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21 Aug 00

MARINE CORPS ORDER P4400.160B

From: Commandant of the Marine Corps
To: Distribution List

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

Encl: (1) LOCATOR SHEET

Reports Required: I. FSMAO Analysis Executive Summary Sheet
(Report Control Symbol EXEMPT),
pars. 5001.1a(4) and app. F
II. FSMAO Activity Report (Report Control
Symbol EXEMPT), par. 5002 and app. E

1. Situation. To publish policy governing the Field Supply and
Maintenance Analysis Office (FSMAO) program.

2. Cancellation. MCO P4400.160A.

3. Mission. To promulgate an update to an outdated order.

4. Execution

a. Commanders Intent and Concept of Operations

(1) This revision is to update the FSMAO program directive.
There is a continuing requirement to improve and standardize the
procedures used Marine Corps-wide to effectively govern the functions
relative to the FSMAO program. Commanders shall ensure that this
Manual is made available, understood, and used by all personnel
subject to FSMAO assessments and that their operations are conducted
within the intent of Marine Corps supply and maintenance
management programs.

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

(2) This order has been significantly revised. It contains a substantial number of changes and must be completely reviewed.

b. Subordinate Element Mission. The Deputy Chief of Staff for Installations and Logistics, Plans, Policies, and Strategic Mobility Division (LP) will be the main effort in the execution of this program. The rest of the Marine Corps will receive support of this effort.

5. Administration and Logistics. Recommendations concerning the contents of this FSMAO Manual are invited. Such recommendations will be forwarded to Commandant of the Marine Corps (LP) via the appropriate chain of command.

6. Command and Signal

a. Signal. Effective upon date of signature.

b. Command. This Manual is applicable to the operating forces, supporting establishment, and Reserves.



G. S. McKISSOCK
Deputy Chief of Staff
for Installations and Logistics

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ENCLOSURE (1)

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CONTENTS

CHAPTER

- 1 INTRODUCTION TO THE FSMAO PROGRAM
- 2 ADMINISTRATION
- 3 SCHEDULING OF ANALYSES
- 4 TYPES AND SCOPE OF ANALYSES
- 5 REPORTS REQUIRED

APPENDIX

- A DECISION TABLE FOR FREQUENCY OF ACTIVITIES
- B LIST OF MAJOR SUBORDINATE COMMANDERS
- C LIST OF COMMANDS NOT UNDER CONTROL OF A MAJOR
SUBORDINATE COMMAND
- D ACRONYMS AND ABBREVIATIONS
- E FSMAO ACTIVITY REPORT
- F FSMAO ANALYSIS EXECUTIVE SUMMARY SHEET

INDEX

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CHAPTER 1

INTRODUCTION TO THE FSMAO PROGRAM

	<u>PARAGRAPH</u>	<u>PAGE</u>
PURPOSE	1000	1-3
COMMAND RELATIONSHIP	1001	1-3
MISSION	1002	1-3
RESPONSIBILITIES	1003	1-5
ACCESS TO INFORMATION PROVIDED TO AUDIT AGENCIES COLLECTED BY FSMAO	1004	1-6
FOLLOW-UP ON REPORTS OF ANALYSIS	1005	1-6

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CHAPTER 1

INTRODUCTION TO THE FSMAO PROGRAM

1000. PURPOSE. The FSMAO's have been established to provide the CMC with direct field representation by assessing the effectiveness of those logistical processes, policies, and procedures that have an impact on materiel readiness, to include the Logistics Automated Information System (LOG-AIS) family of systems. In addition, the FSMAO's are to provide liaison, assistance, and guidance to field units, when required, in the interpretation and the application of logistics and materiel readiness instructions.

1001. COMMAND RELATIONSHIP. FSMAO's are the designated field agencies of the CMC and are attached, for administrative purposes only, to specific Marine Corps activities which, by reason of their geographical location, provide convenient control points within the area of responsibility and enable analysis teams from these offices to accomplish their assigned mission with a minimum amount of travel.

1002. MISSION

1. General Information. The mission of the FSMAO program is to provide a comprehensive analysis of materiel readiness functional areas across the spectrum of logistics for the purpose of improving efficiency and effectiveness of support to the warfighter. Additionally, ensure the well being of Marines by providing to commanders and their staffs, education and instructions in Marine Corps policies and procedures which effect life-cycle management. Inherent in this mission is the ability to respond to special taskings, as directed.

2. Scope. To accomplish the mission, a comprehensive analysis of all combat service support (CSS) matters which affect materiel

readiness processes is required. Departures from Marine Corps directives, technical publications, procedures, and other matters significant in nature which impact upon the efficient and effective management of materiel readiness processes will be reported to the appropriate authorities as identified in this Manual. Formal reports will be submitted to the organization being analyzed. When the situation warrants, liaison with outside entities may be required to resolve problems that are external to the command.

3. Objective. The objective of FSMAO analysis is to anticipate the needs of the warfighter of today and tomorrow and provide responsive logistical support by:

- a. Promoting sound logistics practices to enhance the warfighters ability to project and sustain military operations throughout the world.
- b. Initiating new ideas and better ways of doing business.
- c. Providing logistics training tailored to the needs of the Marine Corps.
- d. Assessing logistical processes for suitability, flexibility, adaptability, maintainability, cost effectiveness, and timeliness.
- e. Providing clarification of Marine Corps materiel management, maintenance directives, and technical publications.
- f. Apprising commanders of significant deficiencies, discrepancies, and problem trends.
- g. Providing the CMC (LP) information on the effectiveness of Marine Corps materiel readiness directives and technical publications, to include recommendations for changes, when appropriate.

