

NAVMC 2599

**A GUIDEBOOK FOR COMMANDERS
MATERIEL MANAGEMENT**



U.S. MARINE CORPS

PNC 100 013125 00



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380

LMM-3 -mgg
1 Apr 1982

FOREWORD

This publication, NAVMC 2599, A GUIDEBOOK FOR COMMANDERS-MATERIEL MANAGEMENT has been revised and updated to assist you, the commander, in the management of your materiel resources. General information subjects and the principal functional areas in supply and maintenance management are addressed in sufficient detail to enable you as well as your officers and SNC05s to examine and review materiel management programs and develop refinements.

You have within your command skilled supply and maintenance personnel. Therefore, this Guidebook is not intended to make you an expert, nor is it intended to replace detailed standing operating procedures. It does, however, provide guidelines upon which sound decisions can be based and more effective programs developed, thereby enhancing materiel readiness.

Additional copies of this publication may be requisitioned in accordance with the current edition of MCO P5600.31, Marine Corps Publications and Printing Regulations.

Reviewed and approved this date.

A handwritten signature in black ink, reading "H. A. Hatch", is centered on the page.

By direction H. A. HATCH
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PREFACE

It is the intention of this publication to assist all Marine commanders in their responsible areas of management. In so doing, the battalion/squadron has been utilized as the basic reference point. The information provided is, however, applicable in varying degrees to the regiment/group, division/wing, and the multitude of non-Fleet Marine Force (FMF) commands encompassing identical or similar responsibilities.

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CHAPTER 1

INTRODUCTION

101. GENERAL INFORMATION

1. One of a military organization's primary goals is to maintain maximum combat readiness at all times. That goal is achieved through a balanced program to adequately train personnel and maintain materiel for the overall readiness of an organization. In the past, some commanders applied the bulk of their efforts to the tactical training of personnel. The management of materiel was left to specialists without the benefit of command guidance and supervision. The increasing complexities of equipment, increased centralization of authority, and the accelerating need for more timely and better information made it imperative that a balance be achieved in your management efforts with respect to the overall logistics function.

2. An imbalance in the management of materiel and training affects the combat potential of an organization. You must ensure that the organization has the materiel means to achieve maximum combat readiness at all times.

3. This booklet is directed to that end. A deadlined tank is no more effective than a tank without a crew. Whether its condition stems from overuse or abuse, from failure to obtain a needed repair part, or from the lack of a qualified mechanic, the effect on combat readiness is no less damaging.

4. The following pages offer a number of techniques designed to aid you in managing your materiel and maintenance and in exercising effective command. These techniques are general in nature and not intended to be exhaustive. You will find it necessary to adapt them to the peculiarities of your own command--to amplify and modify them to fit your particular needs.

102. COMMAND INTEREST

1. As you already know, one of the major contributions you can make to assure efficient supply and maintenance operations is to show a genuine and sincere interest. Lip service pronouncements and superficial inspections usually are not, enough. A suggested method to use in organizing/motivating your logistics team is to schedule periodic meetings with your S-4 officer, maintenance management officer (MMO) and supply officer. These meetings (weekly, semiweekly, or even daily) will help create a unified approach to problem solutions.

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2. Since command interest is contagious, the effort expended by you, your staff, and subordinate commanders will likely have a direct relationship to the ultimate logistics support of your command.

3. It is recommended that you stress supply and maintenance matters in your meetings, your inspections, and your daily contacts. Set standards; require that they be met. This may require that your subordinates establish milestones for their projects in order to meet your objectives.

103. THE S-4

1. The S-4 can make or break the unit supply, maintenance, and service operations. You will have gone a long way toward deciding which it will be when you pick the right person for the job. The officer noted as the "least likely to succeed" is not the one. Be wary of choosing an S-4 officer solely by seniority. Having picked the right S-4, tell the individual clearly what you want done and how to operate. All too frequently S-4's are left to seek their own role in the organization, with less than adequate results. Set specific measurable guidelines for your S-4 officer. Your interest in logistics performance should be transmitted through, and magnified in, your S-4.

2. The principal contribution should stem from the S-4's role as the officer having cognizance over the entire logistics function. The S-4 officer should not be so overpowering that junior officers hesitate to keep the officer informed of the true situation. In this respect, it is emphasized that the supply officer and MMO are special staff officers, and as such, they should have direct access to the commanding officer on matters within their respective areas of responsibility. If the efforts of supply, maintenance, and service personnel can be tied to the needs of operating units, effective logistical support will be obtained.

3. Even though the S-4 officer is most likely not going to be a school-trained supply or maintenance officer, the individual can assist both supply and maintenance with troubleshooting inspections. Such inspections should be conducted regularly and oriented toward solving unit problems. Action must be initiated to replace shortages and unserviceable stock as well as to dispose of excesses. Compliance With current directives should be carefully examined.

4. Require a constant awareness of your unit's state of combat materiel readiness. The S-4 must know what items are considered

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combat-essential and their current status and what equipment is deadlined, why, and for how long. Above all else, the S-4 must keep you aware of these facts and the actions underway to correct deficiencies. Obviously, to properly perform these functions, the S-4 must have more than a superficial knowledge of supply and maintenance.

104. THE COMMODITY MANAGER

1. You may or may not have a designated maintenance officer or officers assigned within one or more of your commodity areas. If not, you undoubtedly will have one or more commodity managers who are responsible to you for the maintenance of organic equipment as well as operation of each commodity area. In either event, your maintenance officer/commodity manager must place emphasis on the following:

a. Require that your commodity manager be thoroughly familiar with the equipment being maintained and with the echelons of maintenance for which the unit is responsible. Require the commodity manager to ensure that necessary maintenance resource and equipment records are properly maintained.

b. Require the commodity manager to ensure that subordinate units and maintenance personnel maintain the necessary tools, repair parts, test equipment, facilities, and publications to perform the level of maintenance authorized. Since the acquisition of these required items is a supply function, require the closest working relationship with the supply officer in establishing quantities to support stock levels, requisitioning procedures, items to be stocked, and requisitioning objectives. All must be realistically determined to adequately support the mission, but should not be excessive.

105. THE S-3

1. We have covered some of the duties of those officers directly concerned with everyday operational aspects of supply and maintenance. Later in this guidebook we will emphasize the training responsibilities of the supply and maintenance management officers. But the staff officer with overall responsibility for training, as well as operations, is the S-3.

2. Is your S-3 concerned with the technical training of support personnel? General military subjects--of course. Tactical training--naturally. But what sort of program is established for

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training supply, maintenance, and service personnel within their occupational fields? Or, is this area dismissed as "ton-the-job" training with the hope that personnel will develop in a vacuum?

3. And how are outside training opportunities handled? What quotas are offered for formal or informal schools? Are they welcomed as a chance to improve the proficiency of your personnel or as another imposition to be avoided or filled reluctantly with your most expendable "quota-fillers?"

4. Automated assembly lines may produce your repair parts, sophisticated computers may assist in routing them through the supply system, but, at the unit level, there is no substitute for trained Marines. Consequently, training within the area of logistics is of importance equal to other types of training.

5. The S-3 must know which items are combat essential. Insist that the S-3 stays abreast of equipment readiness. The individual's interest is as vital to the availability and dependability of combat-essential equipment as that of the S-4, supply officer, MMO, and commodity managers. See that the S-3 takes this interest and knows what "tools" are available and their dependability. This is not usurping the S-4's responsibility--this is necessary to be able to react on a short-term basis. Before drawing the "blue arrows" on the map or publishing the flight schedule, the S-3 should check with the S-4 to determine the logistics feasibility and suitability to accomplish the mission or training schedule.

106. THE S-1

1. The individual Marine is your most valuable asset. Assignment of the right Marine to the right job is the first step in accomplishing your mission. Require your S-1 to review all pertinent records of newly joined personnel to ensure that each individual is placed in the proper billet as evidenced by that individual's past training and experience.

2. Availability of the required technical publications is an important part of your maintenance program. Does your S-1 periodically review your table of allowance for publications? Is the allowance list routed to cognizant staff personnel for review and recommendation? Direct the S-1 to determine the unit's requirements by coordination with those sections that will use the publications. Require the S-1 to establish an internal distribution control system for the proper routing/retention of all incoming correspondence. Ensure that the section that needs the correspondence receives it.

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107. ALL OFFICERS AND STAFF NCO'S

1. Up to now, the discussion has been centered around the responsibilities of the commander and duties of the staff members providing assistance. How about the others--nonstaff-types, unit leaders, officers, and staff NCO's (SNCO's).
2. How are they assisting you in the accomplishment of the organization's mission? Are you, the commander, confident that all officers and SNCO's exhibit interest and knowledge of logistics? Have you been training your officers and SNCO's to effectively and efficiently perform their logistics responsibilities in a professional manner?
3. Do all your officers and SNCO's know what combat-readiness category your organization is in and its particular rating? Are they aware of what problems exist and what remedies you have employed to improve the situation? Officer and SNCO school, for one hour a week, might be the solution. Bring that piece of equipment into the classroom--have the professionals, a contact team from the division staff or brigade service support group (BSSG)/force service support group (FSSG) explain why this equipment shows up on the deadline report. Perhaps not everyone is aware of its intended use or the proper method of "PMing" it--these experts can tell you.
4. Since the Marine Corps is a force in readiness, we must be highly mobile, but it takes everyone's coordinated effort to move, shoot, and communicate.
5. Is all your equipment and materiel ready right now to accomplish your mission? Just because the gear is freshly painted and marked does not necessarily mean that it functions correctly.
6. At what supervisory level is the materiel or equipment being used and maintained? Who are the users? Do the users know their exact responsibilities toward the equipment? Are preventive maintenance checks being performed and recorded? Who is the first person to check this equipment/materiel? Do your officers and SNCO's check the quality of work performed? Do they insist on maximum performance?
7. Although not all-inclusive, some areas of logistics that all officers and SNCO's should be thoroughly familiar with are:
 - a. The commander's policies relative to supply and maintenance discipline.

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- b. The table of organization (T/O) and table of equipment (TIE) for their unit and associated echelons of maintenance.
 - c. The required levels of supply and how to maintain them.
 - d. The procedures for obtaining maintenance and supply support beyond organic capabilities.
 - e. The detailed procedures for inspection of supplies and equipment, both technical and nontechnical, and the use of instructions, manuals, orders, etc.
 - f. Procedures for reporting unserviceable and malfunctioning supplies and equipment.
 - g. Preventive maintenance procedures (including recordkeeping).
 - h. Proper training methods for the use of equipment/supplies.
 - i. The procedures for obtaining and maintaining required orders and technical publications.
8. A thorough knowledge of these areas by all officers and SNCO's will assist you, the commander, in achieving your goal. Maybe a good booklet to get all officers and SNCO's acquainted with is the one you are reading now.

