

# COMMANDER'S MATERIEL READINESS HANDBOOK

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2016









Marines, this handbook will help you and your staff prevent loss of property and improve accountability. We are entering a period of fiscal austerity and the principles and processes detailed in this handbook will save money, while preserving much needed resources. Thank you for embracing our time honored tradition of being good stewards of American taxpayer dollars.

A handwritten signature in black ink, which appears to read "Michael G. Dana". The signature is fluid and cursive.

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## SECTION 01: INDICATOR QUESTIONS FOR THE COMMANDING OFFICER

1. How important is equipment accountability and readiness to me and the organization?
2. Have I conveyed my intent for equipment maintenance and technical proficiency?
3. Have I assigned the Supply and Maintenance Management Officers in writing?
4. Are the accountable records accurate?
5. Have I appointed Responsible Officers (RO) and conveyed my intent for equipment stewardship and technical proficiency?
6. Is equipment operationally ready, available and capable of effectively performing designated functions?
7. Is a review of the Table of Equipment (T/E) conducted at least annually to ensure authorized equipment meets the needs of and does not create an equipment burden for the command?
8. Have I completed an annual TO&E review, to include maintenance authority, mission statement, and to ensure staffing is adequate to support the command?
9. Is there a sense of urgency among all personnel to keep equipment operationally available by reducing the amount of time equipment remains in a deadline or degraded status?
10. Are there SAC 1 T/E deficiencies? How many are unfunded deficiencies? (SAC 3 T/E deficiencies are fielded using the push method)
11. Are there T/E excesses?
12. Do I and by way of my supply staff, periodically conduct inspections of accountability records?
13. Do I and my subordinate commanders and staff conduct periodic inspections of unit materiel - "Walk the lot"? Do inspections indicate that operators/crews and maintenance personnel know how to keep the equipment ready for use?
14. Are there reoccurring maintenance issues/trends? Are they being captured and reported?
15. Do I have a comprehensive and aggressive internal maintenance and maintenance management inspection program and do deficiencies result in training to correct them? Are successful practices recognized and shared across all commodities?
16. Are reconciliations and validations being conducted by my MMO, Supply Officer and maintenance commodities? Are follow-ups being conducted? Are the reconciliations/validations effective?
17. Do my Supply Officer, MMO, Maintenance commodity manager, ROs and Commanders communicate effectively?

18. Do I and my subordinate commanders occasionally attend reconciliations and validations to assign importance to the process?
19. Do ROs ensure input of all corrective maintenance requirements into GCSS-MC?
20. Is my unit scheduling and conducting Preventive Maintenance Checks and Services (PMCS) in accordance with the technical manuals and applicable policies? Are these periods scheduled in the unit annual training plan?
21. Do the Supply Officer; Maintenance Officer/Chief and Maintenance Management Officer/Chief have a focused training program established for their sections and all maintainers?
22. Do I have a Maintenance Management Standard Operating Procedure (MMSOP)? If not, do I have up-to-date Maintenance Management Policy Letters (MMPL) and Notices that provide clarification on the higher headquarters MMSOP?
23. Are effective check-in and check-out procedures in place for the Unit User Account Manager (UUAM) to manage the addition and removal of user access from GCSS-MC?
24. Are maintenance/supply personnel familiar with current maintenance and supply policies?
25. Did I communicate my fiscal priorities to my maintenance commodity sections?
26. Are subordinate commanders appointing Personal Effects Inventory Board (PEIB) personnel?
27. Is Supply training the appointed personnel on Personal Effects (PE) requirements and inventory procedures?
28. Are subordinate commanders and leaders promptly identifying PE cases and requesting assistance from Supply to facilitate inventory, storage and disposition of PE?
29. Has Unit Issue Facility (UIF) equipment been returned upon completion of deployment or exercise?
30. Is Base Property accounted for? (Current term, Non-Standard Equipment (NS-E))
31. Do the MMO, Supply Officer and Maintenance Officer have a working relationship with HHQs?
32. Is personnel staffing adequate within the Maintenance and Supply sections?
33. Is my ratio of organizational mechanics to the density of equipment to be supported considered during planning?
34. Are mobile maintenance teams or field contact teams utilized when unit resources or capacity to perform maintenance on organic equipment is exceeded?
35. Is Non-Standard Equipment (NS-E) loaded to property records?

