpose of the voucher file is to provide an audit trail for adjustments to property records. It is imperative that units keep a well-maintained voucher file that can aid in resolving disparities involving the property records (MAL and CMRs).

It is important to note that the Commander (CO) is "accountable" by virtue of his billet, while the Supply Officer and other individuals are merely "responsible" within the purview of their assignments.

2. Adverse Trends

a. Equipment listed as on hand on the unit**'**s MAL cannot be accounted for on the sub-custody records or cannot be physically located in supply warehouse or in the RO workspace.

b. Information is posted to CMRs without supporting documentation, such as interim receipts, to establish a clear chain of custody.

c. Serialized items to include sets, chests, and kits are not accounted for by a unique serial number local set numbers on the CMR.

d. ROs often exceed the mandated time frames when validating and signing their CMRs. Additionally, circumstances for variances to CMRs are not being fully stated or documented by the RO. In the event adequate documentation is not provided, requests for investigation are not being forwarded to the CO.

e. The voucher file is not maintained as required. Discrepancies such as insufficient explanations for voucherable gains and losses, not maintaining the letters of unserviceable property (LUP) to support the transfer or evacuation of controlled items, and required supporting documentation for issues to disposal (Document Identifier Code [DIC] D7J) and issues to rollback from a using unit to the general account/supply source (DIC D7P) are not maintained; i.e., a "proof of delivery" (POD). This negative trend affects other functional areas. The absence of documentation is not in compliance with MCO’s and directives. Documentation is required to establish/maintain an audit trail. The lack of documentation will also hamper a unit’s ability to conduct causative research in cases where required.

f. Individuals with equipment issued to their custody are transferred or discharged without turning in the equipment due to inadequate checkout procedures.

g. Causative research for property balance variances are not conducted when required or, are not conducted in a timely manner to reach resolution and recommend prompt authorization to adjust the accountable property records.

h. Temporary loans exceed the required return date with no authority for a loan extension on file.

Long term temporary loans are executed for periods of up to one year without the CO's authorization.

3. Solutions

a. All property should be physically inventoried at least annually. CMRs should be reconciled quarterly as prescribed in paragraph 2006 of MCO P4400.150\_, and UM 4400-124.

b. In order to support a change to the property records, supporting documentation must be provided in accordance with UM 4400-124 and MCO P4400.150\_ and ROs should provide documentation of custody transfer on the day of transfer.

c. Ensure that serialized items are accounted for by their unique USMC/manufacturer's serial number on the CMR in accordance with MCBUL 4130.

d. Ensure that incident to a change of ROs, a physical inventory (preferably a joint effort between incoming and outgoing RO) is accomplished within 15 days of appointment, in accordance with MCO P4400.150\_. Ensure ROs verify on hand quantities and serial numbers quarterly on the CMR within 15 days of receipt in accordance 4400-124. Ensure that all Requests for Investigation (RFI), whether within the supply officer’s threshold or not, are forwarded to the CO within five days in accordance with the guidance contained in MCO P4400.150\_. If the items fall within the supply officer’s threshold then must endorse the RFI with the actions taken and forward it to the CO for his endorsement. As a note, the commanding officer is the only person who can determine whether an investigation is or is not required.

e. Ensure the Voucher file is maintained in accordance with UM 4400-124, and MCO P4400.150\_, in order to provide a clear audit trail for accountability purposes.

f. Ensure all property issued to individuals is recovered prior to separation or discharge, in compliance with MCO P4400.150\_.

g. Establish procedures for ROs or their designated representative to be present for all equipment transfers.

h. Establish a re-occurring RO training program with Command participation that includes at minimum:

1) How to read and maintain a CMR.

2) How to inventory: inventory assets at least annually with SL-3 laid-out using current SL-3 listings (validate using SL 1-2). Validate CMR TAMCN, NSN, and SERNR of an asset using the equipment data plate when available. Ensure that serialized items are accounted for by their unique USMC/manufacturer's serial number or local serial number on the CMR.

3) Authorized forms for chain of custody documentation, how to fill out, and file. Appoint personnel to maintain the CMR and your records, and those authorized to receipt/issue CLASS IX and CMR items. Identify personnel who will account for and maintain equipment in and out of garrison. Follow unit instructions to conduct equipment transfers within the unit.

4) Use of SL-3 listings to determine components and designation of UURI/SSRI (determines if recorded on the MAL/CMR).

5) Reconciliation procedures and timeline: CMR reconciliation is required quarterly to validate that all changes were processed (maintain copies of all transfer documentation showing TAMCN, NSN, NOMEN, QTY, SERNR, DATE, /SIGNATURE, such as DD-1348s, EKMS SF-153, Letters of Unserviceable Property, and Request for Investigation (RFI). Reconcile with Supply within 15 days.

6) Request for Investigation (RFI) procedures: submit Requests for Investigation (RFI) to the CO via the SupO as soon as the discrepancy is identified: incorrect serial number, missing an item, and discovered an item. For missing and found items brief the SupO and CO. Missing/found MARES items require a MLSR report.

7) Requesting and reporting equipment transfers as they occur within and outside the command. Coordinate Temp Loans outside of the unit through Supply and report the Temp Loan of MARES items to the MMO Temp Loans have to be authorized by the CO.

8) Budgeting to support equipment maintenance and other operations.

i. Ensure that the required causative research for property stock balance variances is conducted in accordance with MCO P4400.150\_.

j. Ensure procedures are established for the timely review and recovery of materiel issued on temporary loan.

k. Ensure long term temporary loans (in excess of 30 days) have been authorized by the CO. Further, persistent long term temporary loans should be reviewed for T/E action; i.e., special or regular allowance modification.

m. Ensure all serialized items not on custody receipts are reported on subsidiary records.

4. References

a. MCO P4400.150\_

b. MCO P4400.162\_

c. MCO 4500.11\_

d. UM 4400-124

MANAGEMENT OF ADDITIONAL DEMANDS

1. Requirements: Each unit must requisition equipment deficiencies and repair part requirements and then perform follow-up/update/cancellation procedures until receipt. Requisition action is accomplished through the data entry into ATLASS and subsequent automated transmission into SASSY. When receipting for materiel at the unit**'**s Supply Section, complete the "quantity, condition code, and warehoused by and date" blocks on the Department of Defense (DoD) Single Line Item Release/Receipt Document (DD 1348-1). When the materiel is picked up by the requisitioning section, have them sign the **"**received by and date**"** blocks of the DD 1348-1. This will provide an audit trail and a "proof of delivery." Remember, supply support will be as good, or as poor, as the Supply Section and the customer allow it to be.

2. Adverse Trends

a. Inadequate internal procedures exist to ensure timely receipt of materiel released.

b. Procedures to ensure timely identification of delinquent shipments or expired supply status from Integrated Materiel Managers (IMMs, or sources of supply [SOS]) do not exist, or are not aggressively pursued. Tracer action to the local Traffic Management Officer (TMO) is not accomplished,

c. Incomplete procedures occur in receipt processing; e.g., loss of receipt documentation, failure to ensure complete processing of input data, and failure to correct exceptions or edit errors as they occur.

d. The Supply section is not taking corrective action for edit errors, DASF exceptions, and LUBF exceptions.

e. Reconciliation and validation are not being accomplished between supply and commodity representatives within the required timeframes to include comparing open MIMMS documents to closed SASSY documents and vice versa.

f. Use of priority designator on requisitions is not in compliance with MCO 4400.16\_.

g. The lack of timely identification of excess assets on the Loaded Unit Balance File (LUBF). Not taking aggressive action to pursue their disposition distorts this accountable record and precludes a viable audit trail.

3. Solutions

a. Develop a positive attitude among supply personnel, aggressively pursuing backorders until the required item is received and managed by document priority.

b. Ensure all shipment status from the SMU is closely monitored and initiate inquiries for overdue shipments. Further, initiate timely inquires of the SMU for requisitions resident at that source of supply with excessive backorder (BB) status; e.g., over 15 days for a priority 13 requirement.

c. Ensure procedures to identify delinquent shipments are developed and followed. Provide training in the correct interpretation of the decision tables available in current directives and ensuring corrective action is implemented in a timely manner.

d. Monitor receipt processing. Ensure all receipt documents are forwarded to the DASF clerk and the corresponding receipt is appropriately filed. It is recommended that units establish SOP for materiel received via the postal system.

e. Ensure all DASF “Action Items” are promptly processed (for SASSY those are exceptions/edits).

f. Provide training in the correct interpretation of supply status codes, ensuring the codes are understood and correctly used as applied to the command's requisitions.

g. Ensure the required bi-weekly reconciliation's are conducted with all applicable commodity sections to determine the accuracy, and status of all outstanding requisitions.

h. Ensure the criteria for requisition priority assignments described in MCO 4400.16\_ is understood and followed.

i. Ensure the submission of requisitions from the commodity sections are within the established time frames contained within MCO 4400.16\_.

j. Ensure that adequate procedures exist for the identification and subsequent disposition of excess assets.

4. References

a. UM 4400-124

b. MCO 4400.16\_

c. MCO P4400.150\_

d. MCO P4400.82\_

e. TM 4700-15/1\_

f. MILSTRIP

CONTROL OF SERIALIZED SMALL ARMS (CRANE)

1. Requirements: Each using unit possessing small arms is required to report all serial numbers to the Naval Surface Warfare Center, Crane Division **(**NSWC)**,** Crane, Indiana. An annual verification of all quantities and serial numbers is required and is initiated by Crane. Subsequent reports are required when changes in custody are initiated and must be accomplished on an "as occurring/daily basis**."**

2. Adverse Trends

a. Signed copies of all receipts with serial number certifications, issues, and documentation to support transfers and receipt for small arms are not being submitted to NSWC on an as occurring/daily basis. During FY 10 it took on average 15 days to submit updates to NSWC.

b. Copies of supporting documentation for these changes are not retained, thus negating a worthwhile audit trail.

c. Monthly Serialized Inventories of CRANE reportable assets and concurrent reconciliation of the Serialized Small Arms Assets Report (CRANE Report), CMR’s and MAL do not occur, or do not get endorsed by Supply and forwarded to the CO and then retained

d. The Serialized Small Arms Asset Report, CMR, and MAL do not agree in either serial number, quantity, and NSN.

e. Annual inventories were not validated within the 45 days timeframe, nor did the accountable officer (i.e., the Commanding Officer [CO) certify them.

3. Solutions

a. Ensure change of custody transactions to and from the unit are properly documented and reported as they occur/daily. This requires close coordination between the Supply Section and the Armory/Ordnance Sections.

b. Ensure the Monthly-Serialized Inventories are reconciled with the MAL, CMR(s), and CRANE records to identify on hand quantity and/or serial number variances, as appropriate. Take advantage of the existing requirements for monthly serialized armory inventories, quarterly CMR reconciliation's, annual Table of Equipment (T/E) physical inventories, and annual CRANE reconciliation's.

c. Complete the annual CRANE reconciliation in accordance with the enclosed instructions, and ensure the CO signs and returns the original to NWSC, Crane within the required 45 day time frame.

d. Annotate the receipt documentation (e.g., Department of Defense [DoD] Single Line Item Release/Receipt Document [DD 1348-1]) to reflect the "certification" of all serial numbers. This action is in addition to the normal receipting annotations required on the DD 1348-1.21

4. References

a. MCO 8300.1\_

b. MCO P4400.150\_

c. MCO 5530.14\_

d. UM 4400-124

WAREHOUSE PROCEDURES

1. Requirements: Each unit must maintain all equipment including sets, kits, and chests in a complete, ready-for-issue condition. Suitable storage containers or pallets must be provided along with both an appropriate location assignment and corresponding stock location file. Additionally, materiel storage must be designed and maintained in such a manner that fire and personnel safety is a prime considerations.

2. Adverse Trends

a. Warehouse receiving areas do not enable a flow of repair parts and other requirements from receipt to issue. Additionally, authorized personnel to receipt for supplies are not designated or verified.

b. The required stock location system, including a stock location file and location assignment, has not been established or maintained.

c. The Memorandum Receipt for Individual/Garrison equipment (Individual Memorandum Receipts, or IMRs) file is not checked against the unit's personnel roster monthly to ensure all personnel are checking out with the Supply Section prior to transfer.

d. Stock locator file does not depict proper assignment of location codes (deployable or non-deployable).

3. Solutions

a. Ensure a stock location file is maintained for all warehouse and storage areas. Ensure all storage containers and pallets are assigned an appropriate location.

b. Ensure all storage containers are serviceable and in a deployable state of readiness.

c. Ensure the proper assignment of location codes (deployable or non-deployable) are identified within the stock locator file when establishing a stock location.

d. Ensure the IMR file is reconciled with the unit personnel roster on a monthly basis.

4. References

a. MCO P4450.7\_

b. DoD 4145.19-R-1

SECURITY AMMUNITION

1. Requirement: Each unit with security ammunition is responsible for the security and accountability of ammunition and explosives on hand.

