



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON, DC 20350-3000

MCO 4400.160  
LPC  
26 NOV 2013

MARINE CORPS ORDER 4400.160

From: Commandant of the Marine Corps  
To: Distribution List

Subj: FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE (FSMAO)  
PROGRAM

Ref: (a) SECNAVINST 5740.26  
(b) SECNAVINST 7510.7  
(c) MCO 5040.6  
(d) MCO 7510.3  
(e) MCO P11240.106B  
(f) SECNAV-M 5210.1  
(g) CMC Message 261946Z May 11

Encl: (1) Sample Size Chart  
(2) NAVMC 11901

1. Situation. This Order promulgates policy for the Field Supply and Maintenance Analysis Office Program.

2. Cancellation. MCO P4400.160B

3. Mission. FSMAO conducts comprehensive analyses of logistics functional areas in order to assess compliance with orders and directives and improve overall Marine Corps equipment accountability and readiness.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) This Order applies to all commands/activities that account for and maintain General Property, Plant & Equipment (GPP&E) or Operating Materials and Supplies Inventory (OM&S) or perform distribution functions.

DISTRIBUTION STATEMENT A: Approved for public release;  
distribution is unlimited.

(b) Analyses are scheduled and conducted with an emphasis on compliance, education, mentoring, and Continuous Process Improvement (CPI) within the areas of supply, maintenance, maintenance management, arms, ammunition, and explosives (AA&E) and distribution.

(c) The desired end state of a FSMAO analysis is enhanced unit readiness, increased operational availability of equipment, and a comprehensive review of equipment accountability, readiness and reporting, maintenance management, arms, ammunition, and explosives (AA&E), and distribution practices for the Commandant of the Marine Corps (CMC), the unit/activity analyzed and its chain of command.

## (2) Concept of Operations

(a) The offices of FSMAO East, FSMAO West, and FSMAO WestPac provide direct field representation for the CMC and Deputy Commandant for Installation and Logistics (DC, I&L).

(b) A FSMAO analysis will include a 100% physical inventory of all Readiness Reportable Ground Equipment and Naval Surface Warfare Center (NSWC) Crane reportable assets, a random sample physical inventory of other GPP&E and OM&S items, a review of supply, maintenance, maintenance management, and AA&E procedures to gauge overall equipment accountability and readiness. FSMAO analyses encompass those commands, units, activities, or sites that perform retail, intermediate, wholesale, depot logistics functions, and or distribution functions, to gauge overall performance and responsiveness.

(c) FSMAO performs analysis of commands and activities within I Marine Expeditionary Force (MEF), II MEF, III MEF and Marine Corps Forces Special Operations Command (MARFORSOC) biennially. Marine Forces Reserve units will be analyzed both on a biennial and triennial basis as prescribed by coordinated schedule. All other commands and activities are analyzed triennially. DC I&L may direct and Commands may request analysis on a more frequent basis than biennially/triennially.

## b. Roles and Responsibilities

(1) DC, I&L Logistics, Plans, Policies and Strategic Mobility Division(LP)

(a) Oversee the FSMAO Program.

(b) Publish semi-annual trend analysis results and determine required changes to policy, doctrine, training and organization.

(c) Annually review the FSMAO Program and make required corrective actions in order to enhance program effectiveness.

(d) Maintain standard metrics to determine findings.

(e) Task FSMAO coordinator with the following responsibilities and ensure proper oversight accordingly:

1. Publish the annual FSMAO analysis schedule no later than 1 July of each year.

2. Maintain a web based master schedule on DC I&L (LP) web site that lists all units, sites, and activities that require a FSMAO analysis, the frequency of analyses, the responsible FSMAO, the date of the last analysis, and the projections regarding the fiscal year of the next analysis.

3. Publish, via Naval message, approved schedule changes or provide the rationale for disapproving a schedule change request.

4. Publish revised checklists at least annually no later than 1 August for use in analyses beginning 1 October.

5. Coordinate staffing of policy clarification requests and publishing of approved policy clarifications. Review clarifications annually during January to determine validity.

6. Review LPC approved interim policy guidance and coordinate required updates to Marine Corps Orders or directives. Review interim policy guidance annually during January to determine validity and whether action has been taken to update affected orders and or directives.

7. Maintain a web based listing of approved clarifications and approved interim policy guidance on the DC I&L (LP), LPC, FSMAO web site.

8. Administer FSMAO program budgeting and execution.

9. Coordinate assignments of officer and enlisted subject matter expert personnel with M&RA and MOS monitors regarding assignments to FSMAOs.