**Below are some additional questions to ask before, during and after your Commander's Materiel Readiness Brief:**

- What is my equipment readiness rate? Is it accurate?
- What is the status of all Mission Essential Equipment (MEE)?
- What equipment is deadlined, how long, and why?
- What's the status of receiving repair parts or if evacuated to a higher level of maintenance, what are they doing to repair the item in a timely manner.
- Has the MMO conducted a follow up with the IMA for evac'd items?
- Is equipment operationally ready, available and capable of effectively performing designated functions?
- What are the reoccurring maintenance issues/trends? Are they being captured and reported?
- Are reconciliations and validations being conducted by my MMO, Supply Officer and maintenance commodities?
- Are follow-ups being conducted?
- Are the reconciliations/validations effective?

**Commander's Materiel Readiness Battle Rhythm (Example; not all-inclusive)**

**Weekly**

- Review equipment status (degraded/deadline/safety deadline)
- Be briefed on the unit's budget
- Review AMHS messages

**Bi-Weekly**

- Attend readiness brief given by MMO/Supply
- Visit at least one maintenance commodity

**Monthly**

- Monthly Serialized Inventory assigned/completed/adjusted within same month
- Identify equipment Excess/Deficiencies to MSC level
- Commander's Inspection (pick a section, walk the lot and set up SL-3)

**Quarterly**

- Receive update on status of quarterly CMR reconciliations (2nd month of each quarter)
- Review Command Adjusts (if any)

**Semi-Annually**

- Identify unfunded deficiencies/SL-3 shortages
- Mid-Year Review

**Annually**

- Review and update Type II allowances
- Review and update Training Allowances (MarForRes)
- Review and update T/O&E requirements
- Physical (wall-to-wall) Inventory
- Certify Annual Serialized Small Arms inventory (NSWC (CRANE) Report)
- Fiscal Year Close Out

**As Occurring**

- 5-day turnaround on ROs RFI/Discrepancy Letters
- Counseling for newly assigned ROs
- Approve/Disapprove property adjustment letters immediately upon receipt and sign corresponding MVGL

## SECTION 02: EQUIPMENT STEWARDSHIP/RESPONSIBILITIES

**Congratulations, you are the new CO.** Before you take command you need to understand the balance between Operational Tempo and Equipment Readiness and how it affects your decisions.

### Where do I start?

By virtue of “Accepting Command” you are accountable!

As a commander you are responsible for the successful accomplishment of all materiel readiness type functions within your unit, to include the planning, directing, and controlling of maintenance and supply operations. Not only is it your responsibility, but it is imperative to develop effective fiscal, maintenance, and supply procedures so that you and your command become good stewards of tax payer’s money, while ensuring the command remains Ready, Responsive, and Relevant. Command interest (your interest) in the unit’s materiel readiness program along with your policies and procedures will define, guide, and influence your operations and readiness.

In order to keep pace with your operational concepts of employment your unit must establish and maintain a robust and flexible maintenance program as well as a responsive supply section. In other words you must balance your maintenance and supply capabilities and effort to support your war fighting requirements.

It is up to you to instill a sense of stewardship toward your resources (people, equipment and money).

### **This is where you begin!**

#### **First 30 Days**

- Conduct the necessary supply inspection to determine the condition of materiel, records, and operating procedures and retain as an endorsement to the outgoing COs Certificate of Relief letter
- Account for everything you are responsible for (see it and touch it, spot check SL-3 inventoried (if possible))
- Ensure the Supply Officer is assigned in writing

#### **First 60 Days**

- Account for everything you are responsible for (see it and touch it, spot check SL-3 inventoried (if possible))
- Ensure the Responsible Officers are assigned in writing
- Have your staff provide you with the latest internal inspection or FSMAO analysis results:
  - Take a couple of days to review the results
  - Formulate questions (See questions in Section I)
  - Conduct a walkthrough of the maintenance and supply sections and get to know your Marines



- Have the staff provide you a holistic overview of your supply and fiscal processes/procedures and maintenance operations:
  - Have the maintenance commodities and supply section there at the same time
  - Ensure the ROs are involved

### **Key elements of Materiel Readiness**

There are four essential elements to Materiel Readiness:

- **What do I Rate?**
- **Do I have it?**
- **Does it work?**
- **Where is it?**

**Materiel Readiness:** Materiel Readiness is the availability of materiel required by a military organization to support its wartime activities or contingencies, disaster relief, or other emergencies.