1003. RESPONSIBILITIES

1. Officers designated as officer-in-charge (OIC) of FSMAO's are direct representatives of CMC. These officers are charged with the duty of performing analyses of logistical processes independent of any organization or functional area boundaries. Additionally, they will perform trend analysis, policy and procedure reviews, and provide recommendations for improvements. FSMAO OIC's will also perform analyses based on logistical issues (CMC/Marine Expeditionary Force (MEF)/major subordinate command (MSC)), and provide unit-based assistance and training on all logistical operations/functions within their assigned geographical areas, to the activities requesting assistance and guidance. Field activity requests for unscheduled assistance visits will be submitted to the cognizant FSMAO OIC via the appropriate chain of command.

a. OIC's of FSMAO's may approve policy waivers from Marine Corps policy, if the policy is not based on law or regulation senior to the Marine Corps. Additionally, deviations from Marine Corps policy should not be based on geographical difference, but on the merit of the process. Therefore, OIC's will staff all policy waivers through the FSMAO's for concurrence/nonconcurrence with the appropriate recommendations to effect the requisite changes. Such policy waivers will be for up to 1 year, at a maximum, to allow the CMC to consider a more permanent waiver or change to policy.

b. All policy waivers, approved by a FSMAO OIC, will be reported to the CMC (LP) together with appropriate rationale for the deviation. Additionally, a recommendation as to whether the deviation should be more permanently established or policy changed will accompany the waiver and an information copy will be provided to the other FSMAO's.

c. The FSMAO coordinator, the CMC (LP), will be responsible for consolidation and tracking of all policy waivers. Additionally, the FSMAO coordinator will publish quarterly updates on pending policy waivers.

2. In view of the geographical proximity, the OIC of FSMAO One shall ensure that presentations on the goals and missions of the FSMAO program are provided to the classes of the Marine Corps Service Support Schools.

3. Training programs for logistics, materiel readiness, supply, maintenance, and maintenance management officers/chiefs are encouraged. These training programs should be geared to train junior officers/staff noncommissioned officers, covering the full spectrum of logistics, to include supply, LOG-AIS, maintenance, and maintenance management procedures.

1004. ACCESS TO INFORMATION PROVIDED TO AUDIT AGENCIES COLLECTED BY FSMAO. 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 reports. Further information on the details of this subject is available in SECNAVINST 5740.26, SECNAVINST 7510.7, MCO 5040.6, and MCO 7510.3.

1005. FOLLOW-UP ON REPORTS OF ANALYSIS. The Inspector General of the Marine Corps (IGMC) is tasked per MCO 5040.6 to triennially inspect each commanding general's inspections. Normally, FSMAO analysis reports and subsequent corrective action constitutes a significant portion of this program. Therefore, reports of analysis will be made available to the base/command inspector who will identify any failure to implement recommended follow-up actions.

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CHAPTER 2

ADMINISTRATION

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL INFORMATION	2000	2-3
OPERATIONAL SUPPORT	2001	2-5
GEOGRAPHIC ASSIGNMENTS	2002	2-6
RECORDS DISPOSITION	2003	2-7
ELECTRONIC MAIL	2004	2-7
		2-1

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CHAPTER 2

ADMINISTRATION

2000. GENERAL INFORMATION

1. Operational Control. Operational control of the FSMAO program is maintained by the CMC (L). In view of the nature of their duties, FSMAO personnel will not be assigned or be used for local activity, except in an emergency or when so directed by the CMC (L). In addition, members of FSMAO are restricted from conducting investigations. Furthermore, FSMAO personnel will not be used to fill school seat quotas, such as the Staff Noncommissioned Officer Academy and the Intermediate Supply Course. FSMAO's are attached to the following host commands for administrative purposes only and are not integral parts of these commands:

a. FSMAO-One

Commanding General
PSC Box 20041
Marine Corps Base
Camp Lejeune, NC 28542-0041

b. FSMAO-Two

Commanding General
Box 555224
Marine Corps Base
Camp Pendleton, CA 92055-5224

c. FSMAO-Three

Commanding General
PSC 557 BOX 961
Camp Smedley D. Butler
FPO AP 96373-5001

2. Technical Direction. Technical direction of the FSMAO program is vested in the CMC (L). OIC's of the FSMAO's are directly

responsible to the CMC for the technical and individual training of assigned personnel, the efficient operation of their offices, and the accomplishment of their mission. Correspondence concerning supply, maintenance, and maintenance management policy, and FSMAO procedures may be forwarded directly to the CMC (LP).

3. Organizational Structure

a. Table of Organization (T/O). The T/O for FSMAO is contained in T/O Number 5050.

b. Changes to T/O. Requests for changes in the total number of personnel assigned and recommendations pertaining to the organizational structure will be addressed to the CMC (LP).