108. TRAINING

1. Your Marines will perform only to the degree that they have been trained. Key personnel, such as stock record clerks and maintenance clerks, may be ineligible for formal schooling because they do not meet course prerequisites. If the section officer feels the personnel can complete the schooling satisfactorily, a waiver of the prerequisite perhaps should be requested. If the waiver is denied, and no other alternatives for formal training are available, then on-the-job training must be used. On-the-job training must include training, not just on-the-job work. Ensure your supply officer and MMO outline and conduct essential training for their personnel. Often logistics agencies at higher headquarters in your chain of command are willing to conduct informal training for your personnel. You should carefully examine technician and operator military occupational specialty (MOS) training requirements so that they can be reconciled with mission-oriented training. Frequent shortages of skilled technicians and operators often pose serious challenges to the smooth operation of an MOS training program.

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2. To alleviate the long-term impact of skill shortages, make every effort to send supervisory personnel, both officer and enlisted, to formal schools for training. After their return from school, make use of them as instructors in your training program. In some cases, you may be able to satisfy training needs by requiring individual or group enrollment in correspondence courses. Such courses are particularly useful in improving technical skills in low-density MOS's such as infantry weapons repairmen or NBC equipment operators.

3. Four areas of logistics related training require emphasis: operator training, technician training, functional area training, and supervisor training. Operator and technician training requirements may be determined by a review of the current edition of MCO P1200.7 (MOS Manual) and an inventory of operator and technician knowledge levels. Functional area and supervisor training requirements may be determined by a review of functional area programs with emphasis on isolating trouble spots and initiating training sessions designed to upgrade procedures.

4. Functional area training should be aimed at clerk level personnel who operate functional area programs in the commodity areas. The current edition of MCO P4790.2 (Marine Corps Integrated Maintenance Management System (MIMMS) Field Procedures Manual) contains recommended supervisor and functional area training topics.

5. Errors, committed because of lack of training, can do great harm to your materiel posture. Require that supply and maintenance management training be conducted in a planned, organized manner on a continuing basis. Require your supply officer and MMO, in conjunction with the S-3, to plan and supervise technical training. First enlistment personnel will normally have undergone basic formal MOS training, but will require additional training and supervision in the execution of their duties. Most of the supply officer and MMO's time will be devoted to reviewing past performance and developing training programs designed to preclude future errors.

6. Out of the four training areas aforementioned, supervisor training requires the greatest command interest. Without properly trained supervisors, management of functional area programs is degraded.

109. READINESS REPORTING

1. Readiness reporting for Marine Corps supplies and equipment has three components; combat-essential equipment (CEE), T/E deficiencies, and equipment deadlines.

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2. The CEE is governed by a Marine Corps Bulletin in the 3000 series which lists selected items of mission-/combat-essential equipment required to be reported to higher headquarters. The items which appear in this Bulletin do not represent a complete list of equipment normally considered combat essential at the battalion/squadron level (e.g., rifles are not included due to their high density). However, the list is sufficiently representative to provide an adequate measure of the equipment readiness of the operating forces.

3. Table of equipment deficiencies are those items which are authorized but not on hand due to washout or loss. Equipment deadlines are items which are not capable of performing their designed combat missions due to the need for critical repairs.

4. Readiness reporting for Marine Corps ground equipment begins at maintenance shops with the determination of deadline status. Deadline status is entered into the MIMMS Automated Information System (AIS) at the maintenance shop level via equipment repair order (ERO) input. Deadline status is normally determined by commodity managers/shop officers. However, final authority for determining whether or not a piece of equipment is capable of performing its assigned combat mission rests with the commander. If your deadline rate appears rather high, ask your MMO and commodity managers to explain. You might discover an occasional "safety deadlined" item which can still perform its combat mission, or a serviceable item that was inadvertently never removed from deadlined status.

5. The MIMMS AIS readiness reporting system calculates your T/E deficiencies and equipment deadlines and compares them with your total authorized allowance. The result is a readiness percentage which appears on your weekly MIMMS LM2 unit report. However, it should be noted that T/E deficiencies are not automatically reported for wing units since deficiencies for wing units must be identified by squadron. Asset LM2 reports must, therefore, be prepared manually for wing units. Ask your MMO and supply officer to explain the report to you, specifically about T/E deficiencies and long-term deadlines. Those two items will most likely cause the greatest impact on your readiness percentages.

6. The percentages calculated by MIMMS AIS for your UNITREP equipment/supplies on hand (S.rating) and equipment readiness (R rating) are manually entered into UNITREP. There is no mechanized interface between MIMMS AIS and UNITREP. The S-4, MMO, and S-3 (usually the UNITREP officer) must coordinate to ensure that UNITREP S&R percentages accurately reflect information found in the MIMMS AIS data base.

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110. PUBLICATIONS CONTROL SYSTEM. Publications control system operations are normally managed by the S-i/adjutant, supply officer, and the MMO and are divided into four functional areas: allowance control, internal distribution control, inventory control, and requisition control.

1. Allowance Control. The publications allowance control system for Marine Corps organizations is managed via the individual activity table of allowances for publications (TAP). The TAP is a machine-generated listing of authorized distribution codes and lists for all publications automatically distributed by the publications stock control point at the Marine Corps Logistics Base (MCLB), Albany, Georgia. Tables of allowances for publications are issued to units on two occasions: when a unit submits a TAP change request, or when a unit has not been in receipt of a TAP for a period of 6 months. The Commandant of the Marine Corps (Code HQSP) issues and manages TAP's by the use of individual activity code numbers listed in the current edition of MCO P5400.6 (List of Marine Corps Activities (LMCA)). Commanders' TAP management responsibilities are outlined in the current edition of MCO P5600.31 (Marine Corps Publications and Printing Regulations).

a. The unit S-1/adjutant, with the advice and assistance of the MMO, is responsible for the maintenance and review of the TAP and for ensuring that all necessary allowances are established as required. In many cases, however, publications inadequacies are exacerbated by irregular and/or improper TAP reviews. Left untouched, unit TAP's often become outdated due to the revision and realignment of distribution codes/lists by Headquarters Marine Corps (HQMC). An outdated TAP may very well force you to go without essential information and will often cause you to receive publications that are no longer required. If a unit fails to periodically conduct TAP reviews and submit to HQMC change requests, HQMC will continue to issue semiannual repeat TAP's which will reflect distribution information in the TAP data base which is essentially unchanged, except for HQMC-initiated code/list revisions.

b. Necessary TAP changes are identified during a TAP review; the TAP must be thoroughly and regularly reviewed in order to maintain it as an effective publications management tool. All distribution codes/lists must be examined to ensure the adequacy of code/list allowances and quantities. Narrative descriptions of distribution codes/lists are found in the current edition of MCO 5600.45 (Marine Corps Distribution Codes/Lists and Activity Code Numbers). Authorized distribution codes/lists and associated quantities are established/modified at the commanders' discretion, subject to HQMC review and approval.

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C. Participants in a TAP review should include a chairman (usually the executive officer), all commodity managers and section heads, and others who receive publications on automatic distribution--such as the chaplain and the career planner. It is often helpful to take along knowledgeable publications librarians who can assist in code/list clarification and application.

d. With the exception of HQMC-initiated codes/lists (usually for new types of equipment or publications), all TAP changes must be initiated by the commander. As unit tables of organization and tables of equipment are revised, publications requirements change. Effective TAP reviews are time consuming and dependent upon attention to detail. Procedures for conducting TAP reviews and for submitting TAP change requests are outlined in MCO P5600.31.

2. Internal Distribution Control. The publications internal distribution control system ensures that automatically distributed publications are properly routed to the people who need them. The internal distribution control system is managed by the 5-1/adjutant with the advice and assistance of the MMO.

a. The key document in the internal distribution control system is form NAVMC 10975 (Publications Distribution Control) or enclosures (1) and (2) of MCO 5600.45. These forms are designed to provide a graphic display of the whereabouts of all publications received on automatic distribution via the TAP. Each distribution code/list, corresponding publication or title, and associated distribution quantities are identified with specific copy locations. The current editions of MCO P4790.2 (MIMMS Field Procedures Manual) and MCO P5215.1 (The Marine Corps Directives System) provide detailed guidance for the establishment of an internal distribution control system and the preparation of the forms. Commodity managers must be well aware of internal distribution control procedures in order to properly manage onhand publications and recommend timely changes to allowances and internal distribution.

b. The most important feature of the internal distribution forms is the "T/A Requirement"/"AUTH" column for each line entry. The quantity shown in this column must match the corresponding code/list quantity found on your most up-to-date TAP. A mismatch between TAP quantities and the "T/A Requirement"/"AUTH" column causes confusion regarding exactly how many copies of a specific publication are inbound and to whom they belong. Often a unit will diligently conduct a TAP review and have changes made without

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ensuring that internal distribution forms are concurrently updated. A simple comparison of these two documents will quickly pinpoint problem areas.

3. Inventory Control. The inventory control system deals with the proper maintenance of publications libraries. Well-managed publications inventories complement well thought out allowance and internal distribution control systems. An effective inventory control system must ensure the adequacy of two elements: publications condition and onhand quantities.

a. Publications condition relates to the status of directives and manuals on the library shelf. Publications must be up-to-date with all changes properly entered. A positive means of verifying publications condition is a thorough review of the current edition of MCBul 5215 (Marine Corps Directives System Semiannual Checklist) and Marine Corps Stocklist SL 1-2/1-3 (Index of Authorized Publications for Equipment Support Stocked by the Marine Corps) and comparison with on-the-shelf publications. On-hand quantities in each library must match the quantities shown in the "Copy Location"/"Internal Distribution" column of the internal distribution form. If on-hand quantities continually fall short of authorized allowances, the cause may be an ineffective internal distribution control system. Other causes may be poor publications checkout procedures or the absence of locator sheets. MCO P4790.2 contains detailed instructions for using publications inventory control forms and other library management tools.

b. Two inventory methods which may be employed are wall-to-wall and update inventories. Wall-to-wall inventories should be conducted when libraries are in extreme disrepair. Update inventories should be taken whenever an updated directives checklist or SL 1-2/1-3 is received. An effective inventory control system will preclude rapid decay of publications libraries.

c. Technical Instruction (TI) 5600 (Publication Information Marine Corps Equipment) provides a more timely listing of technical publications promulgated to the field and may be used to supplement the SL 1-2/1-3 between promulgation periods.