### **Equipment Stewardship**

Equipment stewardship starts with understanding what you have and how to care for it. You must also ensure that your personnel are properly trained on maintaining the unit's equipment. However, turning wrenches on equipment is only part of maintaining it; record keeping is an essential component of maintenance.

**Record Keeping:** This is an essential part of maintaining your equipment, keeping your maintenance records updated is just as important as ensuring that the equipment is functional.

Below are the key maintenance records that are required to be kept:

- Equipment Records
- Inventory Control Records
- Preventive Maintenance Records
- Corrective Maintenance Records
- Calibration Control Records
- Modification Control Records

### **Equipment Records**

- Records that show what inventory or maintenance actions were completed.
  - Types of Equipment Records:
    - Hard Copy: SL-3 Inventories, Ordnance Vehicle Logbooks, Engineer Equipment Consolidated Log, and Weapons Record Books.
    - Electronic: Maintenance History (GCSS-MC), Master Log (Transportation Capacity Planning Tool (TCPT)) and Electronic Weapons Record Book (EWRB).

### **Inventory Control**

- An effective inventory control program ensures that required components are on hand or on order or been identified on an unfunded deficiency letter (as funds are available they should be utilized to reduce the items that have been identified on the unfunded deficiency letter).
- Impact of improper inventory control procedures:
  - Improper SL-3 inventory management will lead to the loss of accountability, unnecessary expenditure of unit funds, and compromise the effective use of the end item.

**Best Practices:**

- ✓ At a minimum, a semi-annual inventory must be conducted of SL-3 items.
- ✓ When applicable, serialized component items are dual accounted for in both GCSS-MC and the SL-3 inventory record.
- ✓ You must establish in writing the quantity of As Required (AR) Using Unit Responsibility Items (UURI) to be held by the command (annually).

**Preventive Maintenance Checks and Services (PMCS):**

**Impact of poor PMCS procedures:**

- Leads to degradation of equipment
- Can increase corrective maintenance
- Can reduce the service life of equipment
- Reduces equipment availability

- The objective of PM is to reduce Corrective Maintenance (CM)!
- PMCS requirements and frequencies are discussed in each item's Technical Manual (TM) or Technical Instruction (TI).
- Items requiring field level PMCS need to be scheduled in GCSS-MC.
- The MMO and ROs are required to establish crew/operator PMCS time periods in the unit's training plan (commonly called motor stables or weapons cleaning, etc.), this is where all maintenance starts when the equipment owner/operator/crew/user identifies items that may require CM.

## Calibration

- Accuracy is the most important factor regarding measurement equipment.
- Maintenance of this equipment ensures operational safety for personnel and equipment.
- It is critical to calibrate and monitor your test, measurement, and diagnostic equipment (TMDE) on an established interval.
- Items requiring calibration need to be registered in GCSS-MC (if not able to be accounted for in GCSS-MC items will be accounted for IAW UM 4000-125).

## Modifications

- An element of Configuration Management includes equipment modifications, these are necessary due to safety concerns, technology upgrades, or configuration changes, etc.
- A significant issue with modifications is the status of equipment is removed when equipment transfers to a new unit requiring validation by the gaining command.
- Modification status records are deleted when equipment is transferred to a Marine Expeditionary Unit (MEU) or Special Purpose Marine Air Ground Task Force (SPMAGTF) and when equipment is returned.

## Maintenance Stand-Down

Maintenance stand-downs are a pause in training that permits your unit to focus on maintenance requirements and can be initiated to address low readiness, specific issues, post inspection where results indicate a trend and post conduct of exercises/operations.

### Best Practices:

- ✓ TEEP the event and publish a Letter of Instruction (LOI).
- ✓ Not necessary to stand-down the entire unit (direct that specific issues or areas be addressed).
- ✓ Coordinate the timing of the stand-down based on operational tempo and the needs of your equipment.
- ✓ Stand-downs should be comprised of two phases – material requirement identification and maintenance production – which are separated by a reasonable period of time to allow for the procurement of material.

## Training Program

### **The meat and potatoes of Equipment Stewardship!**

Your annual training plan must include your policy on maintenance management training.

You are responsible for establishing a training program. An effective and comprehensive training program brings all personnel to a higher level of knowledge, proficiency and improves unit effectiveness.