10. Coordinate with LP sections to include the FSMAOs in policy/procedure reviews.

11. Provide a quarterly status report to identify commands/activities for which final report endorsements and plan of corrective actions have not been received at HQMC DC I&L (LP) within 60 days of the FSMAO Analysis Final Report date.

12. Provide semi-annual analysis report to occupational field sponsors for review and validation of T&R manual.

(2) DC, I&L (LX)

(a) Provide semi-annual enterprise trend analysis in March and September of each year to DC, I&L.

(b) Provide comparative data of FSMAO analyses by office location to DC I&L to include:

1. Trend analysis of FSMAO reports.
2. Top problem areas at the enterprise level.
3. Areas of concern.
4. Analysis of inventory posture pre- and post- FSMAO visits.
5. Recommendations and observations.

(3) DC, Manpower & Reserve Affairs (M&RA), Manpower Management Division, Officer Assignments (MMOA), Enlisted Assignments (MMEA). In support of the FSMAO mission, FSMAO personnel are provided significant training in the areas of expeditionary logistics initiatives, emerging logistics information technology systems, trend analysis, statistical analysis, and problem resolution. M&RA (MMOA/MMEA) will make every effort to capitalize on the capabilities gained by FSMAO

personnel by seeking to position them in a follow-on command where those capabilities can provide the greatest benefit.

(4) Commanding General, Marine Forces (MARFORs) and Supporting Establishments

(a) Make corrections to accountability records and readiness reporting inaccuracies identified during the FSMAO analysis within ten days of receiving the FSMAO analysis final report.

(b) Ensure unit commanders submit an endorsement to the FSMAO analysis final report via their chain of command and that it is received at DC, I&L (LP) within 90 days of receipt of the analysis final report. The endorsement will include a plan of corrective action for any area identified as a finding.

(c) All formal FSMAO analysis reports will be endorsed by the first General Officer in the chain of command. (signed by the Commanding General or Deputy Commanding General).

(d) Validate that unit commanders establish and sustain corrective measures.

(e) Coordinate and solidify the upcoming Fiscal Year unit analysis schedule with respective FSMAO Officer in Charge (OIC) by 15 June.

(f) Ensure units adhere to the published current Fiscal Year schedule.

(g) Validate unit Plan of Corrective Action to ensure discrepancies are corrected within the prescribed time line.

(h) Ensure units that did not perform within standards receive additional assistance to correct deficiencies.

(i) Review semi-annual trend report and implement procedures to improve compliances with Marine Corps policy and directives.

(5) OIC, FSMAO

(a) Task organize FSMAO teams and perform compliance based analyses independent of any organization or functional area boundaries.

(b) Provide commanders at least 30 days advance notice of an analysis.

(c) Perform analyses on published focus areas as directed by DC, I&L (LP).

(d) Coordinate scheduling with the MARFORs and Supporting Establishments.

(e) Provide the FSMAO analysis final report to unit commanders and DC, I&L (LP) no later than 14 working days after completion of an analysis.

(f) Provide trend analysis reports to MARFORs and Supporting Establishments at least annually.

(g) Provide trend analysis report to DC, I&L, TECOM LP, semi-annually during April and October.

(h) Submit OIC approved interim policy change requests to HQMC, I&L, LPC for approval.

(i) Review requests for clarification and forward to DC I&L (LP) for final resolution.

(j) Provide training support in the areas of materiel readiness, supply, maintenance, maintenance management, AA&E, and distribution during analyses and as requested.

(k) Collaborate to conduct annual program review to include checklist review and provide recommended changes to DC I&L (LP) no later than 1 June.

(l) Upon request and when supportable, provide tailored assistance visits. Refrain from conducting assistance visits six months prior to scheduled formal analysis.

(m) Support CPI. FSMAO teams will review all facets of materiel management encompassing best practices and make recommendations to improve processes and assist with implementing recommended efficiencies/effectiveness.

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(n) Recognize best practices and ideas that merit sharing and make recommendations to update orders, directives, or technical manuals to DC I&L.

(o) Recognize superior performance of personnel during an analysis, for Marines whose contributions provide significant, positive impact to their functional area and to the unit.

(p) Assist in the implementation of expeditionary logistics initiatives as directed by DC, I&L (LP).

(q) Provide recommendations for improvements to capabilities and employment of logistics automated information systems to DC, I&L.