4. Personnel Administration

a. Correspondence. All correspondence involving personnel matters will be addressed to the CMC (MMOA/MMEA) via the CMC (LP).

b. Transfer. Recommendations for assignment and transfer of FSMAO personnel will be provided by the FSMAO coordinator at the CMC (LP) to the CMC (MMOA/MMEA).

c. Fitness Reports. The Head, Logistics Capabilities Center; Logistics Plans, Policies and Strategic Mobility Division; Installations and Logistics Department; Headquarters Marine Corps is the reporting senior of the OIC of 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.

d. Training. The OIC of FSMAO will ensure the conduct of individual training for the personnel assigned to their offices per current Marine Corps directives. Since T/O weapons are not assigned to FSMAO billets, personnel filling these billets are exempt from annual requalification firing per MCO 3574.2.

e. Awards

(1) The OIC of FSMAO may submit award recommendations to the CMC (LP) per Marine Corps orders in the 1650 series.

(2) Limit awards to those personnel whose performance of duty is exceptional and clearly recognized by superiors and contemporaries alike.

(3) Submit award recommendations in sufficient time to enable administrative processing to be accomplished in advance of the individual rotation date. For planning purposes, recommendations should reach the CMC (LP) 180 days prior to the presentation date. Submission of award recommendations will be submitted to the CMC (LP) via HQMC Electronic Awards Process over the Internet, attachments via e-mail or regular mail.

f. Leave and Liberty. The OIC of FSMAO will administrate leave and liberty for the personnel assigned to their offices per current Marine Corps directives.

2001. OPERATIONAL SUPPORT

1. General Information. Operational and maintenance-type housekeeping support, to include assigned vehicles, will be provided by the host command.

2. Funding. Travel costs for FSMAO personnel in the performance of their mission will be funded by Headquarters Marine Corps. The OIC of FSMAO will issue appropriate TAD travel orders. Budgeting and funding instructions, as required, will be issued by the CMC (LP).

3. Equipment. Equipment for FSMAO is prescribed by the T/E for the host command. FSMAO's are to be provided garrison/plant property and automated data processing equipment (ADPE) as is necessary to complete their assigned mission. The support of ADPE will adhere to the established minimum requirements for

notebook/laptop, desktop personal computers, and server configurations. Storage, maintenance, accountability, and operational expenses of the motor vehicles assigned to the FSMAO will be furnished by their host commands.

The OIC of FSMAO is responsible for controlling the use of assigned vehicles and for submitting records and other required data to the appropriate authority.

2002. GEOGRAPHIC ASSIGNMENTS. The specific geographic areas of responsibility for travel and analysis of units are as follows:

1. FSMAO-One. The states of Alabama, Connecticut, Delaware, Florida, Georgia, Illinois, Indiana, Kentucky, Maine, Maryland, Massachusetts, Michigan, Mississippi, New Hampshire, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Rhode Island, South Carolina, Tennessee, Vermont, Virginia, West Virginia, Wisconsin, and the District of Columbia are assigned to this office. Overseas accounts in England and Europe are also assigned to this office.

2. FSMAO-Two. The states of Alaska, Arizona, Arkansas, California, Colorado, Idaho, Iowa, Kansas, Louisiana, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Texas, Utah, Wyoming, and Washington are assigned to this office.

3. FSMAO-Three. The Pacific Ocean/Indian Ocean area, to include the accounts located in Diego Garcia, Japan, Okinawa, and Hawaii are assigned to this office.

4. FSMAO One and Two. The Marine Corps Logistics Base (MCLB), Albany, Georgia; and MCLB, Barstow, California; Blount Island Command, Jacksonville, Florida; and Commander, Marine Forces Reserve (MARFORRES), New Orleans, Louisiana are assigned to these offices.

2003. RECORDS DISPOSITION. Instructions concerning the records disposal system are contained in SECNAVINST P5215.5. Retention for records contained in this Order are as follows:

1. Comprehensive analysis of FSMAO programs to include critiques, data collected, determination/repeat findings, and clarification/modification findings.

a. Marine Corps field command copies.

Retention period: Until superseded by next analysis.

b. FSMAO and the CMC (LP) copies.

Retention period: 5 years.

2. Degraded Logistics Posture Report and all supporting documentation.

a. Marine Corps field command copies.

Retention period: 3 years or until superseded by next analysis.

b. FSMAO and the CMC (LP) copies.

Retention period: 5 years.

3. Records inspections will be per MCO P5000.14.

2004. ELECTRONIC MAIL

1. Whenever possible, correspondence between FSMAO and the CMC will be accomplished via the electronic mail system. As examples, requests for clarification of policy, award recommendations, the CMC clarifications of policy, reports of obligations and

expenditures of funds, and quarterly authorizations of funds will be accomplished via the electronic mail system. Letters of notification (LON) and checklists should be forwarded via this medium with a formal LON forwarded via regular mail.

2. Submission of official correspondence (i.e., response to LON) should be accomplished via the official "FSMAO organizational mailbox" or official correspondence. If not accomplished in this manner, it will be considered unofficial correspondence.

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CHAPTER 3

SCHEDULING OF ANALYSES

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL INFORMATION	3000	3-3
		3-1

CHAPTER 3

SCHEDULING OF ANALYSES

3000. GENERAL INFORMATION

1. Analysis Frequency. FSMAO will perform analyses within the frequency indicated in appendix A. The OIC of the FSMAO is authorized to deviate from the established frequencies when it is not feasible to maintain compliance with the schedule (i.e., due to such factors as special analysis, availability of units, budget constraints, etc.).