2. Adverse Trends

a. An Equipment Custody Record (ECR - NAVMC 10359) is not used to sub-custody security ammunition to responsible individuals. When the custody record is used, it often does not reflect changes of responsible individuals or changes in quantity of ammunition sub-custodied.

b. An accountable record (e.g., Ammunition/National Stock Number [NSN] Lot Number Record [NAVMC 10774]), is not established for ammunition assets; specifically, security ammunition.

c. Annual inventories are not conducted and documented.

d. Notice of Ammunition Reclassifications (NARs) are not reviewed, nor appropriate action taken for those assets maintained within the unit.

e. Inactive, or filled, NAVMC 10774s are not retained in a completed history file for one year.

f. Unaccounted for quantities of applicable ammunition are not made the subject of a Request for Investigation, when required.

g. AA&E officers are not appointed within the command, or if appointed, are unaware of the duties and responsibilities, such as an AA&E wall to wall inventory within 30 days.

h. Ammunition assets are not inventoried monthly.

i. Personnel who account for and maintain records for AA&E have unaccompanied access to AA&E storage sites.

3. Solutions

a. Ensure security ammunition is controlled as a non-expendable item, and upon issue, sub-custody ammunition to responsible individuals using the required NAVMC 10359 card. Maintain accountable records on a daily basis reflecting all changes or updates as they occur.

b. Never store ammunition in the same container with the weapon in which it is used.

c. Establish the accountable record utilizing a NAVMC 10774 or an electronic equivalent, which reflects at least the minimum, required entries, for all ammunition maintained/stored (e.g., security ammunition) by the unit. NOTE - Formal accounting records are not required when ammunition is received and expended/returned on the same day.

d. A physical inventory of all Class V (W) materiel must be conducted annually and documented.

e. Ensure proper distribution of NARs (usually reflected in naval messages) and segregate/handle applicable ammunition stocks in accordance with NAR instructions, MCO 8020.1\_, and NAVSEA TW024-AA-ORD-010. Request access at website NOTE WEBSITE: Requires access <http://www.marcorsyscom.usmc.mil/am/ammunition/MAKE/make.asp>

NOTE WEBSITE: NOLSC AMMO OIS Portal: <https://www.ois.disa.mil/Portal/nolsc.jsp?body=1>

f. Retain all inactive (zero balance or filled) NAVMC 10774s in a completed record history file for a minimum of one year from the date of entry into this file.

g. Based on the quantity and type of ammunition, process RFIs and/or MLSRs in accordance with the current guidance contained in MCO 5530.14A.

h. Appoint an AA&E Officer and ensure that the RO for A&E conducts and documents a wall to wall inventory of all A&E assets on an annual basis.

4. References

a. MCO 5530.14-

b. MCO P8011.4\_

c. MCO 8020.1\_

d. UM 4400-124

e. OPNAVINST 8020.13

f. MCO P4400.150\_

g. SECNAVINST 5500.4\_

PERSONAL EFFECTS

1. Requirements: The commander is charged with the responsibility of collecting, inventorying, safekeeping, and appropriate disposition of the personal effects and baggage of all service members who cannot or who do not care for their own property. In most units, this responsibility is put completely on the Supply Officer. Personal effects are a command responsibility and require certain actions and responsibilities from all echelons of command and supervision. Therefore, each unit must have adequate procedures to effectively collect and control personal effects for members who become involuntarily separated from their personal property within 48 hours (72 hours if the time frame involves a holiday weekend); e.g., unauthorized absence, hospitalization, incarceration, etc. These procedures must include the requirements for conducting timely inventories, completion of required forms, security measures to prevent loss or damage, and timely disposition. Marines who are on leave, liberty or Temporary Additional Duty (TAD) from 30-90 days must be afforded the opportunity to store their personal effects. Individual uniform clothing items must be recovered, and appropriately disposed of, for personnel discharged under other than honorable conditions or granted Appellate Leave.

2. Adverse Trends

a. Inventories are not accomplished in a timely manner following the member's separation from his or her personal effects.

b. Certificates indicating no personal effects were found are not accomplished as applicable.

c. Inventory forms are not properly completed.

d. Government property found during inventories are not properly cited on a locally generated sheet inventory sheets and turned in to the supply section/CIF issue point as required. If no government property is found, a statement attesting to this must be put in the case file.

e. Letters to individuals next of kin are not on file for personal effects on hand in excess of 30 days; i.e., deserters and Marines who are incarcerated and serving long term sentences (greater than 90 days), etc. NOTE - This is not a requirement for units within 100 miles of a Personal Effects and Baggage Center (PE&BC).

f. Inventories or waiver letters for all personnel who are TAD between 30-90 days are not being conducted; even though the personal effects may be stored in their rooms if security is adequate to safeguard the personal effects.

g. Copies of the inventory report (NAVMC 10154), and the receipt for Government Property were not retained in the individuals SRB/OQR, nor distributed as required per MCO 4050.38\_.

h. For uniform items seized by Supply for personnel receiving an OTH discharge or granted Appellate Leave where shortages were noted for those minimum required items on the Individual Clothing Record (NAVMC 631/631a); the Commanding Officer did not sign the certificate statement indicating that these shortages constitute a debt to the Government nor were the completed NAVMC 631/631a’s forwarded to the administrative section for inclusion in the individual’s SRB.

i. The logbook used to record receipt/disposition (by container) of personal effects does not contain all the required entries to show the complete chain of custody from the time into storage until the return of the container to the authorized recipient.

j. The unit Commanding Officer is not appointing an inventory board.

3. Solutions

a. Appoint an Inventory Board.

b. Ensure procedures are established to identify the requirements to conduct personal effects inventories

c. Develop an instructional package that can be used by the Inventory Board when conducting the inventory. Include the required forms and records which must be completed, and emphasize the time frames involved in conducting these inventories.

d. Ensure certifications are prepared in those instances when property is not found. Ensure certificates and receipts for recovered Government property are placed in the SRB/OQR and copies in the individual's personal effects case file maintained in the Supply Office. Additionally, ensure all recovered Government property is credited to the Marine's sub-custodial record(s), as appropriate.

e. Ensure a notification letter is mailed to the individual, or the next of kin, when personal effects are on hand in excess of 30 days (90 days for long term confinement). This affords the individual, or next of kin, the opportunity to elect disposal or transfer personal effects at no expense to the Government. Note: - This is not a requirement for units within 100 miles of a PE&BC.

f. Ensure waiver letters for ambulatory patients are completed.

g. Ensure all copies of NAVMC 10154 are properly distributed to include the individuals SRB/OQR.

h. Ensure that all individual Marines who are separated from their personal effects due to leave, liberty, or receiving TAD orders in excess of 30 days (for periods less than 90 days) are provided an opportunity to place their personal effects in safe storage.

i. Develop an internal procedure to ensure that the recovery of individual military uniform clothing is accomplished and disposed of when required in accordance with MCO P10120.28\_. Ensure that these articles are disposed in accordance with MCO P10120.28\_ and MCO P4050.38\_.

4. References

a. MCO P4050.38\_

b. MCO P10120.28\_

INDICATOR QUESTIONS FOR KEY MAINTENANCE MANAGEMENT

AND EQUIPMENT COMMODITY MANAGERS

1. How many items of equipment are deadlined or degraded and are they reported correctly?

2. Are any MARES items dead lined over 30 days? If so, what corrective actions have been taken?

3. Have all required repair parts been requisitioned, and with appropriate "NMCS/ANMCS" indicators?

a. Are priorities assigned according to urgency of need (UND) and force/activity designator (FAD)?

b. Are category codes properly assigned to equipment repair orders (EROs)?

c. Does the equipment repair order have a deadline control date (DCD) and required delivery date (RDD) assigned?

d. Is appropriate emphasis placed on validation of high priority requisitions?

4. Are personnel effectively utilizing the MIMMS AIS output reports? Have appropriate follow-up actions been taken when problems are uncovered?

5. Is support from external maintenance support activities adequate?

6. Are there any personnel shortages that impact on unit readiness? If so, has requesting contact team support for over flow maintenance been considered?

a. Are any technical Military Occupational Specialty (MOS) personnel working out of their MOS? Why? Does this include support billets, such as MIMMS Clerk, Technical Librarian, Shipping and Receiving Clerk, etc.?

b. How long will these people hold these jobs?

7. Are supervisory personnel actually qualified for the billets assigned?

8. Is maintenance management training provided for and attended by supervisors?

9. Is our maintenance management review/command inspection program effective?

1. Are internal reviews/ inspections planned and scheduled?

b. Are checklists available for management reviews/ command inspections?

c. Are internal reviews/ inspections conducted?

d. What follow-up procedures are required?

e. Are the follow-up procedures being followed?

f. Are the results of the review incorporated into our training plan?

10. How frequently do you inspect shops; e.g., tool room, calibration, publications, MIMMS, equipment records, and security, and how often is equipment operationally checked? Is the quality control program effective? Has any common preventive maintenance or corrective maintenance problems been identified?

11. Does the unit MMSOP or MMPL adequately address all maintenance functional areas (frequency of inventories, method of calibration control, etc.)?

12. Does the unit’s operational requirements and training program provide adequate time for equipment maintenance?

a. Are preventive maintenance checks and services (PMCS) scheduled and conducted in accordance with the intervals prescribed by the applicable technical publications?

b. Have PMCS requirements for equipment been established when a specific preventive maintenance interval is not indicated in the associated technical manuals?

c. Are maintenance services performed properly documented and entered into MIMMS AIS when required?

d. Are operators held accountable for the PMCS of their equipment?

e. Is PMCS conducted on component items?

13. Are inventories of equipment, and sets, kits and chests, and collateral equipment to include sub-kits, conducted within the prescribed time frames?

a. Have inventory intervals been established within the MMSOP of MMPL?

a. Are stock lists/supply catalogs up to date?

b. Are inventories properly recorded, maintaining them for one year?

c. Is there any evidence of significant willful damage or pilferage in any of our areas?

d. Are the mechanics/technicians losing or breaking tools/test equipment?

(1) Can breakage be attributed to poor quality or to improper use of tools/test equipment?

(2) Are personnel held accountable for lost or damaged tools/test equipment?

e. Are all tools authorized?

f. Are any additional equipment needs required to support our maintenance mission? How about excess equipment?

g. Are requisitions for deficiencies submitted in a timely manner?

MAINTENANCE ADMINISTRATION

1. MAINTENANCE INTENRAL INSPECTIONS

a. Requirements. Unit Maintenance Management Officers will plan and conducts detailed maintenance and maintenance related inspections to ensure effective maintenance operations.

b. Adverse Trends

(1) The unit MMO did not conduct maintenance related inspections for entire unit, or not within certain sections. During FY-10 FSMAO analyses, the average compliance score for units correctly conducting internal inspections was 56%. Additionally, there were moderate and strong positive correlations between internal inspections and the performance scores in the maintenance checklist functional areas of inventory control, PMCS, and training.

(2) The MMO did not plan for nor schedule maintenance related inspections.

(3) Follow up actions not conducted by the MMO or section.

c. Solutions

(1) Unit MMO plan, schedule, and conduct detailed maintenance related inspections which includes scheduled follow-up action.

(2) Obtain assistance from external units or higher headquarters if required.

(3) Be thorough, critical, and systematic; use established checklists such as the FSMAO checklist.

(4) Provide training based on identified deficiencies.

d. Reference. MCO P4790.2\_

2. MAINTENANCE MANAGEMENT STANDING OPERATING PROCEDURES (MMSOP)

a. Requirements

(1) Commanders at major subordinate commands (MSC) shall publish maintenance management operating procedures (MMSOPs). The instructions contained in the MSC MMSOP need not contain all subordinate unit functions but they will be sufficiently clear and applicable at the unit level, and sufficiently detailed to ensure each subordinate unit can perform its maintenance mission.

(2) Commanders at subordinate command levels, to include detached or separate commands, authorized second echelon or higher maintenance capability for more than one commodity area shall publish MMSOPs except when maintenance procedures are adequately covered in the MSC MMSOP. In such cases, the MSC MMSOP may be used in lieu of a unit SOP. When deviation from or amplification to the MMSOP is required, clearly defined local written procedures will be included in a unit maintenance policy clarification letter that expounds upon the procedures in question or that may be unclear.

(3) Commanders at subordinate command levels, to include detached or separate commands, authorized second echelon or higher maintenance capability for only one commodity area shall publish maintenance management procedures in either a commodity maintenance/unit logistics SOP or a MMSOP except when maintenance procedures are adequately covered in the MSC MMSOP.

(4) Commanders at subordinate command levels, to include detached or separate commands, authorized only first echelon maintenance capability for organic equipment shall publish, as a minimum, maintenance management procedures as part of one of the unit's logistics SOP's or in a maintenance policy letter for the unit's commodity areas.

(5) MCO P4790.2\_ specifies requirements that must be included in a MMSOP/policy letter.

b. Adverse Trends

(1) All of the requirements specified in MCO P4790.2\_ are not included in the unit MMSOP/policy letter.

(2) Standing Operating Procedures are not written to address unit specific requirements..

(3) Many MMSOPs or Maintenance Management Policy Letters are a rehash or copied versions of already established directives and provide no clarification to procedures or justification for deviations from the MMSOP.

c. Solutions

(1) Ensure all of the requirements specified in MCO P4790.2\_ are included in the MMSOP/policy letters.

(2) Standing Operating Procedures/policy letters must be written to address unit specific requirements..