(r) Review Engineering Change Proposals (ECPs) recommended by the Marine Forces and Supporting Establishment for logistics automated information systems. Identify requirements that can be satisfied by policy improvement.

(s) IAW the Financial Improvement and Audit Readiness (FIAR) Existence and Completeness (E&C) construct ensures auditability, assess veracity of logistics systems information with assets on-hand, and validate equipment accountability internal controls.

5. Administration and Logistics. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (f) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

a. Recommendations concerning the contents of this Order are encouraged and will be forwarded to DC, I&L (LP) via the appropriate chain of command.

b. Commanding Generals and Regimental/Group Commanding Officers are encouraged to attend FSMAO out briefs.

c. Consistent with their security clearance, and having a need to know to accomplish their announced audit objectives, the agencies of the U.S. General Accounting Office, Department of Defense Inspector General for Audit, and the Naval Audit Service (NAS) are authorized access to all FSMAO analysis final reports. FSMAO analysis final reports will be made available to the

base/command inspector who will identify any failure to implement recommended follow-up actions. Further information on the details of this subject is available in references (a), (b), (c) and (d).

d. FSMAO will be authorized access to all applicable files, records, and supporting documentation of materiel readiness activities to include physical access to conduct physical inventories. Team members will be afforded accompanied access to every facility operated or managed by the organization being visited.

e. To determine that the best interests of the Government are protected, FSMAO representatives have the authority to trace the receipt, maintenance, and disposition of supplies and equipment through any records.

f. Commanding/accountable officers and their staff will cooperate in all respects with the FSMAO OIC, and the FSMAO analysts, in all matters pertaining to the analysis of materiel readiness activities. When required, the unit being analyzed will provide administrative assistance.

g. Commanding officers of units that are being analyzed will make available all necessary personnel of their command.

h. Major commands are responsible for notifying subordinate units of upcoming FSMAO analyses. FSMAO analyses will be included on the Training Exercise Employment Plan (TEEP) to ensure appropriate levels of command awareness and participation.

i. Types of FSMAO Analyses

(1) Formal Analysis. Formal analyses are those analyses scheduled per this Order and any analyses directed by the DC, I&L (LP) for which a formal analysis final report is required.

(2) Assistance Visits. All analyses that do not fall into the category of a formal analysis shall be considered assistance visits. An assistance visit will be requested via the chain of command to the respective FSMAO. FSMAO OICs will determine the feasibility of support based on operational tempo and the budget. Requesting units will be tasked to provide adequate funding for the FSMAO team TAD (travel, per diem, and incidental expense) to perform an assistance visit. If TAD



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funds are not available from the requesting unit, TAD funds from the OIC of the respective FSMAO may be used, if available. FSMAO OICs will refrain from conducting assistance visits six months prior to a scheduled formal analysis of that same unit. Analysis reports are not required to be submitted to the CMC or through the chain of command for assistance visits. However, adequate documentation must be provided to the unit visited, to include recommendations for corrective actions. Copies of the assistance report and any checklist(s) will only be distributed to the unit assisted, except when an assistance analysis is requested by higher headquarters. In such instances, a copy of the assistance visit report will be provided to the activity that originated the assistance request.

(3) Special Analysis. FSMAO OICs may conduct special analyses requested via the chain of command, or as directed by DC, I&L (LP). The FSMAO OIC will notify DC, I&L (LP) of all proposed special analyses.

j. Analyses will not normally be rescheduled or canceled. Only when unexpected circumstances occur, should units attempt to reschedule or cancel analyses and submit related requests to DC I&L (LP) via the chain of command using a Naval message. The respective FSMAO will be included as copy to addressee. The final decision authority for rescheduling requests rests with DC, I&L (LP). Changes requested within 60 days will not normally be approved.

k. A finding is an adverse determination based on the analysis data. Findings are appropriate when significant problem areas are identified and cited in the FSMAO final report. (Significant problem areas include those having the potential to degrade readiness; markedly decrease mission capabilities; contribute to waste, fraud, abuse, or safety concerns; and/or cause significant deviation from orders or directives.) Formal report findings will be supported by a recommendation(s) to resolve the cited conditions.

l. A repeat finding is a finding that was identified as a finding on the previous FSMAO analysis final report.

m. In order to determine compliance, data collection is an essential part of the FSMAO program. Sampling is used because time and personnel limitations preclude a line-by-line examination of each record or asset maintained by the unit, site or activity. Sampling from the total population is used to

allow the analyst to accurately assess performance without reviewing every record or asset. Enclosure (1) is the sample size chart for use during analyses.

n. The retention period for all types of analysis reports is as follows:

(1) Unit/Site/Activity: retain until next analysis.