2. Objective. The objective of the FSMAO program is to promote efficiency in materiel readiness operations by:

a. Providing clarification of Marine Corps materiel readiness directives and technical publications.

b. Isolating problems related to materiel readiness procedures, recommending appropriate corrective actions, and providing instructions in the proper procedures.

c. Appraising commanders in the chair of command of significant deficiencies, discrepancies, and problem trends.

d. Providing the CMC (LP) information on the effectiveness of Marine Corps materiel readiness directives and technical publications, to include recommendations for changes, when appropriate.

3. Scheduling. The OIC of the FSMAO will schedule analyses of sufficient duration to ensure that the analysis objectives are satisfied. Scheduling will be conducted in coordination with Commander, Marine Forces (MARFOR). Additionally, the following applies:

Copies of FSMAO fiscal year (FY) analysis schedules will be forwarded to the base/command inspectors, the G-4, and base

internal audit agencies, if any, of each MSC, as listed in appendix B. This will enable the appropriate agency to coordinate all inspections, analyses, visits, and audits. FSMAO analysis schedules will be forwarded to the CMC (LP) not later than 30 July of the prior FY.

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CHAPTER 4

TYPES AND SCOPE OF ANALYSES

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL INFORMATION	4000	4-3
CHECKLISTS	4001	4-6
COMMAND RELATIONSHIPS AND RESPONSIBILITIES	4002	4-7
		4-1

CHAPTER 4

TYPES AND SCOPE OF ANALYSES

4000. GENERAL INFORMATION

1. Type of FSMAO Analyses

a. Formal Analysis. Formal analyses are those analyses scheduled per this Manual and any analysis directed by the CMC (LP) for which a formal analysis report is required.

b. Modified Formal Analysis. At the discretion of the OIC of FSMAO, a formal analysis may be changed to a modified visit and a follow-up analysis will be conducted within the next 12-month period.

(1) A modified formal analysis will be conducted when the range and/or depth of discrepant conditions are so extensive that further identification and reporting of detailed discrepancies would not leave adequate time to formulate corrective action and to conduct necessary training.

(2) When the OIC of the FSMAO determines that the formal analysis procedures are to be modified, the analysis team will use the remaining time to provide assistance and training. The analysis team leader will provide the unit commander with a recommended training plan, which identifies training that was conducted and cites the remaining training requirements that are necessary to alleviate the deficiencies.

c. Assistance Visits. All assistance which does not fall into the category of a formal analysis (to include modified formal analysis) are assistance visits. FSMAO teams may be dispatched by the OIC when requested. 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 funds are not available from the requesting unit, TAD funds from the OIC

of the respective FSMAO may be used, if available. No report is 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. The FSMAO checklist may be useful in this respect. Copies of the completed checklist will only be distributed to the unit assisted, except when the 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.

d. Special Analysis. Special analyses may be conducted by the OIC FSMAO, requested by local commanders, or directed by the CMC. The OIC FSMAO will notify the CMC (LP) of all proposed special analysis.

2. Conduct of a Formal Analysis

a. Notification of Analysis. At least 30 days prior to commencement of an analysis, a Letter of Notification (LON), to include a copy of the most current checklist, will be forwarded to unit/organization to be analyzed, with a copy of the LON to each organization in the chain of command, as applicable. The letter also requests that the unit inform the FSMAO of any specific problems or questions that the unit may have so that they may be researched prior to arrival of the analysis team. Once formally notified of analysis dates, units normally will not be rescheduled nor analysis canceled. However, when unusual circumstances occur and rescheduling is required, units desiring to reschedule will submit a request to reschedule via the chain of command within the parameters of the established MARFOR/FSMAO rescheduling conditions. FSMAO will coordinate with the MSC's/MARFOR's or the unit itself, as appropriate, to reschedule. Final decision on the cancellation/rescheduling rests with FSMAO.

b. FSMAO Analysis. The analysis will entail an examination of organizational processes for the purpose of determining the general pattern of operations and whether dysfunctions exist within the methods of management. Representatives are to determine whether the organization is, or is not, performing effectively and

efficiently by reviewing all facets of logistics inherent to the organization being analyzed.

c. Critique. As a phase of the analysis, the FSMAO representatives will conduct a critique of the team's tentative conclusions and recommendations. A critique at the commodity level is important because that is where problems originate and where attitude, knowledge, and experience have their greatest impact. After the critique, a report detailing all discrepancies found (to include human error and problem areas corrected during the analysis) will be left with the commander of the organization that was analyzed. This report will not be forwarded through the chain of command, but will be retained as a detailed report during the interval between analysis. The team officer will conduct an outbrief with the commanding general/officer or the designated representative(s). The out brief will cover all significant findings, opinions, and any recommendations.

d. Data Collection. Collecting data is essential in establishing a valid base for the analysis report. Time and personnel limitations, however, preclude a line-by-line examination of each record maintained by an activity. Sampling, therefore, is used to allow the analyst to make conclusions without reviewing every record. The size of the sample must be large enough to reflect the condition of the total record population and also be proportionate thereto. Dependent on the total number of records, the size may vary from 5 to 100 percent. In view of this sampling technique, neither the FSMAO checklist nor the formal report is intended to be a certification to the command that all records and procedures are void of discrepancies, or that those areas noted therein are the only problem areas which may exist.

e. Determination of Findings. Whenever process dysfunctions or disparities are noted during FSMAO analysis, the analyst will identify these conditions in one of two ways:

(1) Sustainment Findings. A positive determination based on the analysis that this process/idea merits sharing with the rest of the USMC as a good business model, will be cited in the formal report.