(3) Established programs; e.g., calibration, modification, publication, etc., need not be copied verbatim, rather a recap should be provided along with the references. Additionally, identify a modification control point and modification control method, designate the calibration control point and the method of control, and specify the method to be used for publications control and internal distribution, etc.

d. Reference. MCO P4790.2\_

3. DESK-TOP PROCEDURES

a. Requirement. Desk-top procedures must be prepared for each billet involving administrative and management functions. Those procedures need to list significant tasks and provide information required to perform the duties of a particular billet.

b. Adverse Trends

(1) Desk-top procedures are not established as required by the MMSOP. When established, they often provide information of little or no value.

(2) Desk-top procedures do not include such items as current references, procedures for carrying out required duties, telephone numbers of individuals who might need to be contacted, and reports required. Further, there is often a failure to describe steps to be followed in the accomplishment of all maintenance or related actions.

(3) Desk-top procedures are often established by junior Marines without the supervision of a SNCO or review by the Commodity OIC.

c. Solutions

(1) Ensure desk-top procedures are comprehensive and easily understood by those required to use them.

(2) Periodically screen desk-top procedures and ensure that each are reviewed and approved by the SNCOIC/OIC as applicable.

d. Reference. MCO P4790.2\_

4. TURNOVER FOLDERS

a. Requirement. Frequent change of personnel in essential billets often results in a lack of continuity in day-to-day operations. Accordingly, effective management procedures require key supervisory personnel to maintain a comprehensive turnover folder.

b. Adverse Trends

(1) Inadequate turnover folder information.

(2) Outdated references and other pertinent information.

(3) The failure of supervisors to maintain turnover folders when required.

c. Solutions

(1) To be of any real value, turnover folders must contain, as a minimum, statements concerning those topics addressed in MCO P4790.2\_.

(2) The MMSOP/policy letters should specify, by billet, those billets required to maintain a turnover folder.

(3) Periodic command inspections should be focused on ensuring turnover folders are established when required, and contain at least the minimum required information.

d. Reference. MCO P4790.233

MAINTENANCE RELATED TRAINING PROGRAM

1. Requirements

a. Each unit must publish a training plan. The training plan is used to forecast upcoming training requirements for the unit. To be effective, minimum training requirements, such as categories of training, number of hours to be conducted, etc., must be specified. The annual training plan must include the commander’s policy on maintenance and maintenance management training.

b. Training and Readiness (T&R) Manuals should be used to ensure that all Marines who have the same job are provided a common base of training: these T&R manuals constitute the basis for the design, development, implementation, and evaluation of all individual training. T&R manuals may be used by unit commanders to determine proficiency, evaluate individual training, and maintain quality control. It should be noted that changes in doctrine and introduction of new equipment will frequently render the contents of the T&R manuals inaccurate or incomplete; however, frequent reviews are conducted by Commander, Training and Education Command (TECOM) and the contents revised as required.

c. The following list provides minimum maintenance related training requirements which must be addressed in the training plan:

(1) Skill Progression MOS Training. Training an individual receives, whether in formal school or the organizational environment, which prepares him or her to perform specific duties or tasks related to an assigned MOS or duty position. Each unit, which has a Table of Organization authorizing equipment operators, mechanics, or technicians, must conduct MOS related maintenance training.

(2) Maintenance Management Training. Training, both individual and collective, which provides a Marine the skills and knowledge of specific maintenance functions such as: modification control, calibration control, etc. If properly augmented with skill progression MOS training, maintenance management training plays a significant part in the career progression of Marines in maintenance related billets.

(3) Supervisory Training. Training, both individual and collective, provided to supervisors charged with the responsibility for the operation or maintenance of equipment. By definition, this training must address the implementation, direction, control, and review of equipment operation and maintenance. Supervisory training should also include topics such as: utilization of MIMMS AIS output reports, use of data processing equipment, trend analysis, capabilities of support organizations and procedures for requesting support, and the review of current maintenance and supply directives.

(4) Equipment Operator Training. Training specifically provided to individuals charged with the care and safe operation of equipment. This training should focus on the preparation of equipment records, operator/

crew PMCS, equipment set-up and operation, and shop safety.

d. All maintenance related training must be scheduled on the unit's training schedule.

2. Adverse Trends

a. The training plan does not address all four types of training.

b. A training program for supervisors is not established.

c. Maintenance management training is not conducted for all maintenance personnel or is conducted and not attended.

d. Training is not scheduled or conducted for all maintenance commodities.

e. Training is scheduled; however, not conducted.

f. Training is conducted but individual training records are not established or are not updated.

g. Supporting documentation (class outline, class critique and attendance roster) are not maintained.

3. Solutions

a. Command emphasis on training.

1. Increased staff level supervision, ensuring all training topics outlined in MCO P4790.2\_ are scheduled, classes are conducted, and attendance rosters are completed.
2. Ensure ITRs are established and updated as training occurs.
3. Maintain supporting documentation for training that is conducted.

4. References

a. MCO 1510.34\_

b. MCO P4790.2\_

c. NAVMC 2779 (Unit Training Management Guide, Volume I)

d. Applicable MCO 1553.3 for the MOS.

e. MCRP 3-0A

e. MCRP 3-0B

f. MCO P3500.72\_

MARINE CORPS INTEGRATED MAINTENANCE MANAGEMENT SYSTEM (MIMMS)

1. Requirements

a. MIMMS output reports must reflect the actual status of equipment in the active maintenance cycle.

b. The LM2 Report must reflect true asset posture (Report Requirement, Report Posses, Equipment Readiness) and contain RM4 remarks, if required.

c. Information must be accurate and reported in a timely manner.

d. Serial numbers reported to MIMMS must match those loaded to the property records.

e. Priorities must be assigned in accordance with the current Urgency of Need and Force/Activity Designator (F/AD).

f. Daily and bi-weekly validations must be conducted.

2. Adverse Trends

a. The status of the equipment undergoing repair is not accurately reflected on the associated Equipment Repair Order (ERO). Mismatches exist between the Job Status, Defect Code, Category Code, Priority, etc. when compared to MIMMS Output Reports.

b. Reporting delays exist; e.g., compare the date received in shop to the date the initial Job Status is reported, or reporting Job Status "Short Parts" after the supply document numbers posted.

c. Priorities are often inflated or are not assigned in accordance with the Urgency of Need or within the unit's F/AD.

d. Serial numbers reported in MIMMS do not match those on the property records.

e. Authorized and possessed quantities reported on the LM2 often do not match the quantity on the property records. On average, the report authorized was correct 95% of the time and the report possessed was correct only 90% of the time during FY10 analyses.

f. Non mission capable equipment readiness status was incorrectly reported (either incorrect serial number, item no longer non mission capable, or item not reported as non mission capable). On average, equipment readiness status was correct 89% of the time during FY-10 FSMAO analyses.

3. Solutions

a. Conduct aggressive task-oriented training.

b. Establish internal review procedures to screen data prior to submission.

c. Conduct frequent and aggressive validations comparing resource records to data base information.

d. During the weekly validation, review:

(1) Daily Process Report. The report provides a complete history of an item in the maintenance cycle. This report can be utilized to identify misuse of priorities and category codes, outstanding requirements and their status, and to ensure priorities of the requisitions correspond to the priority of the equipment repair order.

(2) Weekly Maintenance Exception Report. The report pin points specific equipment repair orders that require immediate attention. A comparison of two or three reports can assist in highlighting personnel and procedural problems.

(3) Weekly Material Report. This report will assist in the reconciliation and validation process between the maintenance and supply elements of the unit. The report will show if "NMCS/ANMCS" indicators are being utilized.

(4) Weekly Owning Unit TAM Report. This report can be utilized to identify trends in commodities and echelons by providing visibility of all equipment repair orders opened for a particular piece of equipment.

(5) LM2 Readiness Report. Utilize the Marine Equipment Readiness Information Tool (MERIT) to compare the LM2 report with the mechanized allowance list (MAL). This will identify discrepancies regarding quantities reported as authorized and possessed. After review of the previously mentioned reports, ensure the LM2 report accurately reflects equipment status.

e. Improve coordination with supply, Responsible Officers, maintenance sections, and supporting maintenance activities.

f. Emphasize supervision and personal involvement of leaders at all levels.

4. References

a. MCBul 3000

b. MCO 3000.11\_

c. MCO 4400.16\_

d. MCO P4790.2\_

e. UM P4790-5

SUPPLY SUPPORT

1. Requirements

a. One of the Commander’s responsibilities is to ensure repair parts and maintenance related supplies are requisitioned as required, correctly accounted for, and safeguarded. As soon as practical following an identified requirement, repair parts/SL-3 components must be placed on requisition. Priorities assigned must be consistent with the Urgency of Need. You may not order Pri02 parts on an ERO that is assigned a priority less than that.

b. All repair parts and maintenance related supplies for Field Maintenance Subsystem supported units must be requisitioned on an Equipment Repair Order Shopping/Transaction List (EROSL) (NAVMC 10925).

c. Biweekly validations between the maintenance activity and the supply source must be conducted in order to confirm requirements.

d. Equipment Repair Order (ERO) part bins should be established as a means of controlling or accounting for repair parts received but pending installation on the associated equipment.

e. Materiel in ERO bins must be validated at least every two weeks. Validation of this material is accomplished using the procedures contained in MCO P4790.2\_.

f. The EROSL must be annotated indicating the receipt of all repair parts from the supply source. When appropriate, it must also be annotated when selected repair parts are removed from the ERO bin and placed on equipment. In addition, annotation must be made when parts are transferred from one ERO for application against another active ERO.

g. The Maintenance Float Backorder Validation Listing must be validated biweekly. This includes reconciliation with the supporting maintenance float to confirm requirements.

h. When a pre-expended bin (PEB) is established, the Commander must publish a letter listing specific items authorized to be included in the PEB.

2. Adverse Trends

a. Excess repair parts are held in the maintenance facility that cannot be associated to an ERO or PEB Listing.

b. EROSLs are not properly annotated when parts are received, issued, or transferred to another ERO.

c. Biweekly reconciliation is not conducted with the supply source or the Maintenance Float.

d. Repair parts and PEB items are not properly safeguarded.

e. PEB usage data is NOT reported using MIMMS/AIS input; i.e., EROSL with "PB" advice code and demonstrate some form of accounting methodology (NAVMC 708 cards, Excel Spreadsheet) that captures and documents usage for each item in the PEB.

f. When PEBs are established, unit cost and appropriate 30 day stockage and usage criteria is not adhered to.

g. Requisition priorities are not in agreement with priority assigned to the equipment repair order.

h. Supply section is not processing requirements in the prescribed time frames compatible with priority assignment.

i. Requisitions resident in MIMMS but not resident in SASSY.

j. Broken units of issue are not appropriately added to the PEB.

3. Solutions

a. Foster cooperation and coordination between the maintenance shop and the supply source.

b. Conduct frequent reviews of the maintenance shop and the supply source to detect potential deficiencies.

c. Conduct reconciliation or validation when required.

d. Compare data contained in the weekly material report and daily process report.

e. Conduct task-oriented training.

f. PEBs require close supervision at all times.

4. References

a. UM 4400-124

b. MCO P4790.2

c. UM 4790-5

d. TM 4700-15/1\_

e. MCO P4400.150\_

PREVENTIVE MAINTENANCE

1. Requirements

a. Preventive Maintenance Checks and Services (PMCS) comprise the care and servicing required to maintain equipment in a satisfactory operating condition. This is achieved by performing systematic inspection, detection, and correction of incipient failures, either before they occur, or before they develop into major defects. A systematic Preventive Maintenance (PM) program consists of inspecting, cleaning, servicing, lubricating, and adjusting equipment and is an essential element to equipment readiness in a unit.

b. The establishment of an effective PM program and the performance of timely PMCS, is the responsibility of the unit owning or using the equipment.

c. PMCS must be accomplished in accordance with schedules and procedures published in applicable technical manuals.

d. Although modification of equipment is a separate and distinct process, determination of modification status on unit equipment can best be accomplished as part of the PM process. Because of the regular inspection of equipment during PMCS, incorporating modification verification into the process reduces both maintenance resource requirements and inconvenience to the unit's operation.

2. Adverse Trends

a. PMCS (end item and components) are incorrectly scheduled or conducted. When conducted, often they are improperly performed. There are illustrations on the following page.

b. Corrective maintenance defects are not identified during equipment operation or PMCS, or if identified, corrective action is not initiated in a timely manner. During FY10 FSMAO analyses only 54% of items identified by the equipment owner with defects requiring corrective actions were initiated or completed through the maintenance process.

c. Modifications are not verified during the PMCS process, or if identified as being required, timely action to modify equipment is not accomplished.

d. PM requirements are not being established for equipment when the associated technical manual does not provide a specific schedule.

e. Warranty items may require organizational PMCS IAW equipment TM.

3. Solutions

a. Conduct task-oriented training at both supervisory and skill levels.

b. Hold small unit leaders and supervisors accountable at the commodity and section level regarding the correct use of technical manuals. Ensure effective quality control inspections are conducted during the performance of PMCS.

c. Conduct frequent command level inspections.

d. Monitor and analyze equipment failures to determine causative factors, e.g., equipment reliability, hazardous operation, or improper PMCS.