4. Requisition Control. The requisition control system is an outgrowth of the inventory control system. If publications are becoming worn out in use or on-hand quantities are less than authorized allowances, shortfalls must be replaced. The Marine Corps publications requisition system is somewhat unique. It is not related to the Supported Activities Supply System (SASSY)

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except for requisition keypunch support which may be provided by the local SASSY Management Unit (SMU). Rather, it is a direct interface between the using unit and the stock control point at MCLB, Albany, Georgia. Your supply officer is normally responsible for the processing of publications requisitions and the maintenance of associated pending requisition files. Detailed requisition procedures are found in the current edition of MCO P5600.31.

a. An effective requisition control system depends on the regular reconciliation of individual libraries with your supply officer's pending requisition file. A 30-day reconciliation interval is usually sufficient to ensure that appropriate receipts, followups, and cancellations are noted and action taken.

b. Although not normally directly involved in the requisition control system, the S-1/adjutant nevertheless plays an important part. Since all publications are sent through the U.S. Postal Service, including those automatically distributed and those sent in response to requisitions, the S-1/adjutant must ensure that mailroom and publications personnel are able to differentiate between automatically distributed and requisitioned publications. Publications received to fill a requisition will be accompanied by a release/receipt document and should be sent directly to the supply officer for requisition closeout and distribution. Automatically distributed publications are normally shipped without documentation and should be matched with the internal distribution form for proper dissemination.

c. One of the best kept secrets in the publications control system is the back-order validation program. Twice yearly, on 1 March and 1 September, a listing of all back-ordered publications requisitions is forwarded to each unit by the stock control point. Known as the semiannual back-order validation (BOV), this listing provides a baseline with which to reconcile pending requisition files and determine which requisitions are still required, which are no longer needed, and which have been dropped or canceled from the stock control point's back-order file. Commanders must ensure that the BOV is properly reviewed, annotated, and returned to the stock control point within 45 days of issuance. If a unit fails to return the annotated BOV to the stock control point within prescribed timeframes, the stock control point will cancel all back-ordered publications. Such harsh consequences are particularly painful in view of long back-order leadtimes often required for critical publications.

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5. A well-designed and carefully managed publications control system can turn an inspection headache into a productive process which significantly contributes to unit readiness. The establishment of appropriate allowances coupled with an effective internal distribution control system will produce necessary directives and manuals. A detailed inventory control system backed up by an aggressive requisition control system will ensure that noted shortfalls are corrected without delay. Command interest, continuous and direct, is essential.

111. INSPECTIONS/VISITS

1. If you are to consistently maintain an acceptable state of materiel readiness, a system for monitoring and evaluating supply and maintenance performance must be developed. Two complementary techniques are recommended and available to you: planned, systematic physical inspection of facilities, equipment, and records, and preparation, analysis, and evaluation of required internally developed reports.

2. Throughout this guidebook, areas requiring command interest and scrutiny are highlighted. Based on these guidelines and your own knowledge, a comprehensive inspection program should be developed to fit the particular requirements of your command. This program should include a schedule of technical inspections covering all pertinent areas to be performed by qualified personnel. Require frequent technical inspections of supply and maintenance functions. Staff visits by logistics personnel from higher headquarters should also be frequently requested. Inspections should be detailed and exact.

3. It is recommended that command inspections be scheduled and preplanned to ensure adequate coverage of supply and maintenance areas. To aid you in your equipment maintenance inspections, use the technical military or manufacturer's publications pertaining to the equipment. They are valuable aids to the commander and the commander's staff in conducting maintenance inspections.

4. Conduct spot checks of problem areas: items in short supply or recurring maintenance difficulties. Require detailed explanations. "It is on requisition" is usually not enough. Determine whether a requisition was submitted when it should have been. Develop methods which will emphasize your awareness and interest:

a. Before inspecting specialized equipment, brush up on some aspect of its required maintenance so that you can ask pertinent

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questions and recognize correct answers. The Department of the Army DA Pamphlet 750-1 of 20 August 1979 (Maintenance Guide for Leaders) provides useful hints for inspection of preventive maintenance indicators

b. Before inspecting individual equipment, have your supply officer give you the supply status on all required items. Complaints of shortages may or may not be valid--you should know.

c. Require the property officer to be present at individual equipment inspections with all individual memorandum receipts. Alleged shortages can be quickly confirmed. The positive effect on the property officer's recordkeeping will assist in ensuring good property control procedures.

5. Two formal inspection/analysis programs which you can expect during your tour are Inspector General Marine Corps (IGMC) inspections and Field Supply and Maintenance Analysis Office (FSMAO) visits. Formal IGMC inspections for supply and maintenance matters are normally short, intense, and cover an overview of program operations.

6. Analysis visits conducted by the FSMAO teams are more detailed and normally last between 1 and 3 weeks. Upon completion of an analysis visit, the FSMAO prepares two written reports; the checklist and the formal report. The checklist is a detailed report which provides comments on all discrepancies noted during the analysis visit. The checklist also provides an excellent management tool for monitoring progress on corrective actions.

7. Aside from their analysis duties, FSMAO team members are an excellent source of technical knowledge. Additionally, within time and funding constraints, the FSMAO will provide informal assistance visits at your request. Encourage your supply officer and MMO to call on FSMAO when confronted with technical problems which appear to defy solution. Chances are, the FSMAO analysts have already resolved similar problems elsewhere.

112. AUTOMATED DATA PROCESSING EQUIPMENT

1. Automated data processing equipment for the Fleet Marine Force (ADPE-FMF) provides small unit (battalion/squadron and separate company) commanders with a data processing capability. Primarily designed to enhance the input process to class I systems, such as JUMPS/MMS, SASSY, and MIMMS, ADPE-FMF is a source data automation tool.

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2. The data processing device consists of a commercially-available general-purpose minicomputer, video display, keyboard, and printer that have been ruggedized for field use. Data processing capabilities for small unit commanders consist of class I system input programs and local automated management systems such as training schedules, publications requisitioning, calibration scheduling; etc. An interview with your major command information systems management officer (ISMO) should reveal the range and scope of local automated management systems available for application to your minicomputer.

3. One or more minicomputers are allocated to each battalion/squadron and separate company. Principal users are the 5-1 for unit diary input, the supply officer for supply transactions, and the MMO for maintenance input. You need to ensure that ADPE-FMF input timeframes are properly allocated so that all requirements are completed in time for subsequent processing at your local automated services center.

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CHAPTER 2

SUPPLY MANAGEMENT

201. THE SUPPLY OFFICER. The supply officer is your special staff officer responsible for not only administering your supply account but also advising you on all supply matters. This person is an integral part of your staff and should participate in staff meetings. The supply officer will need your support in order to carry out the duties. Though this officer administers your command's materiel, you are the only one accountable in the command.

202. THE MARINE CORPS SUPPLY SYSTEM. The Marine Corps Supply System is comprised of three levels: wholesale, intermediate (retail), and user.

1. Wholesale Level. The wholesale level is that level at which an inventory manager at the national level has asset knowledge and exercises asset control to meet worldwide inventory management responsibilities. This responsibility is assigned to the service agency by weapon system or commodity grouping. It includes the functions of funding, budgeting, storing, issuing, cataloging, standardizing, and procuring. There will be only one wholesale manager for any item in the DOD. The Marine Corps participates as a wholesale manager for a very few Marine Corps peculiar items. The Inventory Control Point (ICP), MCLB, Albany, manages these items assigned to the Marine Corps and provides responses for requisitions submitted from any Marine Corps activity, military service, DLA, and, by agreement, the General Services Administration. Requisitions for materiel not managed by the Marine Corps are submitted directly to the appropriate integrated materiel manager.

2. Intermediate Level. The intermediate level is that level which is between the consumer and wholesale levels for support of a defined geographic area or for tailored support of specific organizations or activities. The FSSG, BSSG, and the DSSC activities are the standard intermediate inventory levels.

3. Consumer Level. An inventory, usually of limited range and depth, is held only by the final element in an established supply distribution system for the sole purpose of internal consumption. Often it is not necessary to go outside your command for supplies since you hold stocks at your level, the user level. User level stocks include TIE (Purpose Code C) and general support materiel (Purpose Code A) assets; e.g., repair parts, office supplies, and general housekeeping items. Such items are part of your supply account and you are responsible for their maintenance and use. Consumer level supply policy is included in the current edition of MCO P4400.150 (Consumer Level Supply Management Policy Manual).

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203. SUPPLY DISCIPLINE. You are responsible for supply discipline in your command. The judicious operation and maintenance of assets in peacetime is vital to supply discipline in wartime. Your guidance to your supply officer and subordinate commanders relative to supply discipline affects T/E deficiencies and excesses which can cause considerable impact on your capability. Deficiencies are obvious. If you don't have all of your combat essential equipment you cannot fully perform your assigned mission. Deficiencies, coupled with deadlines, cause the greatest harm to your readiness ratings. Excesses are not so obvious. Excesses usually result from double ordering or receipting, or when equipment scheduled for redistribution is retained. Also, excesses may result from TIE changes which direct allowance reductions. Excesses consume valuable work hours due to care and upkeep requirements. Don't try to establish your own "safety levels" of essential equipment. Turn your excesses in so that other units can fill their deficiencies.

204. AUTOMATED INFORMATION SYSTEMS. The supply system's automated information system is designed to automatically accomplish accounting for Marine Corps organizations. In addition to enhancing your capability to improve resource control, the system minimizes the performance of manual accounting functions. An extensive data base is available to you which contains allowance, inventory, financial, and supply management information. Currently, the supply system's automated information system is known as SASSY. Under development is a new system known as the Marine Corps Standard Supply System (M3S). Although structurally M3S will be more comprehensive than SASSY, your automated supply support will remain basically the same. Accordingly, the remainder of this discussion will deal with SASSY, conversion to M3S will have little impact on your daily supply operations.

1. SASSY Management Unit (SMU). The SMU, managed by your FSSG/BSSG, is the focal point of SASSY. The SMU maintains a supply inventory and coordinates centralized recordkeeping and data collection functions. All supply transactions relative to your account, such as issues and receipts and TIE gains and losses, are submitted to the SMU for updating your accounting records and posting to the master SASSY computerized files.