(2) Modification Finding. An adverse determination based on the analysis which in the opinion of the FSMAO OIC, the problem area was significant (those having the potential to degrade readiness; markedly decrease mission capabilities; contributed to waste, fraud, abuse, or safety; and/or significantly deviated from orders and directives); such findings will be cited in the formal report. Formal report findings will be supported by a recommendation(s) to resolve the cited conditions.

f. Repeat Modification Findings. Repeat modification findings are defined as those, which were identified as a formal finding on the most recent analysis report and have gone uncorrected. All formal FSMAO analysis reports which contain a repeat modification finding from the previous formal analysis will be endorsed to the CMC (LP) via the MSC. MSC endorsements will be personally signed by the commanding general, deputy commanding general, or chief of staff. Their endorsements will be reviewed at the Headquarters Marine Corps general officer level.

3. Assistance. FSMAO findings will normally consist of deviations from established procedures. It is the primary goal of FSMAO to ensure that all personnel are aware of their specific responsibilities and functions. Representatives of FSMAO will promote effectiveness and efficiency in supply, maintenance management, and logistics by isolating problems related to logistical procedures. FSMAO will recommend and provide course(s) for corrective action and instructions in the use of directives and publications to determine their intent.

4. Clarification and Modification. In all cases, solutions to problem areas will be in compliance with existing directives. However, during the course of an analysis, it should not be overlooked that problem areas may arise because the directives in question might require modification, clarification, or waiver.

4001. CHECKLISTS. FSMAO's primary tool for performing data collection during an analysis is the current FSMAO checklist. A

standardized logistics materiel readiness checklist will be formulated for all functional areas analyzed by FSMAO. FSMAO-1 will be responsible for formulating the supply checklist, and FSMAO-2 will be responsible for formulating the maintenance checklist. Responsibility for publishing these checklists rest with the CMC (LP). Review of those checklists will be accomplished as follows:

1. FSMAO's will complete a review of the checklists on an annual basis. Recommendations for change and the newly proposed checklists will be forwarded to the CMC (LP) by 30 June of each year or as required. Negative responses are required.
2. Concurrent with submission of recommendations for change to the CMC (LP), each FSMAO will staff change recommendations to the other FSMAO OIC's.
3. The CMC (LP) will review, staff the changes/checklists through appropriate HQMC agencies, and publish the revised/updated checklists by 1 October of each year. The checklist revision will be indicated by a month/year revision number in the footer of each page of the checklist; i.e., 06/98 for the FY 98 revision.
4. FSMAO's are authorized changes to the checklist for the purpose of updating references which do not affect the checklist question. Reference changes will not require a change in revision.
5. Substantial changes that significantly affect the validity of a checklist will be forwarded to the CMC (LP) for immediate action. Concurrently forward suggested changes to the other FSMAO OIC's.

4002. COMMAND RELATIONSHIPS AND RESPONSIBILITIES

1. FSMAO's are authorized to analyze all applicable files and records of materiel readiness activities and conduct physical inventories as required.
2. In order to determine that the best interests of the Government are protected, the representatives of the FSMAO's have the

authority to trace the receipt, maintenance, and disposition of supplies and equipment through any existing records.

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

4. To permit efficient accomplishment of the field analysis, commanding officers of units that are being analyzed will make available all necessary personnel of their commands.

5. To ensure a complete and comprehensive analysis of all matters pertaining to the administration of the materiel readiness systems and consistent with the security clearance and the stated mission of the field analysis team, team members will be afforded access to every facility operated or managed by the organization being visited.

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CHAPTER 5

REPORTS REQUIRED

	<u>PARAGRAPH</u>	<u>PAGE</u>
INFORMATION	5000	5-3
FSMAO ANALYSIS REPORTS	5001	5-3
FSMAO ACTIVITY REPORT	5002	5-4
		5-1

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

CHAPTER 5

REPORTS REQUIRED

5000. INFORMATION

1. Field Supply and Maintenance Analysis Report. FSMAO reports which contain findings and recommendations will be submitted per instructions that are contained in this Manual.
2. Types of Commands. For the purpose of this chapter, types of commands are as depicted in appendixes B and C.

5001. FSMAO ANALYSIS REPORTS

1. Action

- a. Officers in charge of FSMAO's shall:

- (1) Forward the original FSMAO report for units subordinate to an MSC to the senior commander in the chain of command via the unit analyzed and submit via the chain of command as appropriate. Advance copies will be provided to all via addressees, the senior commander, and the CMC (LP).

- (2) Forward reports of senior MSC's to the analyzed command.

- (3) Forward reports for units which are not subordinate to an MSC to the analyzed unit.

- (4) Prepare FSMAO Analysis Executive Summary Sheet (see appendix F) for each analysis and submit to the CMC (LP). This report is exempt from reports control and, therefore, does not require symbolization.