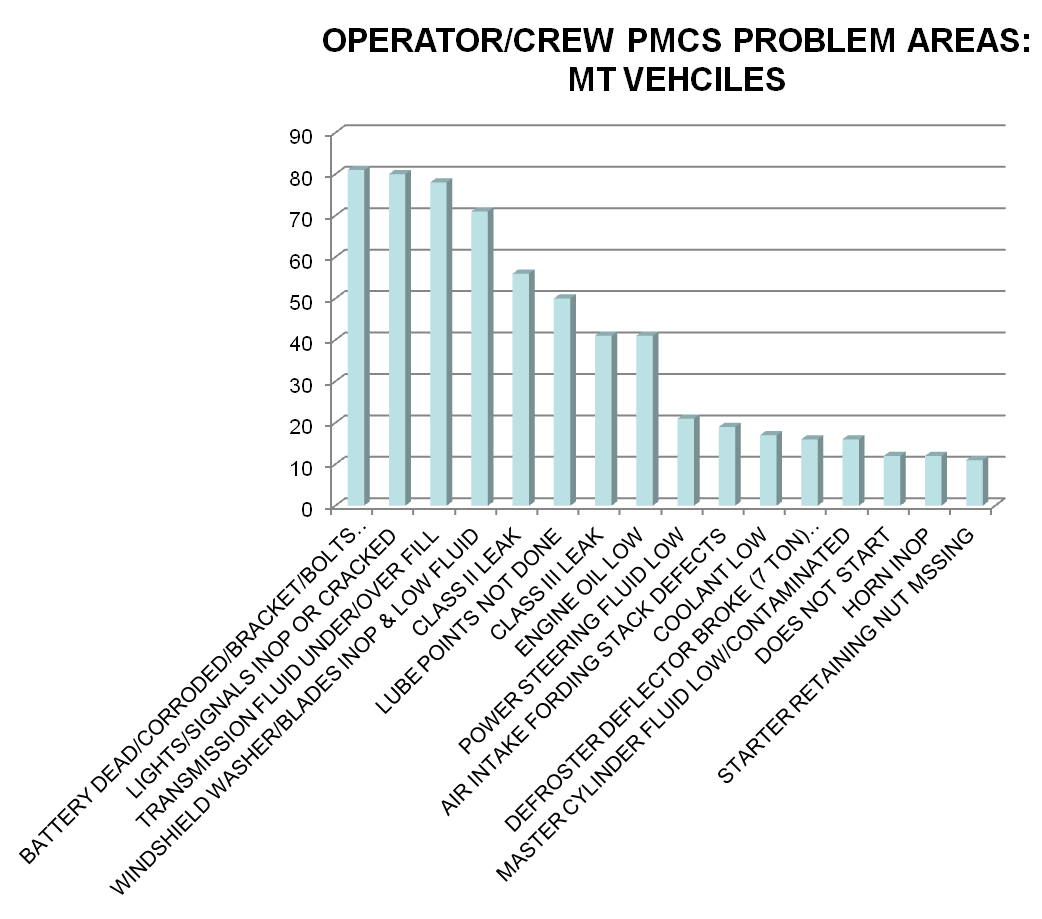
4. References

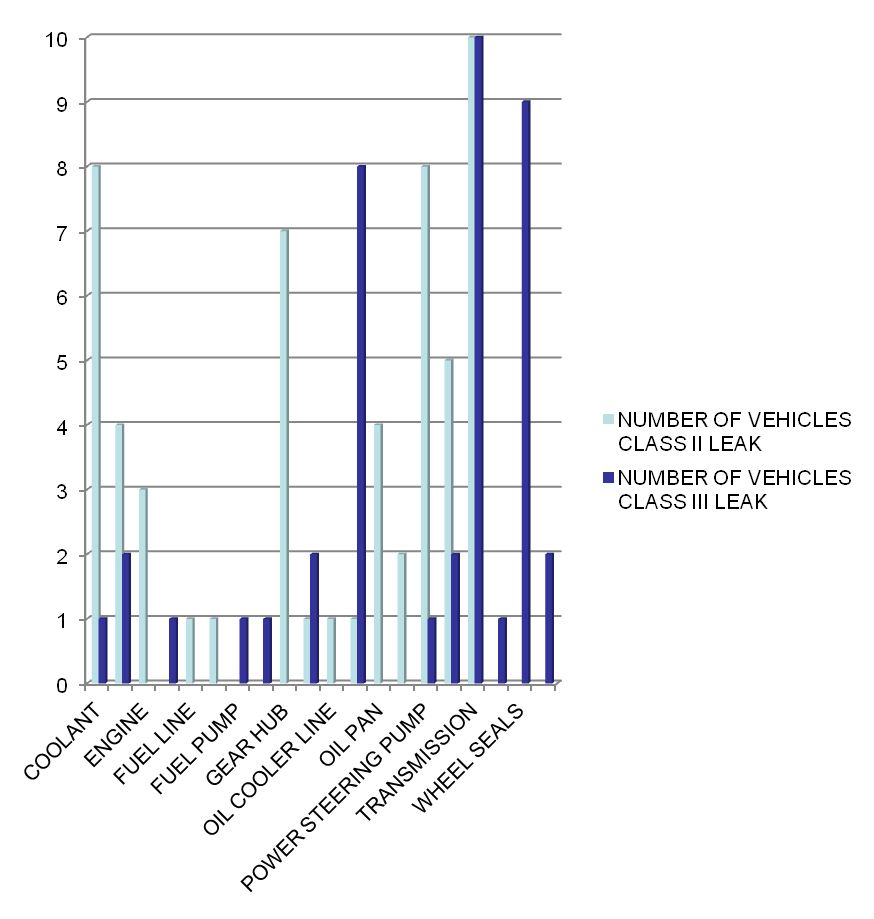
a. MCO P4790.2\_

b. Applicable Equipment Technical Manuals

c. TI-4731-14/1\_41

5. During FY-10 FSMAO analyses Motor Transport assets had the greatest number of Operator/Crew PMCS deficiencies (results taken from more than 30 FY-10 analyses). 42% of vehicles reviewed had operator/crew PMCS defects and there were 780 defects that were not previously identified by the unit. Approximately 1:10 vehicles surveyed required better operator level PMCS for batteries, lights, and transmission fluids and approximately 1:9 vehicles surveyed required better operator level PMCS and supervision for reporting Class II and III leaks (56 unreported Class II leaks and 41 unreported Class III leaks).





CORRECTIVE MAINTENANCE

1. Requirements

a. The owning unit is responsible for the timely performance of all Corrective Maintenance (CM) actions within its authorized echelon of maintenance and those selected higher echelon of maintenance tasks approved by the Battalion/Squadron commander as prescribed by the common sense approach to maintenance policy.

b. CM requirements exceeding the echelon of maintenance authorized the owning unit become the responsibility of the designated supporting maintenance facility; however, the owning unit must evacuate equipment in a timely manner when CM, exceeding the authorized echelon, is required.

c. CM must be performed in accordance with the procedures established in appropriate technical manuals.

2. Adverse Trends

a. When PMCS is performed, any required corrective maintenance is not accomplished prior to returning the equipment to service.

b. Equipment is returned to the user with defects still present.

c. Owning unit performing CM actions that exceed the authorized EOM where commanders have not approved these actions IAW the common sense approach to maintenance.

3. Solutions

a. Improve quality control procedures.

b. Conduct task-oriented training emphasizing the timely identification of CM requirements. Ensure all maintenance supervisors are aware of the methods to obtain supporting maintenance services.

c. Conduct periodic command level inspections.

d. Increase emphasis on command level supervision.

4. References.

a. MCO P4790.2\_

b. MARADMIN 100/0042

c. Applicable equipment TM

TOOL CONTROL

1. Requirements

a. Using the unit's Table of Equipment, Commander's Allowance List, and authorized special allowances, identify all tool sets, kits, and chests. After all tool sets, kits, and chests are identified, responsibility for security and maintenance must be clearly defined.

b. Complete inventories must be conducted. The appropriate TM 10, SL-3, SL-3 extract, U.S. Army Supply Catalog, or commercial publications must be used to correctly inventory sets, kits, and chests, including tool kits which are components of other tool kits, sets, or chests. Common or special tools, which are not associated to a particular set, kit, or chest, must be authorized by the Unit Commander and recorded on a inventory list. A current copy of the inventory, SL-3, or SL-3 extract must be maintained in either the set, kit, or chest or a file folder maintained by the Tool NCO or Commodity Manager. This extract should be used during the inventory process.

c. Excess tools must be identified and returned to the supply system. Special allowances are those tools that are required to perform garrison repairs. Special Tool Allowance Letters must not contain tools that can be associated to a set, chest, or kit already on hand within the unit, nor can these special tools be used in support of FMF related repairs on equipment or materiel. A locally prepared inventory list must be established for tool sets, kits, or chests which do not have a published SL-3 or U.S. Army Supply Catalog; e.g., commercial Tap and Die Sets, Drill Sets, etc.

d. Once the initial inventory is completed, adequate control procedures must be established. Accordingly, MCOs P4400.150\_ and MCO P4790.2\_ establish the following minimum inventory intervals for all tool sets, kits, chests, individual hand and portable power tools.

(1) For items in use, on a semi-annual basis.

(2) For items not in use and stored in a secure area, on an annual basis.

(3) In addition to the preceding, if the item is issued to an RO, upon change of RO.

e. Inventory records will be retained for a period of 12 months. At a minimum, those records will contain the previous two semiannual inventories for those sets, kits, chests, individual and power tools placed in service, and the previous annual inventory for those items not in service.

f. Aside from the requirement to conduct inventories, it is imperative the Maintenance Management Officer conduct frequent internal reviews of the unit's control program. This should include spot inventories, inspections of sets, kits, chests, and record verification that deficiencies are identified and on valid requisition.

2. Adverse Trends

a. Tools exceed authorized allowances, or are not identified on the Commanding Officer's Special Allowance List.

b. Inventories are not conducted at the correct interval.

c. Inventory lists are not established for component sets of tool sets, chests, or kits.

d. Inventory extracts are not identified to the items.

e. Inventory records are not retained for 12 months.

f. Tools are missing, but no corrective action initiated.

g. Tools are dirty, corroded, or unserviceable.

h. Inventory records are missing signatures/sheets for “inventories by, and supervised by.”

i. Tools utilized for the purpose of maintaining deployable MARFOR property are improperly authorized by the commander as a "Special Tool Allowance".

j. Using Unit Responsibility Issue (UURI), Authorized Additional List (AAL), and Basic Initial Issue (BII) section of Technical Manuals (TMs) listed As Required (AR) allowances are not established and authorized in writing by the commander.

3. Solutions

a. Conduct frequent command or staff level maintenance management inspections and develop an internal review program for tools.

b. Conduct commodity level training in both control procedures and the care and proper use of hand tools.

c. Ensure skill level supervision.

d. Ensure that all tools are accounted for in accordance with the current edition of MCO P4400.150\_ and MCO P4790.2\_.

4. References

a. UM 4400-124

b. MCO P5215.17\_

c. MCO P4790.2\_

d. MCO P4400.150\_

e. TM 4700-15/1\_

PUBLICATIONS LIBRARIES

1. Requirements. Each maintenance commodity must have adequate publications and directives available. Internal distribution of publications must be clearly defined within the unit. Publications must be maintained up-to-date and missing publications must be placed on requisition in a timely manner. Details of the Publication Control procedures must be included in the Unit’s Maintenance Management Standing Operating Procedures (MMSOP) or reference the Major Subordinate Command (MSC) MMSOP.

2. Adverse Trends

a. Unit Directives Control Point clerk and unit personnel lack training with the Marine Corps Publication Distribution System (MCPDS) an on line automated information system network front end processor located at Quantico, Virginia. Some units do not have access to MCPDS.

b. Adjutant and MMO fail to work together to manage publications.

c. The unit Publications listing (PL) is not validated quarterly and reviewed annually.

d. Commodities requiring publications are not included in the Internal Distribution List (IDL)/PL.

e. Smaller Commodity Section supervisors, requiring publications, are often omitted from the PL review. These frequently forgotten sections are NBC, Armory, and Food Service Section.

f. Changes to basic technical manuals are either not on hand, or if on hand, have not been incorporated into the associated publication.

g. The publications control program contains inaccurate data regarding publications on hand or authorized.

h. Outdated or superseded publications are on hand in the library or being used on the shop floor.

3. Solutions

a. Utilize PLMS[[1]](#footnote-1) (Publications Library Management System) to manage publications; this program provides an automated system for use by commands to manage publications and will help to ensure each unit achieves

and maintains core capability for maintaining their publication library and that publications received and maintained are essential.

b. Follow procedures established in MCO P5600.31\_ for PL review and control.

c. Conduct staff level reviews. This should include the actual examination of publications on hand in the various libraries and shop sections.

d. Improve awareness by frequently conducting training and ensure adequate supervision is provided.

e. Equipment owners and unit MMO performs the necessary coordination detailed in the current edition of MCO P4790.2\_.