It must be published in the training plan. At minimum, the training program should include: skill progression training based off Training and Readiness (T&R) events, specific maintenance functions, supervisory and crew/operator functions and hourly requirements.

### **Responsible Officer (RO) Appointment**

You must appoint ROs in writing with an appointment letter. The new RO must receive training when appointed. The RO is responsible for inventorying and maintaining all assets assigned as well as employing them within the standards outlined in supporting technical directives. The RO is the most critical billet holder in maintaining accountability of your unit's equipment. You must ensure they understand their role and know what is expected from you, as well as importance of frequent communication with the Supply Officer regarding the status of their equipment. The RO coordinates and reports all internal equipment transfers with the Supply Officer.

If an RO anticipates being separated from the assets for 60 calendar days or more, a new RO will be appointed and a joint inventory conducted. The relieving RO will inventory (all SL-3 inventories will be conducted upon acceptance of account and all deficiencies identified) and carefully inspect all items on the supply records for that account. The relieving RO will report all overages and shortages on the CMR to the Supply Officer before transferring the responsibility for the property.

ROs have 15 days to reconcile their CMR and report all discrepancies to you via the Supply Officer. If the RO needs additional time they can request an extension (this is a one time, 15 calendar day extension intended for first time ROs for unusually difficult inventories only).

#### **Best Practices:**

- ✓ RO should physically "touch" each item on the CMR.
- ✓ Use equipment SL-3/TM to identify the SSRI/UURI to better inventory control records.
- ✓ View and validate changes to the CMR using GCSS-MC.

## **SECTION 03: SUPPLY AND FISCAL OFFICER RESPONSIBILITIES**

### **Supply Officer Appointment/Certificate of Relief**

You must appoint the Supply Officer in writing with both an appointment letter and a DD Form 577 (Appointment/Termination Record). The Supply Officer will serve as a special staff officer to the CO (reports directly to you). As a member of the CO's staff, the Supply Officer is responsible for ensuring that the CO is made fully aware of the unit's current supply and fiscal postures. In addition, the Supply Officer will perform the functions of a Certifying Officer, and Supply Resource Manager, Fiscal/Budget & Accounting Officer, Fund Holder, and Supply Automate Information System (AIS) Administrator.

The Supply Officer provides unbiased and non-filtered information directly to the CO on matters pertaining to money and accountability and should have an open door policy to the Commanding Officer/AO.

The Supply Officer will conduct an inventory and reconciliation of the property records prior to furnishing a letter of certification of relief to the relieving Supply Officer, dated the date of relief. This letter will indicate the status of supply within the Command. Within 30 days of appointment, the newly assigned Supply Officer will conduct necessary supply inspections to determine the condition of materiel, records, and operating procedures and report findings to the Commanding Officer, via endorsement to their predecessor's certificate of relief letter. To emphasize the importance of that special relationship, HQMC requires a complete unit inventory conducted in conjunction with the change of the Supply Officer.

Other key responsibilities are found in the Consumer Level Supply Policy Manual and MCOs addressing the Uniform Materiel Movement and Issue Priority System, Warehousing, Personal Effects (PE), and Small Arms management.

#### **Best Practices:**

- ✓ Open door policy to Commanding Officer/AO
- ✓ Frequent encounters regarding supply or fiscal matters

### **Supply Officer/Chief Battle Rhythm (Example; not all-inclusive)**

#### **Daily**

- Review management reports
- Validate high priority requisition status
- Validate that filing was accomplished
- Status check on supply support requests
- Check Defense Transportation System (DTS)
- Read Automated Message Handling System (AMHS) (message board)

#### **As Occurring**

- Coordination with Supported, Supporting and HHQ to accomplish



- Causative research and endorsement of RO Request for Investigation (RFI)/discrepancy letter
- Missing Lost Stolen and Recovered (MLSR) notification
- CRANE transfer/receipt
- Voucher Request
- Money Value Gain/Loss (MVGL)
- Validate Disposition Request(s)
- RO assignment and training
- Deliberate Universal Needs Statement (UNS) or Urgent UNS
- Command Adjustment update

### **Weekly**

- Brief CO & include status of funds
- Prepare for & attend readiness brief
- Conduct MOS training
- Validate reconciliations: occurring and effectiveness
- Requisitions
- Readiness Reporting
- Fiscal
- Conduct internal review & take action
- Accuracy of accounting & fiscal records
- Requisition status
- Personal Effects records
- Spot inventory
- Care in storage
- Location verification
- TAC marks
- Include SL-3