- (5) Tailor their FSMAO analysis reports to present the best possible assessment of the unit analyzed. The use of graphics and charts to depict an overall view of the unit is highly encouraged.

b. Commanders/OIC of units analyzed by the FSMAO's shall:

(1) Prepare appropriate endorsement and forward those reports to the senior commander via the chain of command. Copies of all endorsements will be provided to the local FSMAO office. Endorsements will contain a positive statement concerning concurrence in or exception to all findings and recommendations contained in the report.

(a) Unit analyzed: Forwarding endorsement to be accomplished within 60 days of receipt.

(b) Via addressee: All subsequent endorsements are due within 15 days of receipt.

(2) Nonconcurrences with report of analysis.

(a) Units that are under the control of an MSC should resolve nonconcurrences at the lowest level possible. However, nonconcurrences which cannot be resolved at the senior MSC/FSMAO level will be addressed to the CMC (LP).

(b) Nonconcurrences by units which do not fall under control of an MSC will be resolved by the CMC (LP).

2. Copies of all endorsements will be provided to the CMC (LP).

5002. FSMAO ACTIVITY REPORT

1. The OIC of each FSMAO will submit a quarterly report of the overall activities of the office directly to the CMC (LP). The report is due on the 15th day of the month following the month reported. This report is exempt from reports control and, therefore, does not require symbolization.

a. The status of personnel with reference to strength authorized and on hand by rank, projected personnel attrition for the next 9 months, to include those elements shown in appendix E.

b. The status of funds in cost code sequence, displaying amount obligated, amount liquidated, and funds unobligated utilizing the format and formula shown in appendix E.

2. The report will be in the format outlined in appendix E to facilitate comparisons among offices.

3. The quarterly activity report for the fourth quarter will include the upcoming fiscal year's analysis schedule and TAD budget requirements, by quarter. This information will be included as endorsements, utilizing the following formats:

FSMAO-X FY-XX ANALYSIS SCHEDULE

AAC UNIT NAME DATES

MXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX 22 JAN - 01 FEB XX

FSMAO-X FY-XX TAD BUDGET REQUIREMENTS

1st QTR	XXXXXXX
2d QTR	XXXXXXX
3d QTR	XXXXXXX
4th QTR	XXXXXXX

TOTAL XXXXXXXX *

* These figures will include the cost of the annual OIC's conference in the appropriate quarter.

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

APPENDIX A

DECISION TABLE FOR FREQUENCY OF ANALYSIS FOR ACTIVITIES

Units/Functions	<u>Frequency</u>			
	1-Year Cycle	2-year Cycle	3-Year Cycle	As Required
Active FMF Units--Air/Ground	X			
MARFORRES FMF Units--Air/Ground			X	
MCAS/Facilities			X	
MCCDC Quantico			X	
MARCORSYSCOM			X	
MCLB's			X	
MPF/NOMEB			X	
MCB's/MCRD's			X	
Marine Corps Security Forces/MB's			X	
MCD's/Recruiting Stations			X	
Ground Defense Force			X	
SASSY Management Unit (SMU)	X (Topic Driven)			
SMU (RIP)	X (Topic Driven)			
Intermediate Maintenance Activities	X (Topic Driven)			
Inventory Control Point (ICP)		X		
Depot Maintenance Activity (DMA)			X	
Remote Storage Activity (RSA)			X	
Training and Audio Visual Support Center (TAVSC)			X	
Direct Support Stock Control			X	
Special Analyses				X
All Other Units to be identified				X

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

APPENDIX B

LIST OF MAJOR SUBORDINATE COMMANDERS

COMMARFORLANT	COMMARFORPAC
CG MCCDC QUANTICO	COMMARCORLOGBASES
COMMARCORSSYSCOM	COMMARCORDMATCOM
COMMARFORRES	CG MCRD/ERR PISC
CG MCRD/WRR San Diego	CG MCAGCC PALMS
COMCABEAST	COMCABWEST
CG I MEF	CG II MEF
CG III MEF	CG 1st MarDiv
CG 2d MarDiv	CG 3d MarDiv
CG MCB Camp Pendleton	CG MCB Camp Lejeune
CG MCB Camp Butler	CG 1st MAW
CG 2d MAW	CG 3d MAW
CG 1st FSSG	CG 2d FSSG
CG 3d FSSG	Commander, SRI Group

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

APPENDIX C

LIST OF COMMANDS NOT UNDER CONTROL
OF A MAJOR SUBORDINATE COMMAND

MCAD, Ft Bliss, TX	MCAD, Ft Devens, MA
MCAD, Ft Gordon, GA	MCAD, Ft Huachuca, AZ
MCAD, Ft Knox, KY	MCAD, Ft Leavenworth, KS
MCAD, Ft Lee, VA	MCAD, Ft Leonard Wood, MO
MCAD, Ft McClellan, AL	HMX-1 Quantico, VA
MCAD, Ft Sill, OK	MCAD, Dam Neck, VA
HQMC, WASH, DC	MCAD, Goodfellow AFB, TX
MarAvnDet, China Lake, CA	MCAD, Lackland AFB, TX
MarAvnDet, Patuxent River, MD	MCAD, Lowry AFB, CO
MCAD, MacDill AFB, FL	MCAD, Newport, RI
MCAD, Redstone Arsenal, AL	MarSptBn,NavSctyGrp, Washington, DC
MCAD, Aberdeen, MD	MATSG, Cecil Field, FL
MCAD, Monterey, CA	MATSG, Corpus Christi, TX
MATSG Lakehurst, NJ	MCFA, Kansas City, MO
MATSG, Meridian, MS	MATSG 90, Millington, TN
MCAD, Ft Benjamin Harrison, IN	MATSG, Whidbey Island, WA
MATSG, Pensacola, FL	MAWTS-1, Yuma, AZ
MB, Annapolis, MD	MSGBN, Quantico, VA
MB, Wash, DC	MCAD, Chanute AFB, IL

