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 To promulgate an update to an outdated order.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

   DISTRIBUTION: PCN 10205248400

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LOCATOR SHEET

Subj: FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

Location: ________________________________

Indicate the location(s) of the copy(ies) of this Manual.)

ENCLOSURE (1)
FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

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CHAPTER

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INTRODUCTION TO THE FSMAO PROGRAM

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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 warfighter's 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.

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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.
## ADMINISTRATION

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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
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.

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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.
## TYPES AND SCOPE OF ANALYSES

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4000. **GENERAL INFORMATION**

1. **Type of FSMAO Analyses**

   a. **Formal Analysis.** Formal analysis 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 outbrief 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.
| INFORMATION | 5000 | 5-3 |
| FSMAO ANALYSIS REPORTS | 5001 | 5-3 |
| FSMAO ACTIVITY REPORT | 5002 | 5-4 |

5-1
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 XXXXXXXXXXXXXXXXXXXXXXXXXXXXX 22 JAN - 01 FEB XX

FSMAO-X FY-XX TAD BUDGET REQUIREMENTS

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st QTR</td>
<td>XXXXXXX</td>
</tr>
<tr>
<td>2d QTR</td>
<td>XXXXXXX</td>
</tr>
<tr>
<td>3d QTR</td>
<td>XXXXXXX</td>
</tr>
<tr>
<td>4th QTR</td>
<td>XXXXXXX</td>
</tr>
<tr>
<td>TOTAL</td>
<td>XXXXXXX</td>
</tr>
</tbody>
</table>

* These figures will include the cost of the annual OIC’s conference in the appropriate quarter.
## DECISION TABLE FOR FREQUENCY OF ANALYSIS FOR ACTIVITIES

### Frequency

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

COMMARFORLANT
CG MCCDC QUANTICO
COMMARCORSYS COM
COMMARFORRES
CG MCRD/WRR San Diego
COMCABEAST
CG I MEF
CG III MEF
CG 2d MarDiv
CG MCB Camp Pendleton
CG MCB Camp Butler
CG 2d MAW
CG 1st FSSG
CG 3d FSSG

COMMARFORPAC
COMMARCORLOGBases
COMMARCOMPACOM
CG MCRD/ERR PISC
CG MCRD/WRR San Diego
COMCABWEST
CG II MEF
CG 1st MarDiv
CG 3d MarDiv
CG MCB Camp Lejeune
CG 1st MAW
CG 3d MAW
CG 2d FSSG
Commander, SRI Group
### List of Commands Not Under Control of a Major Subordinate Command