4. References

a. MCO 5000.14\_

b. MCO 5215.1\_

c. MCO P4790.2\_

d. MCO 5600.31\_

e. SL 1-2, and 1-3

f. MCO 5215.17\_

g. NAVMC 2761

EQUIPMENT RECORDS

1. Requirement. The Commanding Officer is responsible for ensuring all required equipment records are correctly maintained for all assets possessed. Equipment records are those records maintained for a specific item of equipment. Essentially maintenance and operational resource documents, they provide the basis for evaluating completed maintenance action.

2. Adverse Trends. Equipment records are either not properly established or incomplete. This is particularly true for equipment stored in the unit's warehouse and for sets that contain serialized components and TAMCNs from various commodities. (i.e., Mobile Radio Sets lacking Equipment Record Jackets for the Prime Mover).

3. Solutions

a. Cognizant supervisors must be held accountable for establishing equipment records. Further, Marines at all maintenance levels must become totally familiar with the requirements outlined in TM 4700-15/1\_.

b. Task-oriented training, coupled with close supervision, are essential elements for assuring the accuracy of equipment resource records.

4. Reference. TM 4700-15/1\_

MODIFICATION CONTROL

1. Requirements

a. The Commander is responsible to ensure all modifications applicable to on hand equipment have been completed and correctly recorded in equipment records, and on the appropriate modification control records.

b. Urgent MIs received via weapon system/equipment manager (WS/EM) alerts and not listed in the current SL-1-2, will be annotated on the control record by message date time group until the MI is published.

c. Each unit, regardless of the echelon of maintenance authorized, must establish a modification control program. The program consists of both manual and automated input responsibilities.

d. The Commander must designate a single point of contact responsible for monitoring the modification control program. In units meeting the requirements for the assignment of a MMO, the MMO should be tasked with establishing, monitoring, and inspecting the unit's Modification Control Program. Otherwise, the single Commodity Manager should be designated in those units where assignment of a MMO is inappropriate.

2. Adverse Trends

a. Equipment requiring modification is not identified, thus modification control records are not established for all items of equipment requiring modification.

b. Modifications are verified as having been completed, however, physical inspection proves they were not completed.

c. Disparities exist between the actual quantity of equipment requiring modification and quantity listed on the Commodity Managers records.

d. Information concerning modifications that change the NSN/TAMCN of the end item is often not passed to the supply section upon completion of the modification. (i.e., up-armored HWMMVs)

3. Solutions

a. Improve quality control procedures.

b. Conduct task-oriented training for supervisors.

c. Periodic command level inspections should include comparing Commodity Manager's records to the MMO's records along with physical inspection of equipment.

4. References:

a. MCO P4790.2\_

b. TM 4700-15/1\_

CALIBRATION

1. Requirements

a. All test instruments used for the purpose of fault isolation or diagnostic testing and measurements, must be included in the unit's Calibration and Maintenance Program (CAMP) for Marine Corps Test, Measurement, and Diagnostic Equipment (TMDE). This includes radiac TMDE associated with NBC training.

b. TMDE should only be calibrated to the extent, and at the interval, necessary to adequately perform the measurement involved. The unnecessary full calibration of TMDE used for other than qualitative or quantitative measurements should be avoided.

c. All TMDE must be properly controlled and in 1 of 4 calibration statuses; calibrated, Calibration Not Required (CNR), special, or inactive.

2. Adverse Trends

a. Items are not identified to the CAMP. Conversely, items are identified which should not be included.

b. Control procedures, such as control cards, charts, or an automated system are not established or control system is not designated in writing by the command.

c. Required PM services and operational checks are not scheduled, or if scheduled, are not properly recorded and or performed. Conversely, operational checks and preventive maintenance services are unnecessarily scheduled in many cases.

d. TMDE is overdue for calibration services or listed in the wrong category.

3. Solutions

a. Conduct aggressive task-oriented training for both skill level and supervisory personnel.

b. Conduct periodic staff level inspections that include physical comparison of calibration records to TMDE. Annually, conduct an inventory to identify all TMDE, ensuring only those items requiring inclusion in the unit's CAMP are scheduled for calibration, designated CNR, Special Calibration, or "Inactive".

4. References

a. MCO 4733.1

b. MCO P4790.2\_

c. TM 4700-15/1\_

1. Management is one element of leadership within the Marine Corps. Although commercial businesses practice the basic management components of planning, organizing, and controlling, the Marine Corps conducts operations (tactical and garrison day to day) within the context of “Command and Control.” Decisions and actions undertaken within Supply, Maintenance, and Maintenance Management are in direct support of the unit’s mission.

a. Leadership. There are many Marine Corps documents and books available on leadership. MCWP 6-11 LEADING MARINES states, “*Marine Corps Leadership qualities include: (1) Inspiration—Personal example of high moral standards reflecting virtue, honor, patriotism, and subordination in personal behavior and in performance. (2) Technical proficiency—Knowledge of the military sciences and skill in their application. (3) Moral responsibility—Personal adherence to high standards of conduct and the guidance of subordinates toward wholesomeness of mind and body*.” Leadership enables the leader/supervisor to manage effectively in support of the unit: technical proficiency is essential.

b. Command and control. The Marine Corps insists on effective command and control. This is a process representing a collection of related activities that are procedural in nature and designed to accomplish the mission or a certain task. The process can vary in complexity and composition to include, but not limited by, 1) Gathering and analyzing information, 2) Making decisions, 3) Organizing resources, 4) Planning, 5) Communicating instructions and other information, 6) Coordinating, 7) Monitoring results, and 8) Supervising execution.[[2]](#footnote-2) As a new leader and supervisor use the command and command framework to help you manage tasks from the simple to the complex.

c. Decision making. The Marine Corps adopted the Boyd Cycle as a model for making decisions. It is known as the Observe – Orient – Decide – Act Loop or OODA Loop. The goal of the OODA Loop is to develop decision-making superiority. Decision-making superiority occurs when leaders and Marines can make decisions faster and more effectively than the enemy[[3]](#footnote-3). As a new leader and supervisor, use the OODA Loop to help you think through tasks and problems whether they are routine procedures or complex problems.

d. Management. Management enables you to accomplish missions/achieve goals effectively and efficiently by **planning, budgeting, organizing, staffing, problem solving, and** **controlling people and resources** to meet objectives, mission requirements, deadlines, tasks, and policy/directive requirements. There are a variety of management methods but all methods require clear instructions, training, appropriate tools and references, timelines, assessment standards, and communication (feedback from and to supervisors). Generally one can manage by outcome, task, or procedure/process points dependent upon the task complexity and Marine(s) proficiency executing the task. It is important to note that each Marine and each situation are different – just as leadership methods may vary dependent upon many factors, so too will management styles vary dependent upon the task and whom is performing the task. Remember that Marines you are now supervising often times have more technical skill than you: don not waste their intellect.

1) Outcome. This is the least involved. The supervisor directs a task(s) and then does not get involved in the process aside from obtaining status checks until the supervisor assesses the outcome. It trusts and enables personnel to determine the sub-tasks and how to achieve the objective.

2) Task. This is the most involved. The supervisor directs and assesses actions at the task/sub-task level. Typically used for training personnel new procedures or processes. This is not to be confused with “micro-management” which will not be addressed in this job aid.

3) Procedure/Process points. This is a moderate level of involvement. The supervisor assesses actions at specific points prior to the outcome. This is equivalent to quality assurance steps in corrective maintenance – work is checked by a supervisor with greater knowledge and experience to assess accuracy and completeness prior to moving on.

4) Generally speaking management requires: 1) Knowing what has to be done and why, 2) Determining when and how it will get done, 3) Assigning responsibility, set tasks, and due dates, 4) Enabling success through training, providing reference material, appropriate information technology, and equipment, 5) Provide authority for subordinates to accomplish the task, 6) Supervision, reporting/feedback, assessment and correction. As a new supervisor/manager use BAMCIS as a sound guide to manage - as learned in boot camp and OCS – the “S” in BAMCIS is most important and, 7) Getting it done.

2. Planning. Planning and then scheduling is a foundation to management.

a. Determine what has to get done and when through communication, coordination, and reading. The following recommendations on researching what has to get done, in addition to the previous three sections in this Commanders and Staff Orientation Handbook, will help set you up for success. In general functional areas that earn a non-compliant FSMAO analysis score can be largely attributed to a lack of supervision – personnel did not know what to do. To prevent this read all applicable directives and technical publications, and discuss the tasks that you must accomplish with more experienced personnel. Reading is essential to management because you become aware of 1) What to do, 2) Why to do it, 3) How to do it, and 4) When to do it. You have a foundation of knowledge that can be drawn upon to solve problems.

1) Orders/Directives/Manuals/Instructions/Bulletins/MARADMINS/FSMAO Clarifications & Waivers. Read and reread applicable publications and make sure the publications are current.

a) There are two orders that set the foundation for supply and maintenance and respective personnel must be thoroughly familiar with the contents of each. MCO P4400.150\_ is the Consumer Level Supply Policy Manual and MCO P4790.2C is the MIMMS Field Procedures Manual. The FSMAO checklist is a good source, but it does not list all publications required. Go to the HQMC publications site (http://www.usmc.mil/news/PUBLICATIONS/Pages/default.aspx) and review all titles at minimum in the 4000 and 5000 series. Publications can also be found on MCPEL (Marine Corps Administrative Publications and Forms Electronic Library) - a packet of three CDs.

b) The importance of technical proficiency for possessed and supported equipment cannot be over stressed. You must possess (electronically or hard copy) and read all technical publications for the equipment you possess and repair. Refer back to Section III Maintenance Publications Library. During FSMAO analyses we observe personnel that do not know how to account for their equipment: whether for SL-3 inventories or for CMR matters (UURI/SSRI) because the current publications are not maintained or read. Maintenance supervisors must read TM 4700-15 1H Ground Equipment Record Procedures – understanding this manual and its requirements enables you to organize your work load. Supply procedures are covered in UM 4400-124 – Parts I, II, and III cover many procedures that are performed even while employing GCSS-MC, therefore supply supervisors should read these sections and be familiar with them until the UM is updated for GCSS-MC. Go to LOGOM publications site for Technical Publications for instructions on equipment (<https://pubs.logcom.usmc.mil/front.htm>).

2) Be familiar with the NAVMC and MCO 3500 series Training and Readiness (T&R) Manual for MOSs within your span of control. These can be found at the HQMC publications site or MCPEL. The T&R Manual is essential for your training program. Refer to Section III preceding (although this is in the Maintenance Section it applies to Maintenance Management and Supply as well).

3) MOS Roadmaps. Refer to MARADMIN 044/05, MOS Roadmaps provide Marines a single source reference for MOS required and recommended training and education. Go to http://www.tecom.usmc.mil and then look for the MOS Roadmaps link.

4) HHQ directives, such as the Maintenance Management SOP.

5) Unit directives and SOPs.

6) Unit TEEP (Training, Exercise and Employment Plan) and training schedule.

7) Obtain clear guidance from the CO: know what is important to him or her. Ask what are my sections measures of effectiveness for the Command? Can you provide confident answers to the CO indicator questions in Section I? What about answers to the questions within the Supply and Maintenance sections? How does the CO prioritize operation/exercise support, PM, CM, readiness reporting, fiscal, and accountability?

8) Doctrine. Doctrinal publications can be found at <https://www.doctrine.quantico.usmc.mil/aspweb/log-ops.asp>. Reading doctrinal publications is outstanding PME and helps direct your training requirements. Read at minimum: MCDP 4 Logistics, MCWP 4-1 Logistics Operations, MCWP 4-11 Tactical Level Logistics, MCWP 4-11.4 Maintenance Operations, MCWP 4-11.7 MAGTF Supply Operations, MSTP Pamphlets 4-0.2 and 5-0.3 Log Planners guides. Review NAVMC 2890, Small Wars Manual. The Small Wars Manual has a 12 page section on logistics that is worth its weight in gold. An extract appears below that gives instructions to the unit supply officer. “*They must first get the supplies, then supply them to the troops. In order to carry out these duties it is essential that the officer responsible for supply has the following essential information at all times:* ***(1) The supplies and equipment required by the force. (2) The supplies and equipment the force has on hand. (3) Where the required items may be procured, from whom, and when. (4) When, where, and in what quantities replacements will be needed****. The most important function of a supply officer is the supervision of requisitions. To know what, when, where, and how to get what the command needs, and then get it and distribute it, is perhaps the whole story of supply insofar as it affects the one to be supplied*.”

9) Marine Corps Center For Lessons Learned. Subscribe and read relevant documents posted here at <https://www.mccll.usmc.mil/>. For example if you read (U) Combat Logistics Patrols In Regional Command Southwest (RC-(SW)) (U) Lessons and Observations From 1st Marine Logistics Group (Forward) you could identify potential gaps within your training plan that need to be addressed in garrison.

b. Record all tasks, schedule and set up calendars for yourself and your Marines. Nest your internal requirements with those of the unit. By way of example, review the unit TEEP with the S-3 and S-4 when planning for Wall To Wall inventories, CMR reconciliations, and maintenance stand downs, etc. This enables you to plan ahead, organize, direct, control, and assess the progress. It helps you to determine your battle rhythm.

1) List tasks that must be accomplished in the following categories: a) As occurring, b) Daily, c) Weekly, d) Monthly, e) Quarterly, f) Semiannually, g) Annually, and h) Biennially.

2) Assign each task and provide authorization, resources, and instructions.