2. SASSY Output Reports. Currently, SASSY provides over one hundred management output reports which are provided to all levels of command. The reports that you are most concerned with relate to asset accounting, inventory management, and supply support. Ask your supply officer to explain those reports reflecting command supply performance to you.

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a. Asset Accounting. Asset accounting is accomplished via the loaded unit allowance file (LUAF). The LUAF is the primary means by which you establish and maintain your records of authorized allowance-type items. It maintains an automated record of authorized allowances for T/E and special allowance requirements. The computer report generated by the LUAF is the mechanized allowance list (MAL) over/short report. The MAL is a vital management tool which allows you to prevent critical shortages and/or unauthorized allowances or excesses.

b. Inventory Management. Inventory management by serial number is accomplished via the responsible unit allowance file (RUAUF). The RUAUF is the primary means by which you establish and maintain your records relative to equipment serial numbers. The computer report generated by the RUAUF is the consolidated memorandum receipt (CMR). The CMR is provided to you by the SMU at your request. The report is a duplicate printout of the MAL with the addition of serial numbers of all onhand allowance-type items. It is most important that your CMR/RUAUF be continually updated. An out-of-date CMR or a CMR with incorrect serial numbers will impact unfavorably on your equipment maintenance program and on the accuracy of your readiness reports.

c. Supply Support

(1) Supply requirements are transmitted via additional demands and are reflected on the additional demands list (ADL). Additional demands encompass all requisitions, be they for canteens or carburetors. The ADL is a SASSY generated report provided by the SMU for you on a regularly scheduled basis. It comes in four sequences: document number, national stock number (NSN), responsible unit (RU), and ERO number sequence. These listings provide the necessary information for your supply officer to manage additional demands.

(2) The proper management of additional demands is not complete without followup actions. Your supply officer must ensure that additional demand followups, modifiers, and cancellations are processed in a timely manner.

3. Issue Points. Issue points are normally under the operational and administrative control of the local FSSG or BSSG. Issue points are established within the FSSG/BSSG to provide a range and depth of supply support greater than that normally provided by individual unit Purpose Code A stocks. In the event that you are not supported by a FSSG/BSSG managed issue point, your supply officer will maintain Purpose Code A stocks (e.g., repair parts).

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4. Other MAF Support Offered by the FSSG/BSSG Includes:

a. ORF. An operational readiness float (ORF) provides a pool of major and items that can be provided to units in the event organic assets cannot be repaired by intermediate maintenance activities in time for required delivery dates.

b. Type III Materiel. Type III materiel includes special environmental materiel (i.e., tropical, desert, and arctic configured equipment) and certain barrier and fortification materiel (e.g., sandbags). The FSSG/BSSG account that controls this materiel is usually termed a Training Allowance Pool or a Special Training Allowance Pool.

c. Maintenance Float. In order to reduce the downtime of major and items, a repairable component float is provided. This organization exchanges defective components for operable components that may be immediately installed. This technique allows major end items to remain operational while the repair of the component progresses. Components managed by the float are described in a locally produced catalog that is updated periodically. In addition, it is required that the unit supply officer/MMO personally validate backorders with the maintenance float semimonthly.

5. Reconciliation/Validation

a. Reconciliation is the process by which a unit ensures that supply support requirements are properly registered in the supply/maintenance automated information systems. Validation is the process by which supply support requirements are confirmed, including existing requirements as well as cancellations, receipts, scrounges, and current status.

b. Reconciliation is a joint responsibility shared by your MMO and supply officer; the responsibility for validation rests with your individual commodity managers. To be effective, the reconciliation/validation process must ensure that all repair parts are validated at the shop level, and that such requirements are resident in respective AIS's. Specifically, automated reports must be compared with shop source documents (ERO's and ERO shopping lists (EROSL's)) to ensure that all requirements have been registered in the AIS's.

c. While the bulk of reconciliation/validation duties may be accomplished by technicians and clerks, final resolution on each item in question should be reached by your supply officer, MMO, and commodity managers in periodic (usually weekly) face-to-face meetings. Officer participation helps ensure quick resolution of even the most challenging situations.

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205. MATERIEL MANAGEMENT. Materiel management is the effective control of supplies and equipment under your cognizance. Materiel management includes the functions of requirements determination: budgeting/acquisition, systems/procedures, and inventory management.

1. Requirements Determination. The level of materiel necessary to accomplish your mission is determined on a demand and nondemand basis. Demand based items are those from which utilization has been measured over a period of time and stockage levels established to satisfy anticipated usage. Nondemand items are those from which empirical data has not yet been developed (i.e., initial provisioning), or set levels such as insurance items. Table of Equipment and special allowances are also nondemand based requirements. Demand based levels fluctuate with tempo of operations; however, nondemand item changes are made upon approval of higher authority.

2. Budgeting/Acquisition. Budget preparation is most vital to future success in field operations. Only through an accurate projection of training and mission requirements and with the participation of all staff sections, can a functional budget be prepared. Shortfalls in planning and budgeting create limitations in mission capability. When budgeting is not managed at the unit level, such as acquisition of principal end items, deficiencies and potential deficiencies should be continually monitored to ensure that all authorized assets are on hand. The review of the additional demand list is a primary method of supervising the acquisition process.

3. Systems/Procedures. The supply system is comprised of many subsystems that produce various management reports and data. Constantly under review for improvement and programming enhancement, these subsystems provide valuable information for the commander. Familiarization with the directives and policy guidance, as well as specific knowledge of certain procedures, is most important to ensure the best support possible.

4. Inventory Management. Inventory management addresses the visibility of assets on a quantitative basis. Applicable at all levels, inventory management includes accounting for stocks on hand, due in, due out, location, condition, and purpose. This function is performed within the warehousing element of the supply section. Specific guidance regarding warehousing procedures is provided in the current edition of MCO P4450.7 (Marine Corps Warehousing Manual).

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206. REPLACEMENT AND EVACUATION (R&E) PROGRAM

1. The R&E program is designed to provide for the replacement of *elected major end items of combat-/mission-essential equipment on a scheduled basis. Its purpose is to maintain a high standard of operational readiness at minimum cost by replacing and evacuating certain items before their condition becomes unacceptable, degraded, or uneconomical to repair.

2. Criteria for equipment nomination to the R&E Program are listed in the current edition of TI 4710-14/1. This TI is published periodically and it defines nomination criteria in terms of miles traveled, rounds fired, days/hours in service, and so on. Ensure that your supply officer and MMO are aware of the R&E program, to include nomination criteria and evacuation requirements. This program is a good source of new or reconditioned equipment which will enhance your combat readiness.

207. ARMORY MANAGEMENT PROCEDURES

1. Security of Ordnance Material. You are responsible for adequately safeguarding ordnance material issued to your command. Security procedures are divided into three security measures--personnel, physical, and operational.

a. Personnel security measures begin with the establishment of a 24-hour armed guard in or around your armory and/or ammunition storage area. Ensure that your guards have undergone at least familiarization firing of weapons with which they are armed. Ensure that personnel who work inside your armory are behind locked doors at all times and are instructed to conduct periodic telephonic check-ins with your officer of the day or command duty officer. Additionally, make sure that personnel requiring entry to your armory are positively identified by military ID card, access lists, and/or personal recognitions. It is up to the unit commander to determine the exact number of security posts to provide proper security for ordnance materials.

b. Physical security measures include building construction, internal storage arrangements, and access controls. Building construction procedures require that your armory interior be lighted during off-duty hours. Moreover, exterior lights are recommended. Intrusion alarm systems are installed or maintained Only by commands having an alert security reaction force or reaction agreements with local police forces. Internal storage arrangements include separate storage rooms or "cages" for each

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subunit with weapons custodians. Other storage restrictions prohibit ammunition, explosives, and pyrotechnics from being stored in billeting areas. Access controls include sign-in logs, personnel/item designator (ID) control, and access lists.

c. Operational security measures include the issue and recovery of individual weapons, using form NAVMC 10576 (Memorandum Receipt for Individual Weapons and Accessories) and form NAVMC 10520 (Weapon Custody Receipt). Other procedures include rifle racks, pistol chests, daily, monthly, and annual inventories, etc. Specific criteria for ordnance material security measures are contained in the current edition of MCO 5500.9 (Physical Security of Ordnance Materials).

2. Ammunition Accounting. You are responsible for the allocation and expenditure of authorized ammunition allowances within your command. All ammunition, to include small quantities of guard ammunition, must be accounted for. Ammunition accounting is normally performed by your ammunition NCO (usually MOS 2311) resident in your S-4 shop. The individual's primary control document is form NAVMC 10774 (Ammunition NSN/Lot Number Record); procedures for managing your ammunition accounting records are contained in the current editions of UM-4400-124 (SASSY Consumer Level Accounting) and UM-4400-15 (Organic Property Control).

3. Control of Serialized Small Arms. Control of serialized small arms is characterized by inventorying and reporting all small arms serial numbers to the Naval Weapons Support Center (NWSC), Crane, Indiana.

a. Inventories are conducted on a daily, monthly, and annual basis. Daily inventories are normally conducted by armory personnel; monthly inventories should be conducted by individuals other than armory personnel--such as officers/SNCO's who are not assigned custody of unit weapons. Annual inventories are conducted in accordance with the current edition of MCO 8300.1 (Marine Corps Serialized Control of Small Arms System).

b. Weapons serial number reports are submitted to NWSC, Crane, Indiana, in conjunction with the annual inventory performed in accordance with MCO 8300.1. NWSC provides an annual listing of small arms serial numbers on file for your unit. Upon receipt of the listing, you must conduct a wall-to-wall inventory of all small arms on hand, verify the listing, and note all discrepancies with supporting documentation to show proof of issue, receipt, disposal, or survey action. Your response must be submitted to NWSC, Crane, within 45 days from the date of the letter requesting that a validation be conducted.

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4. Missing, Lost, Stolen, and Recovered (MLSR) Reports

a. Small arms which are determined to be missing, lost, stolen, destroyed, or recovered are reported in accordance with the current editions of SECNAVINST 5500.4 (Reporting of Missing, Lost, Stolen, or Recovered Government Property) and MCO 8300.1. Information copies of MLSR reports are submitted to the Commanding General (Code P820), MCLB, Albany, Georgia 31704, and the Commanding Officer (Code 70413), NWSC, Crane, Indiana 47522.

b. Four types of MLSR reports are available for naval message transmittal: initial, pending, final, and supplemental.

c. In addition to MLSR reporting requirements, such information should be immediately passed to your local police, provost Marshall, and/or Naval Investigative Service Office. In addition to weapons, all serialized items costing over \$100 are reportable under MLSR procedures.