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

APPENDIX D

ACRONYMS AND ABBREVIATIONS

ADPE	Automated Data Processing Equipment
ATLASS	Asset Tracking for Logistics and Supply System
BN	Battalion
CGIP	Commanding General's Inspection Program
CMC	Commandant of the Marine Corps
COMMARCORSSYSCOM	Commander, Marine Corps Systems Command
COMMARFORLANT	Commander, Marine Forces, Atlantic
MARFORPAC	Commander, Marine Forces, Pacific
COMMARFORRES	Commander, Marine Forces, Reserve
CSS	Combat Service Support
CWT	Customer Wait Time
DMA	Depot Maintenance Activity
DNIGMC	Department of the Navy Inspector General of the Marine Corps
DoDIG	Department of Defense Inspector General
DSSC	Direct Support Stock Control
DWT	Division Wing Team
FMF	Fleet Marine Force

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

FSMAO	Field Supply and Maintenance Analysis Office
FSSG	Force Service Support Group
FY	Fiscal Year
GAO	General Accounting Office
HQMC	Headquarters, U. S. Marine Corps
ICP	Inventory Control Point
IG	Inspector General
IGMC	Inspector General of the Marine Corps
ILC	Integrated Logistics Capability
LOG-AIS	Logistics Automated Information System
LON	Letter of Notification
MARDIV	Marine Division
MARFORRES	Marine Forces Reserve
MAW	Marine Aircraft Wing
MCAS	Marine Corps Air Station
MCB	Marine Corps Base
MCCDC	Marine Corps Combat Development Command
MCD	Marine Corps District
MCLB	Marine Corps Logistics Base
MCRD	Marine Corps Recruit Depot

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

MCSF	Marine Corps Security Force
MEF	Marine Expeditionary Force
MEB	Marine Expeditionary Brigade
NAS	Naval Air Station
NWSC	Naval Weapons Support Center
OIC	Officer in Charge
OST	Order Ship Time
PV	Prime Vendor
RCT	Repair Cycle Time
RSA	Remote Storage Activity
SASSY	Supported Activities Supply System
SMU	SASSY Management Unit
TAD	Temporary Additional Duty
TAVSC	Training and Audiovisual Support Center
T/E	Table of Equipment
T/O	Table of Organization

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

APPENDIX E

FSMAO ACTIVITY REPORT

From: Officer in Charge, Field Supply and Maintenance Analysis
Office
To: Commandant of the Marine Corps (LP), Headquarters
Marine Corps, 2 Navy Annex, Washington, DC 20380-1775
Subj: (Month and Year) ACTIVITY REPORT (REPORT SYMBOL
MC-5450-02)

Ref: (a) MCO P4400.160
Encl: (1) Personnel Attrition (9 months shown)
(2) Status of Funds

1. Per the reference, enclosures (1) and (2), are submitted concerning the activities of this office during the 1st quarter FY ____.

2. The point of contact is:

E-1

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

PERSONNEL ATTRITION

MONTH YEAR - MONTH YEAR

NAME	RANK	MOS	DATE DUE FOR TRANSFER/RELEASE/ASSIGNMENT	REPLACEMENT
------	------	-----	---	-------------

E-2

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

STATUS OF FUNDS

DETAILED QUARTERLY OBLIGATIONS

<u>Cost Code</u>	<u>Trip No.</u>	<u>Obl Amt</u>	<u>Expended</u>	
<u>Qtr</u>	<u>Total Authorized</u>	<u>Obligated</u>	<u>Expended</u>	<u>Unobligated</u>
1st				
2d				
3d				
4th				
Current				
Total				

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

APPENDIX F

FSMAO ANALYSIS EXECUTIVE SUMMARY SHEET

10 Nov 99

AAC: M93055

MSC: MCB

UNIT NAME: School of Infantry

DATE: 18 - 26 Oct 99

USMCR: NO

UDP: NO

FSMAO: 1/2/3

REPORT NUMBER: 10002

CY: 99

FY: 00

LEVEL: CONSUMER/INTERMEDIATE/OTHER

CORRECTIVE ACTION: UNIT/OTHER/N/A

FORMAL FINDINGS: YES

REPEAT FINDINGS: YES

SUSTAINMENT: NO

MODIFICATION: YES

Key Issues

- | | |
|--|---|
| 1. Directives Control Point procedures | Requisitions and receipts; internal distribution; and quarterly update. |
| 2. Collecting and accounting for public funds procedures | Requests for checkage; meal prices |
| 3. Subcustody procedures | Retention; supporting documentation; and updating of records. |
| 4. Mechanized requisitioning and follow-up procedures | Maintaining of ATLASS; LUBF and Retail-A file; lost shipments. |
| 5. Control of serialized small arms | Receipts, issues, and documentation to support losses; certification of serial numbers and annual reconciliation. |
| 6. Warehousing procedures | Issuing of unserviceable gear; marking of storage containers; preparation of subsidiary records; inventory of SL-3. |
| 7. Ammunition accounting procedures | Completion of expenditure reports; conduct of annual AA&E awareness training. |