3) Each Marine clerk record their daily tasks, as occurring tasks, etc. in their Desk Top Procedures.

4) Review Desk Top Procedures for completeness and accuracy.

5) After determining daily operations develop an annual calendar.

6) Certain events involve the entire command and can be complex; examples of these may be a maintenance stand down, an annual inventory which includes RO level inventories, or movement of equipment items into a Leave Behind status for your deployment. These events will need command level direction and support and thus require clear and de-conflicted timelines: a LOI or OpOrder would be appropriate. Work with appropriate unit personnel to develop and publish a POA&M (Plan of Action and Milestones) IOT meet requirements. A POA&M is a tool that identifies tasks that need to be accomplished. It details resources required to accomplish the elements of the plan, any milestones in meeting the task, and scheduled completion dates for the milestones.

7) An example of a task listing for a Supply Officer and Supply Chief appears on the next page. It is not all inclusive, but is a starting point.

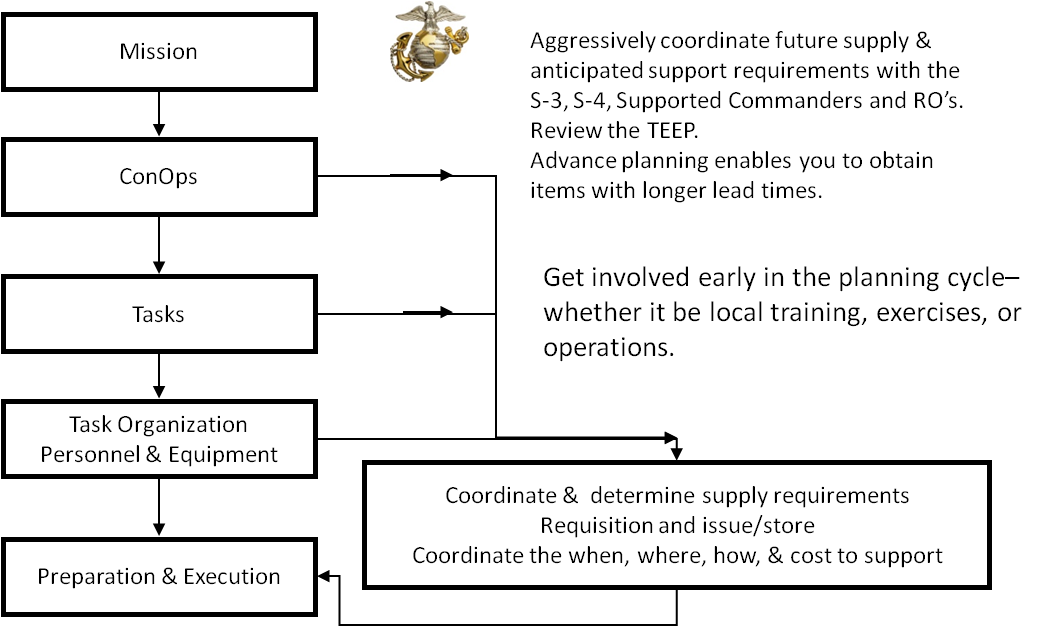
* **Daily**
  + Review management reports
  + Validate high priority requisition status
  + Validate that filing was accomplished
  + Status check on supply support requests
  + Check DTS
  + Read message board
* **As occurring**
  + Coordination with Supported, Supporting and HHQ to accomplish supply support
  + Causative research and endorsement of RO RFI
  + MLSR
  + CRANE transfer/receipt
  + Voucher Request
  + MVGL
  + Validate WIR
  + RO assignment and training
  + UNS or Urgent UNS
  + Review MERIT for readiness info
  + Command Adjustment update
* **Weekly**
  + Brief CO & include status of funds
  + Prepare for & attend readiness brief
  + Conduct MOS training
  + Validate reconciliations: occurring and effectiveness
    - Requisitions
    - Readiness Reporting
    - Fiscal
  + Conduct internal review & take action
    - E.g. Accuracy of accounting & fiscal records
    - E.g. Requisition status
    - E.g. Personal Effects records
  + Spot inventory
    - Care in storage
    - Location verification
    - TAC marks
    - Include SL-3
* **Monthly**
  + Monthly Serialized Inv and CRANE reconciliation
  + CMR recons (stagger if can)
  + Cyclic inventories
  + Validate Temp Loans
  + Validate IMR & ECR cards
  + Training – assess mastery/non-mastery for T&R
* **Quarterly**
  + CMR reconciliations completed
  + Review authorization for CMD ADJ and property record listings
  + Unfunded deficiencies to HHQ
  + Fund commercial repairs
* **Annual**
  + Inventory (synch with CMR)
  + Annual budget
  + FY Close-out
  + Mid Year Review
  + CRANE verification
  + Type II review
  + Command Adjustment Authorization
  + TA Review (MFR)
  + Warehouse Security Inspection
  + Annual training plan
  + Distribution of assets (TFSMS UIC to CMR comparison)

3. Facilitating Logistics Coordination and Logistics Requirements Determination Planning

a. Constantly evaluate your unit’s organic procedures to request supply and maintenance support, induct equipment into the maintenance cycle, preventive maintenance procedures, etc. Advance planning for determining supply support requirements ISO exercises and operations is critical. There may be supplies needed which have long lead time or for which your unit may not have the funds immediately available.

b. Advance planning and coordination are essential. Determination of supply and anticipated maintenance support requirements is done through coordination and understanding the mission, concept of operations, task organization, and tasks.

c. A depiction of the relationship between task development and determining logistics requirements is as follows:



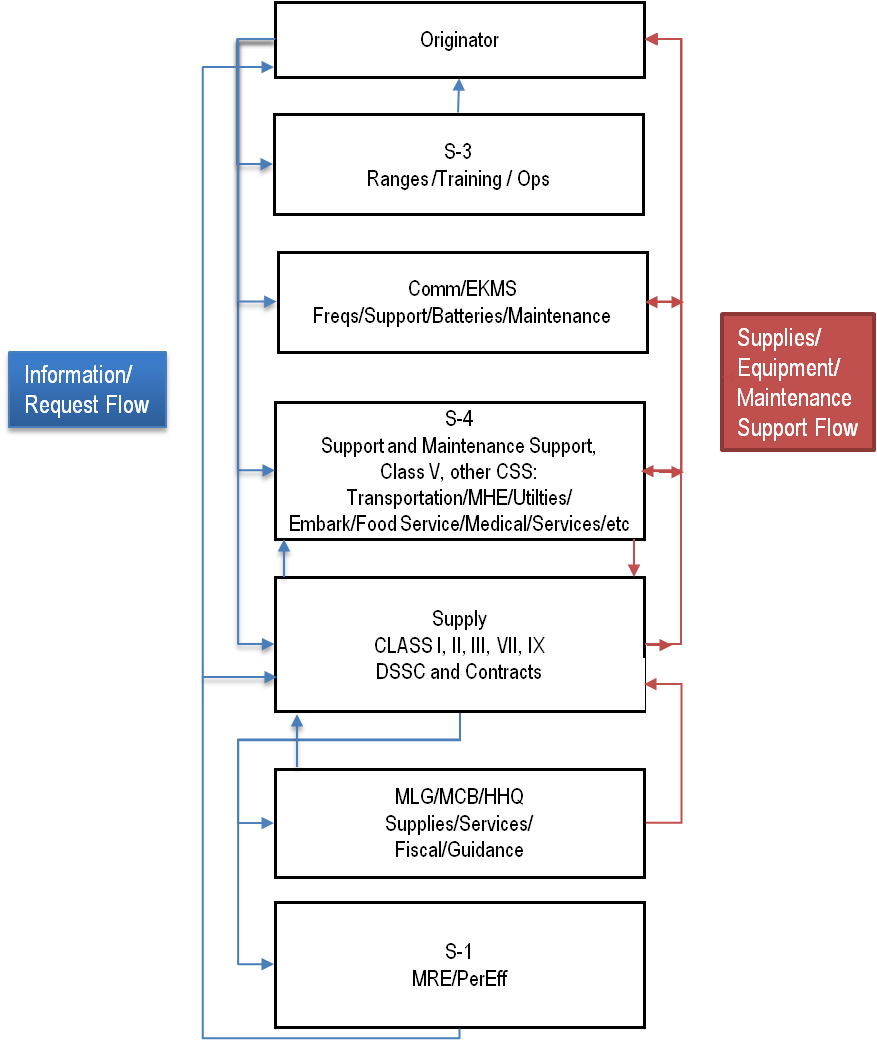
d. Understand internal and external lines of communication for requesting supply and maintenance support. *Evaluate your unit’s logistics/supply request and fulfillment process so that you can improve it.* Document each step in the process and look for breakdowns and bottlenecks - get involved early to resolve problems: how long does each step take – is there waste, rework, slow downs, unnecessary review or other “non-value add” work, and examine the requests – are they complete the first time or are they sent back for additional information. Evaluate each exercise/support mission, obtain input from your customers, and make improvements. Review submission times and establish lead times based on the types of supplies and support requested. Provide direct supervision for the higher priority items and establish feedback / report times. Hold Marines and customers accountable.

1) Streamline the process through standardizing the process and ensure your Marines know the process. Document the process for your customers. Provide your Marines and customers standardized documents and formats (email/electronic or paper). As improvements are made update the SOP, make it available, and conduct training.

2) Enable your Marines to communicate with the supported and the supporting – decentralized execution enables success. If you cannot meet the RDD, notify the supported and find alternative solutions. Use share drive/SharePoint/Logistics AIT systems to minimize the number of times personnel handle paper or emails.

a) Establish checks and balances to follow-up on requests so that you meet requirements.

b) An example of how complicated information and materiel flows can be follows on the next page.



4. Organize your work spaces to facilitate communication and work productivity vice seniority, privacy, etc; position supervisors to facilitate supervision. Designate areas for customer access and limit customer interaction beyond that point. Position office equipment and storage aids to minimize movement within the office. Use standard Marine Corps filing systems and instruct Marines in the flow of all paperwork and electronic requests: from receiving request – taking action – to fulfillment – to filing. Ensure GCSS-MC transactions and supporting documentation is retained with actions taken/dated. Evaluate your internal lines of communication and paperwork flow regularly – it is here that support requests fall through the cracks.

5. Internal Inspections. The section titled Maintenance Internal Inspection in Section III above also applies to supply. The unit Maintenance Management Officer is required to conduct maintenance related internal inspections on behalf of the Commanding Officer in the eight functional areas of maintenance: (1) Maintenance Administration, (2) Personnel and Training, (3) Records and Reports, (4) Publications Control, (5) Equipment Availability, (6) Preventive Maintenance Checks and Services, (7) Supply Support, and (8) Maintenance Related Programs. During FY-10 FSMAO analyses we found a moderate positive correlation between good MMO led internal inspections and higher quality maintenance programs within maintenance commodity sections: units that conducted quality internal reviews had a better maintenance program throughout the unit. Systematic internal reviews of functional areas will identify strengths and weaknesses and enables the manager to evaluate procedures and processes (intra and inter office). This is continuous for managers: have a plan that covers all functional areas at minimum annually, and optimally semi-annually. The goal is that your office provides best support and achieves compliance and most of all your Marines are better trained. Appendix H of MCO P4790.2C lists trouble shooting procedures that are helpful to resolve conditions that may be identified during internal reviews, from reviewing reports, from talking to your customers and Marines. Additionally, Supply Officers are often tasked by their HHQ Comptroller to facilitate the Commands Internal Controls for fiscal – if you are tasked for this you will need to set time aside to perform these duties.

a. Designate times for internal inspections

b. Use HQMC or HHQ checklists (FSMAO’s can be found at <http://usmc-exlog.com/>)

c. Involve Marines in the process; invite HHQ or external support if needed

d. Read and understand the references in the checklist (seek assistance if unsure): be critical, thorough, and systematic

e. Document everything (what found and corrective action) and take action

1) Pick a sample of items to review – you don’t need to look at 100%

2) Conduct causative Research as needed – see CH 2 of MCO P4400.150E

3) Develop and execute a plan to correct records and procedures

4) Follow MMSOP to report corrections

5) Update SOPs

6) Train to the deficiencies identified

f. Verify that Marine’s have access to required systems: GCSS-MC, TFSMS, CRANE, WOLF, MERIT, Pubs Library/PLMS, WebVLIPS, DTS, ETIDS, etc

g. Evaluate the effectiveness of reconciliations – are correct and timely actions taken:

MAL v CMR, IMR v A Roster, MAL v DASF, WOLF v MAL/DASF, DASF v customer requirement, WHS v

CMR, PE case file v Morning Report, etc

h. Evaluate unit wide customer wait time that includes the supply portion of OST (Order Ship Time) and the maintenance portion of RCT (repair cycle time).

Purpose: To provide standard procedures when conducting causative research to resolve discrepancies in property records and assist an Investigative Officer in his or her research. These procedures compliment policy contained in paragraph 2004 of MCO P4400.150E.

Causative Research (as defined by MCO P4400.150E):

* Identifies administrative errors that have been made, which may negate the need to investigate and/or process a gain/loss transaction.
* Assists in determining the correct type of adjustment transaction required.
* Identifies procedural deficiencies that can be corrected to prevent waste, theft and improve supply support.
* The benefits of causative research must be weighed against the time required to perform it.
* Timely adjustment of the balance record is necessary so that action to dispose of excesses and replenish deficiencies can occur.