208. INVESTIGATIONS. A request for investigation into the loss, damage, or destruction of Government property will be originated by the officer administering or exercising custody over such property (responsible officer) in letter form and submitted to the Commanding Officer authorized to initiate investigative action. The following is a checklist to ensure you that investigations are conducted properly.

1. The investigation must be routed via the unit property officer/supply officer/property control officer.

NOTE: Investigative action is not required when it is the opinion of the commander that: no negligence is indicated in the loss, damage, or destruction of Government property; negligence or responsibility can be determined; and that an investigation under those conditions would constitute an unnecessary administrative burden.

2. Government property will be reported in accordance with the current instructions in SECNAVINST 5500.4.

3. Are completed reports of investigation assigned a document/voucher number, if applicable? (See UM-4400-15 and UM-4400-124.)

4. Are completed reports of investigations used to adjust property records, if applicable? (See UM-4400-15 and UM-4400-124.)

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5. Has the supply officer certified that approved recommendations have been complied with? (See UM-4400-15 and UM-4400-124.)

6. Is a signed copy of the completed investigation retained on file in the supply office? (See UM-4400-15 and UM-4400-124.)

7. Are items for which the Government is reimbursed by cash/checkage sales redlined off the investigation? (See UM-4400-15 and UM-4400-124.)

8. Has the Cash Collection Voucher (DD Form 1131) or the Request for Checkage Document (NAVMC 6) been used to adjust property records? (UM-4400-15 and UM-4400-124.)

209. PURCHASING PROCEDURES

1. Imprest Fund. An imprest fund is a cash fund, of a fixed amount, established through an advance of funds by the disbursing officer with minimum monetary ceiling established by the commanding officer (\$300) for the purpose of making immediate cash payments for authorized purchases of supplies and nonpersonal services. It is generally more advantageous than other purchase methods if the purchase is within the authorized dollar threshold (payment of C.O.D. orders, etc.).

2. Purchase Orders. A purchase order is a DD Form 1155 signed by a purchasing officer which requests a vendor to send items to the Marine Corps. Negotiated purchases of materiel and nonpersonal services not in excess of \$2,500 may be effected by using DD Form 1155. It is important that bids be solicited as required and/or justification be established for sole source purchases.

3. Blanket Purchase Agreements (BPA). The BPA method of effecting small purchases provides a simplified procedure of establishing "charge accounts" with qualified sources of supply to cover anticipated small purchases of items in the same general category which are readily available. Such an agreement eliminates the necessity of issuing individual purchase orders for small repetitive requirements by permitting purchases to be made via oral calls or informal memoranda when more convenient.

4. Purchase Order-Invoice-Voucher. Standard Form (SF) 44 (Purchase Order-Invoice-Voucher) is designed for over-the-counter purchases by authorized individuals while away from the purchasing office or at isolated activities. It is a multipurpose form which can be used as a purchase order, receiving report, vendor's invoice, a payment voucher, and public voucher.

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The order-invoice-voucher method is the least desirable purchase method. SF 44 is authorized for use only when no other small purchase method is considered suitable and all the following conditions are satisfied.

- a. The transaction is not in excess of \$2,500.
- b. Supplies or services are immediately available.
- c. One delivery and one payment will be made.

5. Detailed purchasing guidance is contained in the current edition of MCO P4200.15 (Marine Corps Purchasing Procedures Manual).

210. COLLECTING AND ACCOUNTING FOR PUBLIC FUNDS

1. Establishment of Positions and Appointments

a. Individuals collecting monies from the sale of Government property and/or individuals authorized to have custody of public funds will be duly appointed as agents by the commanding officer in accordance with the instructions contained in the current editions of NavComptMan, vol. IV, MCO P4200.15, UM-4400-15, and UM-4400-124.

b. Positions

- (1) Imprest Fund Cashier.
- (2) Alternate Imprest Fund Cashier.
- (3) Ordering Officer.
- (4) Authorized Custodian.
- (5) Alternate Authorized Custodian.
- (6) Audit and Verification Officer.

c. Audit and verification of funds should be conducted at irregular intervals at least quarterly. It is the commanding officer's prerogative to direct the audit and verification of funds monthly, if deemed necessary. A written report should be submitted to the commanding officer of the agent audited.

2. Cash Sales/Requests for Checkages

a. The commanding officer should be aware of the procedures for conducting cash sales to reimburse the Government for public

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property lost, damaged, or destroyed. Reimbursement is voluntary. An individual should not be forced to reimburse the Government even if found to be at fault or negligent. All counseling requirements relative to the rights of the individual must be satisfied and properly recorded to protect the interest of the Government. The current editions of UM-4400-124 and UM-4400-15 contain detailed procedures for cash sales/requests for Checkages.

b. Ensure that the Cash Sales/Request for Checkages (NAVMC 6) contains a statement indicating that the individual concerned has been counseled. The individual will be afforded the opportunity to consult with a staff judge advocate in regard to reimbursing the Government for lost, stolen, or missing Government property.

c. Ensure checkage sales are conducted in accordance with current instructions when normal cash sales cannot be made.

d. In regards to Reserve units, ensure cash/checkage sales of CMR property is reported to Division Headquarters/Marine Air Reserve Training Command.

e. Ensure the sales of packaged operational rations are being conducted and reported properly in accordance with the current edition of MCO P10110.14 (Food Service and Subsistence Management Manual).

f. Ensure cash sales of individual clothing for reservists are conducted in accordance with the current edition of MCO P10120.28 (Individual Clothing Regulations).

3. Cash Collection Vouchers and Turn-in of Funds

a. Ensure that Cash Collection Vouchers (DD Form 1131's) are prepared and distributed when required and contain appropriate countersignatures of the collection officer and disbursing officer.

b. Ensure cash collections from the sale of Government property and uniform clothing are turned in to the appropriate disbursing officer within the required time frames.

211. PERSONAL EFFECTS

1. The commander is charged with the responsibility for collecting, inventorying, safekeeping, and appropriating disposition of the personal effects and baggage of all service

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members in their command who fall under one of the below listed categories and cannot or do not care for their own property:

- a. Deceased and missing status.
- b. Hospitalization.
- c. Absent without leave/unauthorized absence.
- d. Incarcerated.
- e. TAD (extended).

2. The following questions can/should be used as a guide to accomplish the proper procedures in the area of personal effects. The current edition of MCO P4050.38 (Personal Effects and Baggage Manual) contains detailed guidance for personal effects management.

a. Are personal effects inventories conducted not later than 24 hours after receipt of information that a member is deceased or missing, hospitalized, absent without leave, incarcerated, or on extended TAD?

b. Does the inventory form, Personal Effects Inventory (form NAVMC 10154) contain the name, grade, and social security number (SSN) of the individual who conducted the inventory?

c. Does the original copy of the form NAVMC 10154 in the individual's Service Record Book/Officer Qualification Record (SRB/OQR) contain the original signature of the senior member of the board?

d. In the event no articles of personal or Government property were found, has a certificate to that effect been placed in the member's SRB/OQR?

e. Are storage containers marked or tagged with the member's name, grade, SSN, and status?

f. Is a logbook used to record receipt/disposition of personal effects?

g. Is a copy of each inventory form maintained by the commander or other official directing the inventory?

h. Has Government property been inventoried/turned in to a unit supply officer with an IMR card memorandum receipt for individual/garrison equipment (form NAVMC 10577)?

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i. Has a form NAMVC 6 been prepared for all missing Government property?

212. INTERSERVICE SUPPORT AGREEMENTS

1. Interservice support agreement (ISSA) procedures are normally applicable to only commanders of post-or station-type activities. Joint Interservice Resource Study groups (JIRSG's) have been established in various geographical areas to review support issues for possible consolidation. As a commander, you may be called upon to serve as chairman of a JIRSG. Procedures for JIRSG functioning are contained in DoD 4000.19-M (Defense Retail Interservice Support (DRIS)) Manual. If you are contacted by a JIRSG chairman and asked to provide Marine Corps representation, you should appoint an individual who is able to speak for your organization and commit your command to ISSA's.

2. Procedures for implementing ISSA's are contained in the current edition of MCO 4000.48 (Defense Retail Interservice Program Plan) and DoD 4000.19-M. Current DoD policy relative to ISSA's is to consolidate redundant functions or services provided by DoD installations within close proximity. Commanders are encouraged to pursue the use of ISSA's. Commanders of post-and station-type activities must also appoint an interservice support coordinator for all DRIS matters.

3. ISSA's are formalized by having the receiver, supplier, and respective comptroller complete and sign DD Form 1114. The supplying activity furnishes one copy of the completed DD Form 1114 to the Defense Logistics Services Center (DLSC). Both supplying and receiving activities also forward one copy of the DD Form 1114 to the Marine Corps activity exercising managerial and financial responsibility over each command.

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CHAPTER 3

MAINTENANCE MANAGEMENT

301. THE MAINTENANCE MANAGEMENT OFFICER (MMO)

1. Commanders at all levels, including detached or separate commands, must assign an MMO when their commands are authorized second echelon or higher maintenance in more than one commodity area. The MMO duties may be assigned as an additional duty for an officer or as a primary duty for a SNCO when a full-time officer assignment is not required. In units authorized second or higher echelon maintenance in only one commodity area, the individual designated as the commodity manager shall perform the maintenance management functions and need not be designated as the MMO.

2. Your MMO is responsible for the combined maintenance effort of your organization, whatever the echelon of command. The MIMMS functional areas of managerial responsibility for the MMO consist of:

- a. Maintenance administration.
- b. Personnel and training.
- c. Records and reports.
- a. Publications control.
- e. Equipment availability.
- f. Modification control.
- g. Preventive and corrective maintenance.
- h. Support and test equipment.
- i. Supply support.
- j. MIMMS automated information system (MIMMS AIS).
- k. Maintenance related programs.

3. To be effective, your MMO must develop and coordinate standardized procedures for each of the functional areas listed in paragraph 301.2, preceding, in all commodity areas. Certainly, this officer cannot be expected to do everybody's work, but this officer should have final staff authority regarding MIMMS procedures.

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302. STANDING OPERATING PROCEDURES

1. The current edition of MCO P4790.2 (MIMMS Field Procedures Manual) requires that each unit assigned an MMO must publish a maintenance management SOP or a maintenance management chapter in a logistics SOP. Appendix A to MCO P4790.2 contains guidance on the preparation of an SOP. The recommended format is not mandatory; however, recommended SOP contents are comprehensive and are recognized as the minimum amounts of maintenance management information examined by maintenance-related inspection agencies.
2. Your maintenance management SOP should be detailed enough to provide step-by-step instructions for functional area management at the shop/user level.