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

- | | |
|--|--|
| 8. Personal effects procedures | Timeliness of inventories; TAD inventories; and waiver letters. |
| 9. Maintenance management procedures within the MMO | Organization of maintenance resources; internal reviews; annual T/O review; training; coordination with commodity managers and with the DCP; calibration, modification and inventory control programs; and maintenance production. |
| 10. Preventive maintenance procedures | PMCS scheduling; JOAP; PMCS; and within motor transport CM identification |
| 11. Maintenance management procedures within the communications-electronics section modifications; and excess parts. | Training, MIMM' reports, parts requisition; record jackets; inventories; PCF; TMDE; |
| 12. Maintenance administration | Training; record jackets; SL-3/TM-10 procedures within the ISC inventory records; incorrect accounting for ADPE; ESD training; MIMMS; and QC. |

CONTRIBUTING FACTORS REQUIRING HHQ INVOLVEMENT/POLICY CHANGE: None.
REMARKS/COMMENTS: None

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

INDEX

A

Access to FSMAO Report	1004
Activity Reports	5002
Administration	Chapter 2
Analysis:Formal	4000.1a
Frequency	3000.1
Modified Formal	4000.1b
Notification of	4000.2a
Objectives of	3000.2
Reports of	5001
Rescheduling of	4000.2a
Scheduling of	3000.3
Scope	Chapter 4
Special	4000.1d
Types of	Chapter 4
Analysis Report:	
Distribution	5001.1a(1)
Forwarding of (FSMAO)	5001.1a
Endorsements to (Command)	5001.1b
Assistance	4000.3
Assistance Visits	4000.1c
Funding Unscheduled	4000.1c
Award Recommendations	2000.4e
Acronyms and Abbreviations	Appendix D

C

Clarification of Directives	4000.4
Clerical Assistance	4002.3
Checklist	4001
Command/Activities, defined	5000.2
Command Relationship	1001
Command Relationships and Responsibilities	4002
Corrective Action	4001.2
Correspondence	2000.4a
Critique	4000.2c

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

D

Data Collection 4000.2d Distribution of
Analysis Reports 5001.1a(1)

E

Electronic Mail 2004
Equipment 2001.3

F

Findings 4000.2e
Fitness Reports 2000.4c
Formal Analysis 4000.1a
Frequency of Analysis Appendix A

G

Geographic Assignments 2002

I

Introduction to the FSMAO Program Chapter 1
Inspector General:
 Follow up 1005
Investigation, restriction for assignment to . . . 2000.1

L

Leave and Liberty 2000.4f

M

Marine Corps Service Support Schools (FSMAO-1) . 1003.2
Mission 1002
MSC Appendix B
 Commands not under Control Appendix C

INDEX-2

FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

N

Notification of Analysis 4000.2a

O

Objectives of Analysis 3000.2
Operational Control of FSMAO's 2000.1
Operational Support 2001
Organizational Structure 2000.3

P

Personnel Administration 2000.4

R

Record Disposition 2003
Repeat Findings 4000.2f
Reports Required Chapter 5
FSMAO Activity Report Appendix E
FSMAO Analysis Executive Summary Sheet Appendix F
Requalification Firing Exemption 2000.4d
Rescheduling of Analysis 4000.2a
Responsibilities of FSMAO 1003

S

Sampling Data 4000.2d
Scheduling of Analysis Chapter 3
Scope of Analysis Chapter 4
Special Analysis 4000.1d

T

Table of Organization 2000.3a
Technical Direction of FSMAO's 2000.2
Training of Supply Officers and Supply Chiefs 1003.3
Training of FSMAO Analysts 2000.4d
Transfer of Personnel 2000.4b
Types of Analysis Chapter 4

SUMMARY OF CHANGES

There is a continuing requirement to improve and standardize the procedures used Marine Corps wide to effectively govern the (FSMAO) program. Changes in the organizational structure, funding responsibilities, planning, documentation and program management responsibility, require revised policies and procedures. This is a major revision of the previous FSMAO Manual and must be completely reviewed. Incorporated into this revision are the latest Automated Information Technology (AIT) advancements and policy directives from DoD and Headquarters Marine Corps. These changes update Marine Corps Policy relative to FSMAO Analyses conducted and administrative procedures necessary for day to day operations:

a. Officers in Charge (OIC) of the FSMAO are authorized to deal directly with the CMC in personnel matters through LPP.

b. All fitness reports will be forwarded by the reviewing officer to the CMC (MMPE-2).

c. Provides policy whereby the FSMAO's are authorized deviation of authority for improved Logistical processes where future policy changes will be effected. All deviations of authority will be forwarded to CMC (LOO) with recommendations as to whether the deviation should be permanently established.

d. OIC's FSMAO's are authorized to deviate from the established frequencies when it is not feasible to maintain compliance with the schedule (i.e. due to such factors as special analyses, unit deployment, budget constraints, etc.)

e. Awards recommendations will be submitted to CMC (LPP) 180 days prior to the presentation date utilizing the automated awards program.

f. Whenever possible, all correspondence between the FSMAO's and CMC (LPP) will be accomplished via electronic media.

g. Deletion of Critical Issues Report.