(2) FSMAO and DC, I&L (LP): retain five years.

o. FSMAOs are attached to host commands for administrative control (ADCON) and are not an integral part of these commands.

(1) FSMAO East: Marine Corps Base, Camp Lejeune, NC

(2) FSMAO West: Marine Corps Base, Camp Pendleton, CA

(3) FSMAO Western Pacific (FSMAO-WestPac) Marine Corps Base, Camp Smedley D. Butler, JAPAN

p. Host commands will provide FSMAOs garrison/plant property and commercial vehicle support, and automated data processing /Information Technology equipment. Storage, maintenance, accountability, and operational expenses of the motor vehicles assigned to the FSMAO will be endured by their host commands. The FSMAO OIC is responsible for controlling the use of assigned vehicles and for submitting records and other required data to the appropriate authority. Refer to reference (e) for further guidance usage of government vehicles.

q. Travel and training costs for FSMAO personnel in the performance of their mission will be funded by DC, I&L (LP). Budgeting and allocations of funds is the responsibility of the FSMAO OIC. The FSMAO OIC will issue appropriate TAD travel orders. Budgeting and funding instructions will be issued by DC, I&L (LP), as required.

r. The OIC of FSMAO will ensure the conduct of individual training for the personnel assigned to their offices per current Marine Corps directives. Marines assigned to FSMAO are exempt from certain annual training per reference (g). FSMAO Marines are exempt from standing duty and being assigned to Courts Martial and Administrative Separation boards and as Investigating Officers by their host commands.

s. FSMAO OICs are encouraged to actively participate in Training and Readiness reviews, Course Content Review Boards, Operational Advisory Groups, and enterprise wide Military Occupational Specialty conferences.

t. All correspondence involving personnel matters will be addressed to the appropriate office/command via DC I&L (LPC) or the host command dependent upon the nature of the requests. This includes, but is not limited to Administrative Action (AA) forms, applications for appointment to commissioning programs (including Warrant Officer).

u. Due to the nature of the FSMAO mission, only the most highly qualified and capable Marines in their fields should be assigned to the FSMAO program. The FSMAO OICs will, on a continuing basis, identify and interview qualified Marines (Officer and Enlisted) for potential assignment to the FSMAO program. Interview work sheets [refer to Enclosure (2)] will be provided to the FSMAO coordinator. For enlisted billets, the FSMAO coordinator will make liaison with the appropriate enlisted assignments monitors to provide recommendations for personnel assignment to the FSMAO program. Enlisted assignments monitors are encouraged to make every effort to fill FSMAO vacancies with candidates recommended by the FSMAO office/coordinator. Civilian billet vacancies will be coordinated by the Director of LP and the FSMAO OIC.

v. The Director, Logistics Policy and Capabilities Branch (LPC), Installation and Logistics Department, Headquarters Marine Corps is the reporting senior of the OIC of the FSMAO. Within each FSMAO, the reporting senior will be the first officer, senior in grade, who is directly responsible for the primary tasking and supervision of that Marine. The reviewing officer is the second and next senior officer in grade to the Marine being evaluated; and the officer directly responsible for the primary tasking, supervision, and evaluation of the reporting senior.

w. All FSMAO personnel assigned to an analytical billet must be highly educated in logistics related fields and must be trained in methods of analyzing logistics information. To that end, the FSMAO OIC will ensure that newly assigned FSMAO analysts are nominated/assigned to attend logistics and analytical classes. All efforts will be made to provide training during the first year of assignment to the FSMAO office.

x. Awards

(1) The OIC of FSMAO may submit award recommendations to DC I&L (LP) per Marine Corps orders in the 1650 series. Award recommendations will be submitted by using the Improved Awards Processing System on the Headquarters Marine Corps, Manpower and Reserve Affairs website.

(2) Award recommendations will be submitted at least 90 days prior to an individual's rotation/retirement date to enable administrative processing to be accomplished. The goal is to ensure that the award can be presented to the Marine prior to departing FSMAO.

y. The OIC of FSMAO will administer leave and liberty for the personnel assigned to their offices per current Marine Corps directives and the policies of the local MCB Commander.

z. Promotions

(1) Regular promotions for enlisted Marines to the grades of Private First Class through Sergeant will be administered by the Commander of the host command/activity (i.e. Headquarters Battalion, MCB). FSMAO OICs will provide appropriate recommendations to the host Commander regarding the qualification and eligibility for promotion. Requests for remedial promotion consideration will be administered by the host Commander.