303. THE MARINE CORPS MAINTENANCE SYSTEM

1. The Marine Corps maintenance system is closely allied with the Marine Corps supply system; however, the flow is reversed. That is, the supply system operates by feeding supplies to lower levels while maintenance directs an upward evacuation flow of material repair in generally the same operational channels.
2. The logistics bases, FMF service elements, and using organizations are each authorized to perform specific echelons of maintenance. The more complicated and difficult tasks are forwarded upward through the system to the maintenance echelon capable of accomplishing the required maintenance. At each higher level, a greater variety of repair parts and components are stocked; more skilled technicians are available; and more elaborate facilities, tools, and testing equipment are employed.
3. In keeping with the accepted terminology of the Department of Defense, maintenance performed in the Marine Corps is grouped into three broad levels: organizational maintenance, intermediate maintenance, and depot maintenance. The Marine Corps subdivides these levels into five echelons, numbered consecutively one through five:
 - a. Organizational Maintenance. First and second echelons.
 - b. Intermediate Maintenance. Third and fourth echelons.
 - c. Depot Maintenance. Fifth echelon.
4. Maintenance performed by a using organization on its own equipment is known as organizational maintenance. This includes

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first and second echelon maintenance and occasionally third and fourth echelon maintenance. Your unit's maintenance capabilities are specifically outlined in your T/O logistics capabilities paragraph.

5. First echelon maintenance is performed by equipment operators, while second echelon maintenance is performed by specially trained personnel provided for that purpose in your T/O. Appropriate publications identify the additional tools, parts supplies, and test equipment necessary for skilled personnel to perform second echelon and higher maintenance when authorized.

6. Preventive maintenance (PM) by equipment operators is a vital part of the entire maintenance program. Remember that equipment operators are the least trained personnel in the maintenance channel and, therefore, require the most supervision. Ineffective preventive maintenance causes an increase in the quantity of equipment that must be evacuated to higher maintenance echelons. Some equipment PM will require the services of your second echelon mechanic/technician.

7. Third echelon maintenance is normally furnished by the FSSG or BSSG. In special cases, third echelon maintenance may be performed by organic maintenance units within organizations (e.g., TankBn, CommBnD LAAMBn, etc.). Third echelon maintenance units generally perform the function of replacement of assemblies and subassemblies, and they are authorized more precise tools and test equipment. They also support lower echelons by providing technical assistance and contact teams or by performing overflow maintenance.

8. Fourth echelon maintenance is performed by units organized as semifixed shops to serve lower maintenance echelons within a geographical area. In special cases, fourth echelon maintenance may be performed by organic maintenance units within using organizations. Fourth echelon maintenance units have access to a larger assortment of repair parts, assemblies, and subassemblies and are authorized more precise tools and test equipment. Contact teams or maintenance augmentation may be furnished to lower echelons when necessary, and fourth echelon maintenance units may assist in performing overflow work from third echelon facilities. Fourth echelon maintenance is usually performed by the FSSG or BSSG.

9. Depot or fifth echelon maintenance activities, to include other service depots and commercial contractor facilities, are authorized more extensive shop equipment and personnel of higher technical skill than lower echelons. The mission of these units

is to perform major overhaul or complete rebuild of major items, assemblies, parts, accessories, tools, and test equipment. Fifth echelon, the highest echelon of maintenance, is performed by the depot maintenance activities within the Marine Corps logistics bases and includes the rebuild of entire items, assemblies, and components.

10. The serviceability and effectiveness of Marine Corps equipment, however, rest on the ability of personnel to perform the maintenance necessary to keep material in effective operating condition.

304. MARINE CORPS INTEGRATED MAINTENANCE MANAGEMENT SYSTEM
AUTOMATED INFORMATION SYSTEM (MIMMS AIS)

1. The MIMMS AIS is designed to provide timely and accurate information pertaining to equipment undergoing repair by maintenance activities. The system is broken down into three major subsystems:

a. Headquarters Maintenance Subsystem (HMSS). The MIMMS AIS HMSS supports its users by providing a data base of standards information. The data base contains equipment item designator (ID) standards, modification instruction (MI) standards, and edit (ED) standards. The standards data base is used primarily to validate user input into MIMMS AIS. Selected maintenance information consists of maintenance engineering, logistics readiness, modification control, and document status data that may be requested as required.

b. Depot Maintenance Subsystem (DMSS). The DMSS is a management information system designed to support the functions of material control, cost and labor accounting, and production control at the depot maintenance activities. The system provides data only for local depot use and allows for some data flow to higher headquarters.

c. Field Maintenance Subsystem (FMSS). The FMSS is an automated management information program that provides timely, manageable data which originates at the source of equipment maintenance. It is the primary ground equipment maintenance reporting system for all levels of maintenance within the operating forces. It is designed to improve and standardize equipment status reporting and management while reducing and consolidating manual reporting requirements. The information gathered by this system and its reports serve as management tools to assist managers at all levels.

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2. Responsibilities

a. The MIMMS AIS is a class I system; therefore, it is HQMC controlled for design and functioning. Much of the system responsibility has been passed to MCLB, Albany, particularly programming modifications and standards file development! maintenance.

b. The MAF Maintenance Information System Coordination Officer (MISCO) (normally the FSSG maintenance support officer) has overall sponsorship and coordination of system operations within a given MAF. This individual coordinates scheduling of pickup and delivery of daily input and output reports and provides limited troubleshooting service. This officer also prepares the work requests for all update cycles and reports.

c. The major command MMO is responsible for overall system sponsorship and coordination of system operation for organic units. This includes the coordination and dissemination of system changes or directives from higher headquarters and the consolidation, review, and coordination of system changes or modification requests.

d. Individual units are responsible for the timely input of data, correction of the MIMMS data base, and accurate reporting of equipment readiness. The unit MMO is generally tasked with overall supervision of MIMMS AIS utilization. Commodity and maintenance officers are responsible for the accuracy of their respective reports.

e. The supporting Automated Services Center (ASC) processes the information from input transactions and produces class I output reports for the shop, staff, or command level at the time specified.

3. MIMMS/SASSY Interface

a. Requests for repair parts are generated by the mechanic technician and processed through the unit supply officer or supporting issue point. Appropriate requisition transactions are entered into MIMMS; subsequently, through interface with SASSY, related SASSY transactions are generated. Supply status changes are received from SASSY and processed into MIMMS during system updates.

b. Additional information pertaining to equipment allowances and serial numbers is passed from SASSY into MIMMS. When the supply officer initiates changes to the LUAF and the RUAF, these changes are passed to MIMMS in the form of asset information used in the computation of equipment readiness percentages.

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305. EQUIPMENT RECORDS. All required equipment records, both maintenance resource forms/records and equipment records, are thoroughly outlined in the current edition of Technical Manual (TM)-4700-15/1 (Equipment Record Procedures). Invite your MMO's and commodity manager's attention to the details contained in that manual. In addition, TM-4700-15/1 discourages the use of locally designed forms and records. Local records (such as handwritten equipment readiness reports) should be initiated only when a definite requirement has been established and it has been determined that record formats established by higher authority are not satisfactory. TM-4700-15/1 requires that locally developed formats be forwarded to the Commandant of the Marine Corps (Code LMM) for review to determine wider applicability.

306. PREVENTIVE MAINTENANCE (PM)

1. Preventive maintenance will pay the greatest dividends within a unit. Equipment operators must know their maintenance responsibilities and perform them. A second-class job of first echelon maintenance is the cause of many problems. A faulty item left unadjusted or unrepaired can soon become a worthless item. Review at the first level of supervision should include a check on performance of these first echelon responsibilities. Maintenance beyond that performed by operators must be scheduled and corrective action initiated when necessary. With unqualified personnel at higher levels of maintenance, a planned maintenance cure is often worse than the disease. See that personnel performing maintenance functions know their job. If they are not trained when you get them, train them.

2. One of the more critical periods for proper supervision of PM is upon completion of an exercise/operation. There is a tendency to take our packs off at this time, and poor after-use PM may not be detected until the next time the equipment is utilized. This results in degraded equipment which consumes additional maintenance resources for restoration.

307. CORRECTIVE MAINTENANCE (CM)

1. Corrective maintenance takes time. Provide the time through scheduling of the maintenance workload and make available the required personnel to accomplish it. Operational training of personnel is, of course, essential--but overtraining at the expense of materiel readiness defeats the purpose of a command. Strike a balance which will accommodate both requirements. When continued

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use of combat-essential equipment might render it unserviceable and you lack the resources, personnell money, or materiel to restore it to serviceability, consider placing-the material in an out-of-service storage program. This is preventive action requiring command decision. Be prepared to take it. As in supply, the most crucial period for efficient and economical maintenance is immediately after an operation. Capture and retain information on unusual demands for resources. A lack of interest at this point will lead directly to a mad scramble just before the next operation.

2. Beyond personnel and materiel support, there are several important factors that influence the maintenance effort. Maintenance urgency is relative to time and place; however, an unusable item of required equipment serves no useful purpose. Rather, it weakens a unit to some degree. Maintenance, however, should be economical. The total cost input to effect maintenance--including such items as personnel, time, repair parts, maintainability, reliability, effectiveness after repair, time required to repair, and the expected frequency of repair--must all be considered when maintenance action is contemplated. It must be recognized that a time arises when every item of equipment must go--that is, when it is more expensive to repair than to discard or replace it. Of course, maintenance of some equipment may justifiably be extended beyond when it might normally be discarded because of particular circumstances, such as immediacy of need, importance, time to replace, availability of a replacement, or cost.

308. EQUIPMENT EVACUATION. Items requiring an echelon of maintenance higher than that authorized should be evacuated to the support activity authorized to perform such maintenance. Excessive delays in evacuation should not be permitted because of reluctance to release an item, since such delays only postpone the solution to the problem. At times, there may be a higher echelon "float" of replacement items available from which an item can be drawn for an item turned in for repair. If a scheduled overhaul program or item-for-item exchange program is in effect, every effort should be exerted to take the best possible advantage of the benefits that can be derived from such item replacement systems. Items turned in for overhaul should be those most requiring such action. Item exchange provides for quick replacement of unserviceable equipment.