<table>
<thead>
<tr>
<th>Command 1</th>
<th>Command 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCAD, Ft Bliss, TX</td>
<td>MCAD, Ft Devens, MA</td>
</tr>
<tr>
<td>MCAD, Ft Gordon, GA</td>
<td>MCAD, Ft Huachuca, AZ</td>
</tr>
<tr>
<td>MCAD, Ft Knox, KY</td>
<td>MCAD, Ft Leavenworth, KS</td>
</tr>
<tr>
<td>MCAD, Ft Lee, VA</td>
<td>MCAD, Ft Leonard Wood, MO</td>
</tr>
<tr>
<td>MCAD, Ft McClellan, AL</td>
<td>HMX-1 Quantico, VA</td>
</tr>
<tr>
<td>MCAD, Ft Sill, OK</td>
<td>MCAD, Dam Neck, VA</td>
</tr>
<tr>
<td>HQMC, WASH, DC</td>
<td>MCAD, Goodfellow AFB, TX</td>
</tr>
<tr>
<td>MarAvnDet, China Lake, CA</td>
<td>MCAD, Lackland AFB, TX</td>
</tr>
<tr>
<td>MarAvnDet, Patuxent River, MD</td>
<td>MCAD, Lowry AFB, CO</td>
</tr>
<tr>
<td>MCAD, MacDill AFB, FL</td>
<td>MCAD, Newport, RI</td>
</tr>
<tr>
<td>MCAD, Redstone Arsenal, AL</td>
<td>MarSptBn,NavSctyGrp, Washington, DC</td>
</tr>
<tr>
<td>MCAD, Aberdeen, MD</td>
<td>MATSG, Cecil Field, FL</td>
</tr>
<tr>
<td>MCAD, Monterey, CA</td>
<td>MATSG, Corpus Christi, TX</td>
</tr>
<tr>
<td>MATSG Lakehurst, NJ</td>
<td>MCFA, Kansas City, MO</td>
</tr>
<tr>
<td>MATSG, Meridian, MS</td>
<td>MATSG 90, Millington, TN</td>
</tr>
<tr>
<td>MCAD, Ft Benjamin Harrison, IN</td>
<td>MATSG, Whidbey Island, WA</td>
</tr>
<tr>
<td>MATSG, Pensacola, FL</td>
<td>MAWTS-1, Yuma, AZ</td>
</tr>
<tr>
<td>MB, Annapolis, MD</td>
<td>MSGBN, Quantico, VA</td>
</tr>
<tr>
<td>MB, Wash, DC</td>
<td>MCAD, Chanute AFB, IL</td>
</tr>
</tbody>
</table>
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
COMMARCORSYSCOM        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
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>FSMAO</td>
<td>Field Supply and Maintenance Analysis Office</td>
</tr>
<tr>
<td>FSSG</td>
<td>Force Service Support Group</td>
</tr>
<tr>
<td>FY</td>
<td>Fiscal Year</td>
</tr>
<tr>
<td>GAO</td>
<td>General Accounting Office</td>
</tr>
<tr>
<td>HQMC</td>
<td>Headquarters, U. S. Marine Corps</td>
</tr>
<tr>
<td>ICP</td>
<td>Inventory Control Point</td>
</tr>
<tr>
<td>IG</td>
<td>Inspector General</td>
</tr>
<tr>
<td>IGMC</td>
<td>Inspector General of the Marine Corps</td>
</tr>
<tr>
<td>ILC</td>
<td>Integrated Logistics Capability</td>
</tr>
<tr>
<td>LOG-AIS</td>
<td>Logistics Automated Information System</td>
</tr>
<tr>
<td>LON</td>
<td>Letter of Notification</td>
</tr>
<tr>
<td>MARDIV</td>
<td>Marine Division</td>
</tr>
<tr>
<td>MARFORRES</td>
<td>Marine Forces Reserve</td>
</tr>
<tr>
<td>MAW</td>
<td>Marine Aircraft Wing</td>
</tr>
<tr>
<td>MCAS</td>
<td>Marine Corps Air Station</td>
</tr>
<tr>
<td>MCB</td>
<td>Marine Corps Base</td>
</tr>
<tr>
<td>MCCDC</td>
<td>Marine Corps Combat Development Command</td>
</tr>
<tr>
<td>MCD</td>
<td>Marine Corps District</td>
</tr>
<tr>
<td>MCLB</td>
<td>Marine Corps Logistics Base</td>
</tr>
<tr>
<td>MCRD</td>
<td>Marine Corps Recruit Depot</td>
</tr>
<tr>
<td>D-2</td>
<td></td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>MCSF</td>
<td>Marine Corps Security Force</td>
</tr>
<tr>
<td>MEF</td>
<td>Marine Expeditionary Force</td>
</tr>
<tr>
<td>MEB</td>
<td>Marine Expeditionary Brigade</td>
</tr>
<tr>
<td>NAS</td>
<td>Naval Air Station</td>
</tr>
<tr>
<td>NWSC</td>
<td>Naval Weapons Support Center</td>
</tr>
<tr>
<td>OIC</td>
<td>Officer in Charge</td>
</tr>
<tr>
<td>OST</td>
<td>Order Ship Time</td>
</tr>
<tr>
<td>PV</td>
<td>Prime Vendor</td>
</tr>
<tr>
<td>RCT</td>
<td>Repair Cycle Time</td>
</tr>
<tr>
<td>RSA</td>
<td>Remote Storage Activity</td>
</tr>
<tr>
<td>SASSY</td>
<td>Supported Activities Supply System</td>
</tr>
<tr>
<td>SMU</td>
<td>SASSY Management Unit</td>
</tr>
<tr>
<td>TAD</td>
<td>Temporary Additional Duty</td>
</tr>
<tr>
<td>TAVSC</td>
<td>Training and Audiovisual Support Center</td>
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<tr>
<td>T/E</td>
<td>Table of Equipment</td>
</tr>
<tr>
<td>T/O</td>
<td>Table of Organization</td>
</tr>
</tbody>
</table>
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:
<table>
<thead>
<tr>
<th>NAME</th>
<th>RANK</th>
<th>MOS</th>
<th>TRANSFER/RELEASE/ASSIGNMENT</th>
<th>REPLACEMENT</th>
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<tr>
<td>E-2</td>
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FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE PROGRAM

STATUS OF FUNDS

DETAILED QUARTERLY OBLIGATIONS

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<th>Trip No.</th>
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<td>Total</td>
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<td>Obligated</td>
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</tr>
<tr>
<td>Total</td>
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</tr>
</tbody>
</table>

E-3
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.
8. Personal effects procedures
   Timeliness of inventories; TAD inventories; and waiver letters.

9. Maintenance management procedures within the MMM
   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
    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
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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.