**CMR Causative Research actions**

* CMR does not = MAL

(TAMCN/QTY/NSN/SERN Count)

* Item on LUBF cannot be located
* Item on MAL cannot be located
* Aged shipment status
* MERIT shows imbalance between MAL and CMR, or between CRANE and your records
* Review history files within ATLASS / SASSY
  + Review SASSY Daily History
* Check pending files (and TAMCN files)
* Check receipt/transfer/DRMO/misc documents
* Discuss with cognizant personnel – ROs / delegate
* Review edit/exception reports
* Supervisor assigns multiple causative research tasks
  + Follow minimum detailed causative research guidelines
  + Communication between clerks is essential
  + Use initial causative research as baseline
* Broaden scope of cognizant personnel
* Spot inventories as necessary
* Initiate corrective action when cause of imbalance is discovered (follow guidelines in Chapter 2 of MCO P4400.150E)
* If causative research does not identify cause of imbalance, then prepare adjustment documentation or forward RFI, or submit RFI.

Causative Research Flow Chart: Based on SASSY & ATLASS

* Discuss, identify, and implement improvements to procedures
* Change unit level procedures as required
* Conduct training and update SOPs
* Documentation to voucher file as required

Identify Inventory

Imbalance

Or RFI received

Conduct

Causative Research

-Record results

-Prepare adjustment paperwork

-Forward RFI

Identify improvements and implement

It is recommended that you follow each step sequentially, document what you find and check off each step after completed.

1. Do the CMR and MAL have the same TAMCN or Local TAMCN for the same NSN?  
   1. If not, determine the correct TAMCN through TFSMS, FEDLOG, published instructions, or the local TAMCN listing from SMU Customer Service.
   2. For the TAMCN/NSN/SERNR, do ATLASS and SASSY CMRs agree?

If not, go to step number 3 and 4.

* 1. Does this explain the variance?

1. Do the CMR and the MAL have the same NSN or Local stock number for the same TAMCN and SERNR?  
   1. For the TAMCN/NSN/SERNR, do ATLASS and SASSY CMRs agree?

If not, go to step number 3 and 4.

* 1. Does this explain the variance?

1. Can the variance be explained by reviewing the CMR pending file[[4]](#footnote-4)?   
   1. Are there a transaction and/or an approved RFI with that TAMCN and/or NSN and/or SERNR(s) that went unprocessed?
   2. Review WOLPH to determine if there was movement of this NSN or SERNR by your supporting IMA(s).   
      1. Did you get the paperwork from the RO?
      2. Were the YRU transactions processed?
      3. Did you inform the MAL clerk?
   3. What information did you learn about the variance (date/actions/sequence of events)? Did what you learned point you in a new direction?
2. Can the variance be explained by reviewing the CMR completed file[[5]](#footnote-5)?  
   1. Is there a transaction with that TAMCN and/or NSN and/or SERNR(s) that did not fully process, or went unprocessed?  
      1. Transfer to another RO
      2. Issue back to Supply
      3. Receipt by RO (or the authorized delegate)
      4. RO RFI (is the present variance contained in a RFI)
   2. Is there a transaction that only partially processed within ATLASS? This also means that the transaction did not fully process within SASSY.  
      1. These can be viewed in the ATLASS MAL-CMR Exception report.
      2. For lack of any standard term, these are called “ghost records” within ATLASS. This report will depict a SERNR(s) that is resident in the ATLASS SERF but does not show in the CMR view.
      3. The report depicts that the QTY and the number of SERNR(s) will be different.
      4. This can be fixed by a YRU transaction(s) to adjust either the QTY or SERNR – ensure you review SASSY first.
      5. Use source change of custody documentation.
   3. What information did you learn about the variance (date/actions/sequence of events)? Did what you learned point you in a new direction?
3. Audit all CMRs for the TAMCN and/or NSN and/or SERNR(s).  
   1. What information did you learn about the variance (date/actions/sequence of events)? Did what you learned point you in a new direction?  
      1. Look for any adjustments for the TAMCN and/or NSN and/or SERNR(s) and document each time the CMR was adjusted.
      2. Locate the supporting change of custody documentation – which includes all paperwork from the RO (includes authorized delegate to sign for/return property).
   2. Is the NSN in question also a SSRI component to another TAMCN? Should this NSN/QTY/SERNR be on the CMR?
   3. You may ask a RO(s) to conduct a spot inventory or go over and help conduct a spot inventory.
4. Provide an explanation of the variance based on the preceding five steps.  
   1. When did the RO first get the item(s)?
   2. How long has the item(s) been on the CMR? Has the RO and/or previous RO(s) signed for the item(s) in question?
   3. What does chain of custody documentation tell us (who/what/where/when/why)?
   4. What does supporting documentation from RO(s) tell us (RFIs and letters)?
   5. Is the variance fully or partially caused by administrative errors in transaction processing or a transaction not being processed?
   6. It may be that the variance has nothing to do with the CMR.

**DASF Causative Research actions**

It is recommended that you follow each step sequentially, document what you find and check off each step after completed.

1. Is the NSN (or local stock number) resident on the ATLASS Document Control File or SASSY DASF?  
   1. Record the DOCNR
   2. Identify as requisition (Z0A or ZBE) or as a redistribution (Z2M)
   3. Record the last status
   4. Is there a backorder and due?  
      1. Only PC C will appear on the MAL as a Due-In if there is a backorder QTY.
      2. Was cancelation action attempted?
      3. Did the SOS provide an AE1 with “REJECT STATUS CODE” for you to induct w/ an override code of 2 in CC 70?
      4. Review daily histories for several days after the cancellation request was submitted (you should be able to locate the SOS response – or contact the SOS). The AE1 should be in ATLASS transaction maintenance unless it was deleted.
   5. What purpose code is the requisition?

PC A will not appear on the MAL as a Due-In.

1. Is there shipping status (and what date was it shipped)?
2. Was it received but not receipted for, receipted for incorrectly?
   1. Is the Proof of Delivery (POD) or DD-1348 on file (POD file/voucher file/CMR completed file/WHS)?
   2. Contact SOS – or MCLC item manager, or the sending unit. Perhaps you can obtain a SERNR.
   3. Is lost shipment action required?
3. Is receipting action required for TAMCN item(s) (coordinate with the MAL and CMR clerk)?  
   1. D6T/1 (PC C with due and backorder)
   2. D6T/DAD (PC A or C with due and no backorder)
   3. D6T blank/ZZZ (PC A or C with no due and a backorder)
   4. D6A/DAD (No DASF record)
4. If a due-in is in PC G, it can be changed to PC A by inducting an AE1 “RB” status code for the DOCNR. If a PC C item was on the DASF as a PC G item, then the DOCNR will need another ZM1 to modify to PC C as long as there is a B/O. Otherwise the item should be a D6T/blank and then DAD to MAL (most likely with a NOCOSTJON). Did this correct the variance?
5. Provide an explanation of the variance based on the preceding five steps.  
   1. Does the DASF or receipting action explain the variance?
   2. Do required actions require subsequent administrative adjustment to the property records (D9B) because an incorrect receipt was processed for the TAMCN and/or NSN and/or SERNR?  
      1. Coordination with the MAL clerk is required.
      2. Write what transaction was processed, when it was processed, and the DOCNR. Is there a hard copy on file?
   3. Is lost shipment action required?
6. It may be that the variance has nothing to do with the DASF.
7. It may be that your office needs to refine the flow of receipt documentation or to make better annotations on the receipt documentation (date/QTY/CC/action taken).

**LUBF Causative Research actions**

It is recommended that you follow each step sequentially, document what you find and check off each step after completed.

1. Is the NSN (or local stock number) with the variance resident on the ATLASS Retail A File and or SASSY LUBF? Look in the RNSN (record NSN) column for the NSN with the variance:  
   * 1. Is there an O/H QTY?
     2. Is it A/A, or A/F, or G/A?
     3. If there is a Due or B/O QTY – touch base with the DASF clerk for DASF review actions
     4. Record the QTY, P/C and C/C, and last transaction date
     5. Is the NSN frozen – when and why?
     6. Most units are not authorized to maintain an O/H QTY in G/A (provisioning stocks) - should the O/H QTY be issued with a D7A and a NOCOSTJON, or should it be moved to MAL with a DAD?
2. Determine if the QTY and NSN belong in A/A, A/F, or G/A (most likely will not belong here).  
   1. A/A - A/F – G/A QTY
   2. Meet with SupCH/SupO/MAL clerk/CMR clerk/Warehouse Chief/Warehousemen because one of them may inform you that the item is physically on hand and awaiting movement to A/F, C/A, A/A by use of follow on transactions or a pending a transfer transaction.

Is the item supposed to be O/H but cannot be located?

* 1. They may also inform you that the item may not be physically on hand, but be the subject of a LUP (Letter of Unserviceable Property) and awaiting follow on transactions (check WOLPH).
  2. If item is not physically in control of supply and or no-one is aware of why there is an O/H QTY in A/A, A/F, or G/A, then you are looking for an administrative cause.
  3. Does this explain the cause of the variance?

1. Review pending file for chain of custody or receipt documentation.  
   1. Is there an unprocessed transaction(s) such as a DAD, DAC, or D7\_?
   2. Did a receipt transaction that required the backorder to be released (“1” in CC 70) not occur? Get with the DASF clerk.
   3. What is the reason why the transaction did not process (see step 4 below).
   4. Does this explain the cause of the variance?
2. Does the NSN have an edit, unmatched NSN, or exception report that was not processed?  
   1. Does an unprocessed edit, unmatched NSN, or exception report explain the cause of the variation?
   2. Does processing the transaction make the situation worse and now require an adjustment transaction (D9\_)? Regardless, it’ll need to get done.
   3. Review daily histories or a Voucher Dump for the NSN with the variance. Start with the last transaction date and work backwards See section 6: Interpreting a SASSY Voucher Dump

1. Provide an explanation of the variance based on the preceding five steps.  
   1. Do D6/ZZZ/DAD/DAC/D8\_ transactions explain the variance?
   2. Do required actions require subsequent administrative adjustment to the property records (D9B) because an incorrect receipt was processed for a DOCNR or NSN? Record what transaction was processed, when it was processed, and the DOCNR. Is there a hard copy on file?

**MAL Causative Research actions**

It is recommended that you follow each step sequentially, document what you find and check off each step after completed.

1. Conduct/coordinate with CMR clerk for actions required in questions 1 and 2 in the CMR causative research section.  
   1. Ensure that the SASSY MAL and ATLASS Retail C file match by (L)TAMCN and (L)NSN.
   2. Does this explain the variance?
2. Can the variance be explained by reviewing the MAL pending file[[6]](#footnote-6)?   
   1. Is there a transaction and/or an approved RFI with that TAMCN and/or NSN and/or SERNR(s) that went unprocessed?  
      1. Receipt
      2. Transfer, redistribution, or Roll back
      3. Inventory adjustment
      4. RFI
   2. Review WOLPH to determine if there was movement of this NSN or SERNR by your supporting IMA(s).

* + 1. Did you get the paperwork from the CMR Clerk via the RO?
    2. Is the asset in the warehouse?
    3. Is the asset resident on the LUBF already? See LUBF causative research actions.
    4. Were the transactions (DAC/D7J or D7P) processed?
  1. What information did you learn about the variance (date/actions/sequence of events)? Did what you learned point you in a new direction?

1. Can the variance be explained by reviewing the MAL completed file[[7]](#footnote-7)?  
   1. Is there a transaction with that TAMCN and/or NSN and/or SERNR(s) that did not fully process, went unprocessed, or duplicated?  
      1. Receipt
      2. Transfer, redistribution, or Roll back
      3. Inventory adjustment (A, B, Z)
      4. RFI
   2. Is there a transaction that only partially processed within ATLASS? This also means that the transaction did not fully process within SASSY.

* 1. What information did you learn about the variance (date/actions/sequence of events)? Did what you learned point you in a new direction?

1. Communicate with the Marines managing the CMR, DASF, and LUBF; does their causative research explain the variance?
2. Review all past MALs and transactions affecting the NSN in question.  
   1. Use the FTP to call up past MALs if there aren’t printed and annotated copies.
   2. Use Daily History reports (by day) and ATLASS transaction history.
   3. Review the voucher file, to include MVGL notices.
   4. Review the results of the last inventory (spot or annual).
   5. Request a voucher dump from SMB LOGCOM Courier email address and follow the steps listed in the voucher file section.
   6. Is the NSN in question also a SSRI component to another TAMCN? Should this NSN/QTY/SERNR be on the MAL and CMR?
   7. You may ask a RO(s) to conduct a spot inventory or go over and help conduct a spot inventory.
   8. What information did you learn about the variance (date/actions/sequence of events)? Did what you learned point you in a new direction? Did you learn the cause of the variance?
3. Provide an explanation of the variance based on the preceding five steps.  
   1. When was the item first loaded to the MAL? Can you tell?
   2. When did any change(s) occur to the on hand quantity (if it did)?
   3. Why did the on hand quantity change? What documentation is available from the voucher file?
   4. Is the CMR correct and the MAL incorrect or vice versa?
   5. Is an investigation warranted? Refer to paragraph 2004 and chapter 6 of MCO P4400.150E.
   6. What does supporting documentation from RO(s) tell us (RFIs and letters)?
   7. Is the variance fully or partially caused by administrative errors in transaction processing or a transaction not being processed?
   8. It may be that the variance has nothing to do with the MAL.