309. SUPPORT AND TEST EQUIPMENT

1. To accomplish maintenance, one of the required resources is tools. Poor control of tools results in their disappearance and

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additional expenditures in resources to replace them. Proper inventory and effective control will reduce this expense. The cost in work-hours for proper tool control is less than the direct cost of the tool replacement and indirect cost of hours expended to requisition, obtain, and deliver replacements, not to mention the problems caused by lack of proper tools. An additional area for tool management is the inspection of tools for serviceability during tool inventories. A class on the use and care of handtools while conducting a tool inventory provides an excellent maintenance training mechanism. Specific tool inventory requirements are found in the current edition of UM-4400-124.

2. Test, measurement, and diagnostic equipment (TMDE) are sophisticated tools that require control, inventory, and maintenance as do handtools. Control and inventory are standard practices; however, maintenance of TMDE is a little more complex. The main emphasis is accuracy and this is assured through calibration. There are different types of calibration established to meet the needs of the commander. They are full calibration, special calibration, calibration not required, and inactive.

a. Full Calibration or Calibrated. This category is selected when the full range of the equipment's capabilities is required to be accurate.

b. Special Calibration. This category is selected when only a portion of the equipment's capabilities is required to be accurate. It takes longer for the calibration laboratory to fully calibrate the equipment, so special calibration is recommended when a piece of TMDE is normally used at partial capacity.

c. Calibration Not Required. This category is selected for equipment used for relative measurements of a noncritical nature.

d. Inactive. This category is utilized when the equipment will not be in use during its calibration cycle, such as additional equipment required for contingencies, deployments, or items awaiting TIE change. TMDE that is labeled INACTIVE should be in some type of administrative storage program. Items which are determined to be no longer required should be dropped from your TIE. If they are required for maintenance, they should be inducted into the calibration laboratory to be tested and a new label applied.

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3. Specific TMDE PM and calibration requirements are found in the current edition of TM-4700-15/1 and technical instructions in the 4733 series.

310. MODIFICATION CONTROL

1. Equipment modifications are those maintenance actions performed to change the configuration of equipment systems, end items, components, assemblies, subassemblies, or parts in order to improve equipment functioning, maintainability, reliability, and/or safety characteristics. The primary sources of modification requirements are manufacturer's engineering change proposals and comments and suggestions made by using units via the Quality Deficiency Report (QDR). Complaints regarding equipment malfunction or poor design do little good unless they are channeled to the agencies responsible for the procurement and development of Marine Corps equipment.

2. Specific procedures for modification control operations are outlined in the current editions of MCO P4790.2 and TM-4700-15/1. Modification applications and criteria are found in MI's which are published on an as-required basis.

3. Urgent and Normal Modifications. Modifications required to prevent death or serious injury to personnel, prevent major damage to equipment, or make equipment changes considered immediately essential are designated "URGENT." URGENT MI's normally contain required completion dates and may contain restrictive operating conditions. All other modifications are designated as "NORMAL" and are normally accomplished on a scheduled basis within one year of the MI effective date.

4. Your MMO should be charged with the operation of your modification control program. Commodity managers are also involved since they oversee the maintenance of modification records and application of equipment modifications.

311. TECHNICAL PUBLICATIONS

1. Allowance Publications

a. The Table of Authorized Materiel (TAM) (NAVMC 1017) lists all items of materiel authorized for FMF use by TAM control number (TAMCN). ID numbers and NSN's are also provided.

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b. The Table of Manpower Requirements/Table of Organization (TMR/T/O) lists the allocations of personnel for a unit. In addition to listing personnel, it also states the echelon of maintenance which a unit is authorized to perform for all equipment classifications.

c. The TIE lists allowances of equipment items for individual units. Each T/E is identified by a number which corresponds to the Tb under which the unit is organized.

2. Maintenance/Supply Related Publications

a. The SL 1-1, the Introduction to Marine Corps Stock List Publications, serves as a guide to explain the organization and use of all stocklist publications in the Marine Corps publications system.

b. The SL 1-2 is the index of authorized supply and maintenance publications and provides the user with a ready source of reference for supply and maintenance publications applicable to specific types of equipment. It includes the stocklists series: MI's, TI's, and support concepts (SC's).

c. The SL 1-3 provides a listing of all types of publications available from stock location at the MCLB, Albany. Included are publications prepared by other military services that have been adopted and are authorized for use by the Marine Corps.

d. The SL-3 lists all components and accessories for collection-type supply items such as major combinations, systems, vehicles, groups, outfits, sets, chests, kits, or assortments. Components listed include collateral equipment necessary to make an item operational. An SL-3 is required to be available with each component, set, kit, chest, etc., when in the hands of the user if issued by a supporting or organic supply source.

e. The SL-4 lists and identifies items and material required to maintain end items, components, and major assemblies in operative condition (i.e., repair parts).

f. The SL 6-1 is an application listing for end items and components. It is a computer-generated microfiche cross-referenced listing of all centrally-managed end items, major components, fifth echelon secondary reparable, and modification kits.

g. The SL 6-2 is a computer-generated microfiche used to identify repair parts application. Repair parts are listed in

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NSN sequence. ID numbers of each end item, major component, depot reparable, or modification kit are listed beneath the NSN to show application.

h. Technical Instructions (TI's). TI's provide technical information not included in technical manuals such as:

(1) Special professional techniques and maintenance procedures for supply.

(2) Supplementary TM "info" which will be incorporated into TM revisions.

(3) Administrative technical details dealing with safety measures and serviceability standards.

(4) Precautionary instructions concerning anticipated technical problems.

(5) Instructions for proper use, operation, and maintenance of equipment materiel.

i. Modification Instructions (MI's). MI's modify equipment to add certain technical/tactical refinements. They include instructions which meet the criteria of urgency of need and cover modification kits, installation instructions, and application criteria.

j. Lubrication Instructions (LI's). Also identified as lubrication orders (LO's), LI's prescribe instructions for equipment servicing to include proper lubricants. They establish intervals and explain methods and procedures for lubrication and maintenance.

k. Supply Instructions (SI's). SI's contain supply information on equipment or special notices such as acquisition, regulation, and modification of availability. Supply instructions in the 5600 series are issued periodically to cancel MI's, TI's, LI'S other SI's, and related technical publications.

l. Support Concepts (SC's). SC's set forth the policies developed for the logistics support of certain items of equipment. They are normally planning documents which explain operations and maintenance as well as equipment capabilities.

312. QUALITY CONTROL REPORTS

1. Quality Deficiency Reports (QDR's). A QDR is used to report deficiencies in the design and/or manufacture of Marine Corps

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materiel and equipment. Encourage your personnel to submit QDR's in accordance with the current edition of MCO 4855.10 (Quality Deficiency Reporting). Quality deficiency reports are used to provide valuable information relative to the development of equipment modifications. A QDR should be initiated by the individual who discovers the deficiency, with the advice and assistance of the cognizant commodity officer or chief.

2. Quality/Reliability Reports (Q/RR's). Quality/reliability reports are used by the MCLBs to measure the effectiveness of quality assurance programs for equipment rebuilt and/or issued by depot maintenance activities (DMA's). These reports must be submitted in accordance with the current edition of MCO 4855.6 (Quality and Reliability Reporting).

3. You must ensure that maintenance management and commodity personnel clearly understand the different submission criteria for QDR's and Q/RR's. Your MMO should be designated as your QDR-Q/RR control point.

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APPENDIX A

REFERENCE LIST

1. The current editions of the following listed references were used in the preparation of this appendix. Recommendations for additions or deletions to the appendix should be forwarded to the Commandant of the Marine Corps (Code LMM), using form NAVMC 10772 (Recommended Changes to Technical Publications).

<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
ALO's	Advance Logistics Orders (on applicable equipment)	
DA PAM 750-1	Maintenance Guide for Leaders	IW
DA PAM 750-30	M16A1 Rifle	SPL
DA PAM 750-34	Preventive Maintenance Lead Acid Batteries	IW
FMFM 3-1	Command and Staff Action	TCA
FM-1016	General Repair Tents Canvas Web	E
MCM, Chapter 47	Marine Corps Manual	JJ
MCO P1200.7	Military Occupational	DM
MCO P1500.12	Specialties (MOS) Manual Marine Corps Formal Schools Catalog	A3
MCO 1500.40	Marine Corps Training Philosophy, Definitions, Priorities and Training Requirements	A/G
MCO 1510.2	Individual Training of Enlisted Marines	A
MCO P1510.26	Unit Level Training Management	A12
MCO 1550.3	Marine Corps Institute (MCI) Correspondence Courses	A
MCO 1650.17	Marine Corps Military Incentive Awards Program	A

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
MCBul 3000	Table of MIMMS Readiness Reportable Items	L80
MCO 3000.2	Operational Reporting	DE1/L6/L53
MCO 3000.11	Marine Corps Automated Readiness Evaluation System, Logistics (MIMMS/MARES Log)	L80
MCO 3000.12	Marine Corps Automated Readiness Evaluation System, Logistics, User Procedures (MIMMS/MARES Log)	L80
MCO 3500.9	Arming of Individual Marines	A
MCO 3574.2	Marksmanship Training with Individual Small Arms	A
MCBul 4000	Table of Equipment for Operational Readiness Float	L81
MCO 4000.6	Marine Corps Operational Readiness Float Program	L81
MCO P4050.38	Personal Effects and Baggage Manual	A54
MCO 4100.11	Lubricating Oil Recycling and Reuse Policy	A
MCO P4200.15	Marine Corps Purchasing Procedures Manual	E1
MCO 4400.16	Uniform Materiel Movement and Issue Priority System (CMMIPS)	E
MCO 4400.32	Policy for Support of New Equipment	E13
MCO P4400.82	Marine Corps Unified Materiel Management System (MUMMS) Controlled Items Management Manual	E7
MCO P4400.84	Marine Corps Unified Materiel Management System (MUMMS) Special Programs Manual	E8

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
MCO P4400.122	FMF SASSY Accounting Manual, Volume I (Introduction)	E21
MCO P4400.123	FMF SASSY Accounting Manual, Volume II (SASSY Management Unit Procedures)	E22
MCO P4400.125	FMF SASSY Accounting Manual, Volume IV (Maintenance Float Procedures)	E24
MCO P4400.126	FMF SASSY Accounting Manual, Volume V (The Appendix)	E25
MCO 4400.141	Critical Low-Density Equipment Secondary Items	E
MCO P4400.150	Consumer Level Supply Management Policy Manual	E30
MCO 4408.2	Supply and Maintenance Support of Cryptographic Equipments	SPL
MCO P4430.3	Report of Item and Packaging Discrepancy	L22
MCO 4440.27	Garrison Mobile Equipment Inventory Control	CN
MCO 4570.23	Disposal of Fired Cartridge Cases and Other Inert Ammunition Items	E
MCO 4570.24	Department of Defense Hazardous Material Disposal Policy	E
MCO 4710.8	Uniform Criteria for Repair Cost Estimates Used in Deter- mination of Economical Repair	E14
MCO 4733.1	Marine Corps Test, Measure- ment, and Diagnostic Equipment Calibration and Maintenance Program	AB/JA