(2) The OIC of FSMAO may nominate exceptionally qualified Marines to be considered for meritorious promotion (including meritorious SNCO promotions). FSMAO personnel will compete for meritorious promotion allocations with their host command. Nominations will be submitted to the host Commander in accordance with the host command's published procedures.

6. Command and Signal

a. Command

(1) This Order is applicable to the Marine Corps Total Force.

(2) Operational control of the FSMAO program is maintained by DC, I&L (LP).

(3) Technical direction of the FSMAO program is vested in the DC, I&L (LP). FSMAO OICs are directly responsible to the Commandant of the Marine Corps (CMC) for the technical and individual training of assigned personnel, efficient operation of their offices, and accomplishment of their mission. Correspondence concerning supply, maintenance, maintenance management, MAGTF distribution policy, and FSMAO procedures may be forwarded directly to the DC, I&L (LP).

(4) FSMAO OICs shall ensure that presentations on the goals and missions of the FSMAO program are provided as requested or required.

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



W. M. FAULKNER  
Deputy Commandant for  
Installations and Logistics

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Sample Size Chart

(Using Statistical Yamane (1967) Sampling Formula)

<u>Population size</u>		<u>Sample size</u>
<10		All
10	To 14	9
15	To 19	13
20	To 24	17
25	To 29	20
30	To 34	23
35	To 39	26
40	To 44	29
45	To 49	31
50	To 54	33
55	To 59	35
60	To 64	38
65	To 69	39
70	To 74	41
75	To 79	43
80	To 84	44
85	To 89	46
90	To 94	47
95	To 99	49
100	To 124	50
125	To 149	56
150	To 174	60
175	To 199	64
200	To 224	67
225	To 249	69
250	To 274	71
275	To 299	73
300	To 349	75
350	To 399	78
400	To 449	80
450	To 499	82
500	To 749	83
750	To 999	88
1000	To 1499	91
1500	To 1999	94
2000	To 2999	95
3000	To 3999	97
4000	To 19999	98
>20000		100

Formula parameters:  
95% confidence level  
10% level of precision

$n = N / (1 + N * e)$   
n = sample size  
N = population size  
e = level of precision squared

Yamane, Taro. 1967. *Statistics, An Introductory Analysis*, 2<sup>nd</sup> Ed., New York: Harper and Row

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Print Form

**PROSPECTIVE FSMAO - ANALYST WORK SHEET**

FSMAO - region desired				
East Coast: _____		West Coast: _____		WestPac: _____
<b>Administrative Information</b>				
Last Name		First Name		Middle Initial
				Rank <input type="checkbox"/> DOR
MOS	Present Unit			Unit Phone
DTCB		Current Billet		EAS / ECC
Re-enlist	When are you available		Possess Government Credit Card	Clearance Type
Married: <input type="checkbox"/> Yes <input type="checkbox"/> No		How Long		Children's Ages
<b>Training Information</b>				
Last Weapons qualified / score		Last PFT / CFT Date & Score		PME status for grade
<b>Computer Skills</b>				
a. Software familiarity				
b. GCSS-MC / UUAM				
c. Network Administrator				
<b>Education</b>				
Military Schools attended and dates				
Civilian Education level		AMOS / special qualifications		GCSS-MC Experience
Any military appearance / weight control problems (previously / currently)				Date
<b>Assignment Considerations</b>				
Pending any legal/medical/dental action that would preclude worldwide deployable status				
If currently stationed overseas, are you willing to extend/PCOT for 24 months				
Are you financially stable				
Any reason you might be denied a Government Credit Card (if you don't currently have one)				
Family concerns/special needs				

**SAMPLE**

Reset Form

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**PROSPECTIVE FSMAO - ANALYST WORK SHEET**

Past assignments held/experience (list in Chronological Order)
Billet
<b>Internal FSMAO actions</b>
FSMAO Analyst recommended by
Office interview team and results
AOIC/ Main/Supply recommendation
Admin section review/consult with monitor/occfid sponsor
OIC decision
The public reporting burden for this collection of information is estimated to average 7 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Washington Headquarters Services, Executive Services Directorate, Information Management Division, 4800 Mark Center Drive, East Tower, Suite 02G09, Alexandria, VA 22350-3100 (OMB Control Number 0703-XXXX). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a current valid OMB control number.
Comments

**SAMPLE**



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