**Interpreting a SASSY Voucher Dump**

The voucher file you receive from LOGCOM normally contains two years of voucherable transaction data in NSN (begins with FSC 0000 and ends with FSC 9999) and Date (recent to oldest transaction) sequence. These are transactions that affect the on hand quantity on the MAL and LUBF, and those transactions that affect fiscal (obligations and liquidations). Pay attention to process sequence codes (see pp 4-4-120-124 of UM 4400-124).

Some general info:

Z0A = DGA

D6T = DG6

Z2M = D7K if there is an AAC in CC 45-50

ZZZ or 1 in CC 70 = D7Z

WC\_ deals with an adjustment to a controlled item

DAD/DAC transaction will post twice (once to conduct the “from” move and once to conduct the “to” move)

Computer generated D8B will have same document number and same date as another transaction that moves (DAD/DAC), issues/transfers (D7\_/ZZZ) or adjusts downward (D9\_) an on hand quantity.

D6T/1 for purpose code C will result in a single DAD (placing item on MAL)

This is an example of a receipt properly processing, read from the bottom up and go by DOCNR and processing date: use UM 4400-124 to read the card columns.

DATES

D6TML1 2540014794602 EA00001M1200182267M06 YMAINTA8233 82331A M12001 08234

D7ZML1 2540014794602 EA00001M1200182267M06RYMAINTABK F2 132 3AA2 M12001 08234

DG6ML1 2540014794602 EA00001M1200182267M06 YMAINTABK197 13 A 5 M12001 08234

D7KML1S2540014794602 EA00001M1200182267M06 YMAINTABK 13 0024926 MML100 08227

DGAML1 2540014794602 EA00001M1200182267M06RYMAINT WD127 13 A A 82AG4D0GENPT 1 M12001 08227

This is an example of proper D6A/DAD combo to place on MAL (but note the time delay… perhaps it was because it took a while to get a local TAMCN). The “HOLD00000” is the location. Again, use UM 4400-124 to interpret what you are reading. Note the DAD from AA to CA appears twice, although the unit only key punched a single DAD transaction.

DADML1 281501R02C239 EA00001M120018241TM06N8NOCOST0000TBK CA AA 5 M12001 08242

DADML1 281501R02C239 EA00001M120018241TM06N8NOCOST0000TBK CA AA 2 M12001 08242

D6AML1 281501R02C239 EA00001M120017296KM20 A7296 7296 A HOLD00000 M12001 07299

This is an example of a requisition with an extra ZZZ that computer generated a D8B. Follow the DOCNR and the dates.

D8BML1 4210011339053 EA00009M1200181766B13 AA M12001 08238

D7ZML1 4210011339053 EA00009M1200181766B13O ABK 13 AA2 M12001 08238

DG6ML1 4210011339053 EA00009M1200181766B13 ABKA02 13 A 5 M12001 08234

D6TML1 4210011339053 EA00009M1200181766B13 A8228 82281A M12001 08231

D7ZML1 4210011339053 EA00009M1200181766B13R ABK 132 8AA2 M12001 08231

DGKML1S4210011339053 EA00004M1200182251B07SYTRKB ABK P4K13 2L 82AG4F0MTRTT MML100 08226

DGAML1 4210011339053 EA00004M1200182251B07RYTRKB P4K13 A A 82AG4F0MTRTT 1 M12001 08226

D7KML1S4210011339053 EA00009M1200181766B13 ABK 13 27 0002516 MML100 08177

DGAML1 4210011339053 EA00009M1200181766B13R WDA02 13 A A 82AG4F0MTRTT 1 M12001 08177

This is an example of a Z2M (D7K with an AAC in CC 45-50) – note that a PC “C” D6T/1 receipt creates a single “DAD” transaction.

WCAMPBP5180015045663 00002M120018130TM01 M12001 ML1 136 M12001 08137

D6TML1 5180015045663 KT00002M120018130TM01 MML151D8136 8136 A A M12001 08137

DADML1 5180015045663 KT00002M120018130TM01 A CA CA 5 M12001 08137

WCSMPB65180015045663 00002M120018130TM01 MML151 ML1 000 M12001 08137

D7ZML1 5180015045663 KT00002M120018130TM01 MML151 031 6CA2 A M12001 08137

DG6ML1 5180015045663 KT00002M120018130TM01 MML151 03 C Z2M-C 5 M12001 08137

DG6ML1 5180015045663 KT00002M120018130TM01 MML151 03 C Z2M-C 5 M12001 08137

D7KML1 5180015045663 KT00002M120018130TM01 MML151 03 CA 5 MML151 08133

This is an example of adjustment transactions that processed: one adjusted PC A, another adjusted PC C.

D9ZML1 1005006741425 EA00002M120018261TN22 AA M12001 08267

D8BML1 1005006741425 EA00001M120017296KM06 NZ2232 CA0000000 5 M12001 07299

This is may be an example of duplicate transactions – note the same DOCNR and QTY ran twice on the same Julian date (although duplicate receipts can be ran on multiple days). The MAL may or may not be up by a QTY of 1. Review the voucher file for the POD and work with the CMR clerk. Based on an initial look the following may be true:

1. Courier submitted twice (with a different file name)
2. Transactions sent via ATLASS free form
3. Daily validation didn’t occur (if there really weren’t two)
4. Corrective action would be a D9B if the inventory quantity is incorrect

DADML1 5180015500145 KT00001M120018308TN05N9NOCOST0000TBK CA AA 5 M12001 08309

DADML1 5180015500145 KT00001M120018308TN05N9NOCOST0000TBK CA AA 2 M12001 08309

DADML1 5180015500145 KT00001M120018308TN05N9NOCOST0000TBK CA AA 5 M12001 08309

DADML1 5180015500145 KT00001M120018308TN05N9NOCOST0000TBK CA AA 2 M12001 08309

WCAMPBP5180015500145 00001M120018305TN01 M12001 ML1 305 M12001 08308

D6AML1 5180015500145 KT00001M120018305TN01 M12001D8305 8305 A AHOLD00000 M12001 08308

WCAMPBP5180015500145 00001M120018305TN01 M12001 ML1 305 M12001 08308

D6AML1 5180015500145 KT00001M120018305TN01 M12001D8305 8305 A AHOLD00000 M12001 08308

This string of activity for a NSN provides several examples to learn from.

AE1MPBS5820013788778 EA00001M120019076G001 03 BQ 2111 M12001 09112

Note an AE1 for a cancelation status from a SOS appears on the voucher dump.

DGAML3 5820013788778 EA00001M120019076G001RM12001XA00199BU03 C 9NOCOST0000T 5 R M12001 09100

DGAML3 5820013788778 EA00001M120019076G001RM12001XA00199BU03 C 9NOCOST0000T 1 R M12001 09100

DADML1 5820013788778 EA00001M120019091TAE7N9NOCOST0000TBK CA AA 5 M12001 09092

DADML1 5820013788778 EA00001M120019091TAE7N9NOCOST0000TBK CA AA 2 M12001 09092

DHAML1 5820013788778 EA00001M120019076G001R 1 MML100 09082

DHAML1 5820013788778 EA00001M120019076G001R 1 MML100 09082

DGAML1 5820013788778 EA00001M120019076G001RM12001 A00199BU03 X C 9NOCOST0000T 5 M12001 09082

DGAML1 5820013788778 EA00001M120019076G001RM12001 A00199BU03 X C 9NOCOST0000T 1 M12001 09082

WCAMPBP5820013788778 00001M120018312CE01 M12001 ML1 071 M12001 09072

D6TML1 5820013788778 EA00001M120018312CE01 A9071 9071 A HOLD00000 M12001 09072

ZBEMPBS5820013788778 EA00001M120018312CE01OM12001 BK Z 05037 3 615870000000 M12001 09041

WCSMPBA5820013788778 00001M120018312CE01 M12001 ML1 000 5 M12001 09028

D7PML1 5820013788778 EA00001M120018312CE01OM12001 BKCX001905 ACA 5 M12001 09028

Review the history of DOCNR 8312CE01: D7P from the MAL for a WIR. We know this because of the ZBE with the same DOCNR. Notice how the unit did not load a backorder with a DGA (w/ NOCOSTJON) and change the PC of the ZBE to C with a ZM1. But the unit did correctly induct a D6T/BLANK and then do a DAD. The unit should have used the same DOCNR on the DAD.

WCSMPBA5820013788778 00002M120018330TO69 MMSA01 ML1 000 5 M12001 08331

D7PML1 5820013788778 EA00002M120018330TO69OMMSA01 CX001905 ACA 5 M12001 08331

DADML1 5820013788778 EA00002M120018312TN67N9NOCOST0000TBK CA AAA0019 5 M12001 08317

DADML1 5820013788778 EA00002M120018312TN67N9NOCOST0000TBK CA AAA0019 2 M12001 08317

WCAMPBP5820013788778 00002M120018263CE01 M12001 ML1 308 M12001 08308

D6TML1 5820013788778 EA00002M120018263CE01 A8308 8308 A M12001 08308

WCAMPBP5820013788778 00002M120018263CE01 M12001 ML1 308 M12001 08308

D6TML1 5820013788778 EA00002M120018263CE01 A8308 8308 A M12001 08308

ZBEMPBS5820013788778 EA00002M120018263CE01OM12001 BK 06271 3 615870000000 M12001 08273

Review the history of 8263CE01. There are two receipts on the same day (8308) for the same QTY (2) and the same DOCNR. Since the ZBE is in PC A, the first D6T (bottom most transaction) wiped out the Due-in from the DASF and loaded to LUBF (couldn’t place on MAL because ZBE is in PC A and there was no back order to the MAL (the Due QTY on the MAL is the B/O QTY on the DASF for PC C requisition). The unit should have loaded a back-order and modified the ZBE to PC C to gain visibility (this situation will not occur in GCSS-MC because upon receipt the on hand quantity will post to the perpetual inventory and you will then transfer the serial number (in this case) to “Install Base.”

It appears that there is a duplicate D6T for QTY 2 processed the same day (8308) but reading the LUBF we should have had a quantity increase to 4. Notice an image of the LUBF from 8313 and 8290. There is only a due-in of QTY 2 with no back-order. Note that two WCA reports were done to LOGCOM – one for each D6T. This therefore looks like the transactions posted twice on the voucher file as opposed to duplicate D6Ts processing.

The unit identified that the assets were on the LUBF and then transferred to the MAL.

LUBF RECORDS

DUE

5820013788778 5820013788778 RADIO SET EA 0 0 0 0 0 0 2 0 0 3 A 61587.00 8273

AA LTD

5820013788778 5820013788778 RADIO SET EA 0 0 2 0 0 0 0 0 0 3 A 61587.00 8308

1. PLMS is used at all levels to manage their publications libraries. A library is a managed collection of publications held in either physical or electronic form. PLMS provides a list of all USMC publications which it refers to as the Master List and is updated monthly. Monthly during reconciliation with the new Master List file, if a publication was deleted, it automatically removes it from your Section Library and instructs you to dispose of those copies you have on hand. If a publication is revised, PLMS recommends you replace your old copies with new ones. For technical publications, as additional publications are associated to your equipment, PLMS automatically adds them to your Section Library and recommends you order copies if needed and removes publications if no longer required by the equipment you have. PLMS help desk can be reached at smb.hqmc.arde@usmc.mil. [↑](#footnote-ref-1)
2. MCDP 6 Command and Control [↑](#footnote-ref-2)
3. Ibid [↑](#footnote-ref-3)
4. **Pending file**: A location to hold transactions until the transaction successfully posts to the 1) ATLASS SERF/RU account, and 2) the SASSY CMR. Each day that CMR adjustments are processed the CMR clerk is required to reconcile the submitted transactions with SASSY report A301 and resolve exceptions per “L” exception codes. You can also check MERIT to validate that a transaction posted to SASSY. [↑](#footnote-ref-4)
5. **Completed file**: A location to completed change of custody documentation (receipts, issues, letters of unserviceable property, completed RFI’s, POD, etc). Normally, completed transactions are retained within each CMR file for a period not less than one year from the date of the event. [↑](#footnote-ref-5)
6. **Pending file**: A location to hold transactions until the transaction successfully posts to the 1) ATLASS Retail C or A Files and the SASSY MAL or LUBF. Each day that MAL adjustments are processed the MAL clerk is required to reconcile the submitted transactions with the Daily History and all SASSY exception and edit reports. You’ll also need to check ATLASS Transaction Maintenance for pending cancelations. You can also check MERIT to validate that a transaction posted to SASSY. [↑](#footnote-ref-6)
7. **Completed file**: A location to completed change of custody documentation (receipts, issues, letters of unserviceable property, completed RFI’s, POD, voucher letters, MVGL, investigations, etc). Normally, completed transactions are retained within the voucher file. [↑](#footnote-ref-7)