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
MCO P4750.3	Painting, Camouflage Pattern Painting, Registration Marking, and Identification Requirement for Marine Corps Tactical Equipment	E11
MCO P4790.1	Marine Corps Integrated Maintenance Management System (MIMMS) Introduction Manual	E14
MCO P4790.2	MIMMS Field Procedures Manual	E15
MCO 4790.8	Repair of Microminiature Electronic Circuits	E
MCO 4855.2	Marine Corps Quality Assurance Program	IW
MCO 4855.6	Quality and Reliability Reporting	E
MCO 4855.10	Quality Deficiency Reporting	IW
MCO 5000.13	Use of the Metric System of Measurement Within the Marine Corps	A
MCO 5040.5	Inspections by the Inspector General of the Marine Corps	L78
MCO 5100.8	Marine Corps Ground Occupational Safety and Health (OSH) Program	A
MCO 5100.19	Marine Corps Traffic Safety Program (DRIVESAFE)	A
MCO 5101.8	Marine Corps Ground Mishap Reporting	A
MCO 5210.11	Records Management Program for the Marine Corps	A
MCO 5214.2	Reports Management in the Marine Corps	A
MCO P5215.1	The Marine Corps Directives System	ZB4

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
MCO 5215.14	Marine Corps Technical Publications System	E
MCO 5216.9	Organization, Directory and Correspondence Codes for HQMC Activities	A
MCO P5320.5	Personnel Requirements Criteria Manual	IO
MCO P5400.6	List of Marine Corps Activities	ZB1
MCO 5500.6	Arming of Law Enforcement and Security Personnel and the Use of Deadly Force	A
MCO 5500.9	Physical Security of Ordnance Materiels	A
MCO 5500.12	Physical Security of Small Arms and Ammunition	G
MCO P5600.31	Marine Corps Publications and Printing Regulations	ZB
MCO 5600.45	Marine Corps Distribution Codes/Lists and Activity Code Number	ZB
MCO 5605.9	Publications Support for Marine Corps Units being Deployed/Rotated	ZB1
MCO 6260.1	Marine Corps Hearing Conservation Program	A
MCO P7000.14	Marine Corps Cost Factors Manual	DK2
MCO P7100.8	Field Budget Guidance Manual	A38
MCO P8011.4	Marine Corps Table of Allowances for Class v(w) Materiel (Peacetime)	A14
MCO 8020.1	Handling, Transportation, Storage, Reclassification and Disposal of Class v(w) Materiel	A

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
MCO 8300.1	Marine Corps Serialized Control of Small Arms System	A
MCO P10110.14	Food Services and Subsistence	IV
MCO P10120.28	Management Manual Individual Clothing Regulations	FX
MCO P10120.43	Marine Corps Fitting and Alterations Manual	E12
MCO 10330.2	Compressed Gases Gas Cylinders	L22
MCO P10520.3	Flag Manual	A15
MCO 10230.2	US Marine Corps Standard Air-Conditioners & Skid Assemblies	E
MCO 10510.44	Disassociation of Equipment for Electronic Shops	BM
MCO 11240.19	Repair Parts for Motor Transport Tactical Vehicles	AO
MCO 11240.46	Management, Acquisition, and Use of Administrative Motor Vehicles	CN
MCO 11240.47	Operation and Repair/Replace- ment of Materials Handling Equipment in Administrative Use	SPL
MCO 11240.48	Maintenance Procedures for Garrison Mobile (Automotive and Materials Handling) Equipment	CN
MCO 11240.66	Standard Licensing Procedures for Operators of Military Motor Vehicles	A
MCO 11240.75	Replacement and Repair Guidance and Life Expectancies for Commercial- Design Motor Vehicles	CN

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
MCO 11240.78	Administrative Storage Program	AO
MCO 11240.84	Wheeled Tactical Motor Transport Vehicle Maintenance Expenditure Limits	AO
MCO 11260.3	Garrison Mobile (Engineer) Equipment Program	L10
MCO 11262.2	Inspection and Load-Testing of Marine Corps-Owned Commercial and Tactical Load-Lifting Equipment	A
MCO 11310.8	Mobile Electric Power	E
MCO 11310.10	Electric Power Generators	E
NAVMAT P-5100	Safety Precautions for Shore Activities	EE
N/A	PS, The Preventive Maintenance Monthly	IW
NAVMC 1017	Table of Authorized Materiel (TAM)	X
NAVMC 2599	A Guidebook for Commanders - Materiel Management	L97
NAVMC 2664	Financial Guidebook for Commanders	DR
NAVMC 2666	Marine Corps Guide for camouflage Paint Pattern	E11
OP 2165	Navy Transport Safety Handbook	HI
SL 1-1	Introduction to Stocklist Publications	K
SL 1-2	Index of Authorized Publications for Equipment Support	ZB2

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
SL 1-3	Index of Publications Authorized and Stocked by the Marine Corps	ZB2
SL 6-1/6-2	Applications List	K6
SI 2005 Series	Evacuation of Low Density Equipment	K6
SI 5600 Series	Cancellations, Marine Corps Technical Publication System	E
SI-6605-15/1	Evaluation and Disposition of Compasses, Magnets Lensatic	E
S1-8800-15/1	Rep/Rebuild Compact Missile System	BCN
SI-9150-15/2	Use of CLP (Cleaner- Lubricant-Preservative)	E/AA/BN
TI-2005-25/2A	Postsubmersion Salvage Procedures Electronic Equipment	F
TI-4700 Series	Temporary Technical Information, Marine Corps Equipment	JA
TI-4710-14/1	Replacement and Evacuation Criteria, USMC Equipment	E
TI-4733-15/1	Calibration Requirements, Test, Measurement, and Diagnostic Equipment	AB/JA
TI-4733-15/2	Sliding Calibration Interval Program, Test, Measurement, and Diagnostic Equipment	AB/JA
TI-4733-15/3	Requirement of Unstable or Unreliable Test, Measurement and Diagnostic Equipment	AB/JA
TI-4733-15/7	Procedural Publications Index for Marine Corps Measurement and Diagnostic Equipment, Calibration and Maintenance Program	AB/JA

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
TI-4733-15/10	Special Calibration of Torque. Wrenches, Marine Corps Calibration Program	E
TI-4733-35/4	Calibration Checklists, Test, Measurement, and Diagnostic Equipment	AB/JA
TI-4733-35/6	Test, Measurement, and Diagnostic Equipment, Calibration and Maintenance Program	AB/JA
TI-4733-35/9	Radiac Instruments Calibration & Maintenance Program	AB
TI-4790 Series	Maintenance Management Information	JB
TI-5340-12/1	Technical Information High Security Locks	E/BN
TI-5600 Series	Publication Information, Marine Corps Equipment	IZ
TI-6100-15/1	Neutralizing and Disposing of Storage Batteries Electrolyte	E
TI-6135-15/2	Management and Storage Info for Batteries	BM1
TI-6850-15/1	Conservation Procedures Antifreeze Solutions	E
TI-8000-13/2	Technical Guidance for the Unit Ordnance Officer Ordnance Operation	AA/BN
TI-8000-15/1	Publications Required for Armory Operations Ordnance Material	E/BN
TI-8005-15/4	Inspection by Witnessing Officer Ind Arms	E
TI-8005-20/20	Prefire Inspection Small Arms Weapons Ordnance Materiel	AA/BN

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
TI-8005-24/18	Prepackaging Inspection for Serviceability Ordnance Materiel	E/BN/AA
TI-8005-24/19	Trigger Pull Measurement, Small Arms Weapons	AA/BN
TI-8005-35/17	Inscribing U.S. on Marine Corps Owned Commercial Weapons	E/BN
TI-8210-14/1	Storage Information Optical Material	AA/BN
TI-8300-15/1	Determining Serviceability of Weapon Tubes, Gauges and Mounts	AA/AS/AU/ AV/AW
TI-8370-15/1	Identification Marking Small Arms	AA/BN
TM-9-237	Welding Theory and Application	AK
TM-9-243	Care of Handtools and Measuring Tools	BH/SPL
TM-9-244	Use, Care and Maintenance of Electric Motors	SPL
TM-10-1000-202-14	Evaluation of Cannon Tubes	AA
TM-10-8400-201-23	General Repair Procedures for Clothing and Individual Equipment	AS
TM-11-486-11	Elect-Comm System Engineering References and Abbreviations	SPL
TM-2000-15A	Principal Technical Characteristics Comm Unit/ Elect Volume I and II	A
TM-2000-15/4	Power System Reference Manual	AK
TM-4120-15/1	Principal Technical Characteristics of Marine Corps Military Standard Air Conditioners	CV

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
TM-4700-15/1	Equipment Record Procedures	CT
TM-662545/4	Automotive Test Equipment Operation and Calibration	AB
TM-6830-15/1	Gases Compressed Cylinder, Storage and Handling	E
TM-8000-10/1	Preventive Maintenance Indicators for Ordnance Equipment	AA/BN
TM-9130-12	Fuel Handling Procedures (Liquid Fuels)	AJ3
TM-11240-15/3	Motor Vehicle License Examiner's Manual Changes 1 and 2	CU
TM-11275-15/3	Principal Technical Characteristics of Marine Corps Engineer Equipment	C4
TM-11310-15/1	Equipment Used in Fleet Marine Support and Ground Operations	AJH
TM-11310-15/2	USMC Electrical Power Manual	AJH
UM-4400-15	Organic Property Control Procedures Manual	E2
UM-4400-71	Marine Corps Users Manual Data Control	E5
UM-4400-124	SASSY Consumer Level Accounting	E23
UM-4400-127	Marine Corps Users Manual SASSY ADPE-FMF Prompting and Editing	FF
UM-4790-4	Marine Corps Users Manual MIMMS ADPE-FMF Prompting and Editing	FG
UM-4790-5	Marine Corps Users Manual MIMMS (AIS) FMSS	L86

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<u>Directive</u>	<u>Reference List</u>	<u>Code/List</u>
MDL	Management Data List	K1
MCRL	Master Cross Reference List	K6
DODAAD	DOD Activity Address Directory	HJ