### **Monthly**

- Monthly Serialized Inventory and CRANE reconciliation
- CMR recons (stagger if possible)
- Cyclic inventories
- Validate Temp Loans
- Validate IMR & ECR cards
- Training – assess mastery/non-mastery for T&R

### **Quarterly**

- CMR reconciliations completed
- Review authorization for CMD ADJ and property record listings
- Unfunded deficiencies to HHQ
- Fund commercial repairs

### **Annually**

- Inventory (synch with CMR)
- Annual budget
- Conduct wall-to-wall inventory
- Prepare Urgency of Need Designator (UND) Letter
- FY Close-out

- Mid-Year Review
- CRANE verification
- Type II review
- Command Adjustment Authorization
- Training Allowance (TA) Review (MFR)
- Warehouse Security Inspection
- Annual training plan
- Distribution of assets (TFSMS UIC to CMR comparison)

### **Annual Inventory (“Wall to Wall inventory”)**

An inventory of all Marine Corps property is required annually (not required if a “wall to wall” inventory was already conducted incident to a change of Supply Officer or Commanding Officer). The Supply Officer will provide a report to you in the specified format per the Ground Supply Policy Manual.

#### **Best Practices:**

- ✓ The Supply Officer should coordinate with the Operations Officer and ROs to determine the best timeframe to conduct the unit wide inventory.
- ✓ Each RO and the Supply Officer conducts a physical inventory.
- ✓ Combine the CMR reconciliation with the annual inventory.
- ✓ Open door policy to Commanding Officer/AO (Frequent encounters regarding supply or fiscal matters)

### **Is there a separate tracking system for small arms? YES**

Yes. Small Arms are accounted for on multiple accounting systems:

Naval Surface Warfare Center (NSWC), Crane, Indiana (all Small Arms including historical/trophy/training weapons)

GCSS-MC (Small Arms with a TAMCN)

Base Property (historical/trophy/training weapons without a TAMCN – using Defense Property Accounting System (DPAS))

Weapons sub-custody from National Museum of the Marine Corps (NMMC)

### **Naval Surface Warfare Center (NSWC), Crane Small Arms Inventory**

This is a critical inventory and is the means by which the Marine Corps keeps track of weapons. Changes in weapons inventories, drops and of weapons must be reported to NSWC within 48 hours. You, the Commander, will certify that the Annual Verification Report was completed, by signing and returning to the NSWC within 45 days of the date on the Small Arms Listing.

**Who should be assigned to the NSWC portal?**

The Supply Officer and Chief are appointed in writing and the authorization is forwarded to NSWC.

Only the Supply Officer and Chief may approve adjustments on your behalf once appointed.

**How frequently does the NSWC Small Arms portal have to be updated when a weapon is transferred?**

Units are required to report transfer, receipt, gain and loss within 48 hours.

**Monthly Serialized Inventory (MSI) of Small Arms and Ammunition and Explosives**

Each month you will appoint a disinterested third party to inventory all Small Arms and Ammunition held by your unit. The appointed Inventory Officer will sign the MSI and submit results to you via the Supply Officer. Upon receipt of the completed MSI, the Supply Officer has 5 working days to complete causative research and make recommendations to you. When you receive the MSI you must provide an endorsement containing instructions for resolution of discrepancies or initiate an investigation within 5 calendar days. All of this is to occur within the calendar month.

**Best Practices:**

- ✓ Ensure the Arms, Ammunition, and Explosives Officer (AA&E) briefs you on opening and closing procedures for sight counts of weapons and other serialized gear held in the armory.

## **SECTION 04: MAINTENANCE/MAINTENANCE MANAGEMENT OFFICER RESPONSIBILITIES**

### **Maintenance Management Officer (MMO)**

The MMO establishes and manages sound maintenance practices that increase equipment availability and reliability.

Commander's at all levels, including detached or separate commands, will assign an MMO in writing when their command is authorized Field Level of Maintenance for more than one commodity area.

The MMO assists you by overseeing the maintenance resources of the command. Your MMO is the 'conduit' between maintenance commodities, supply, supporting/supported, adjacent and HHQ organizations. The command MMO integrates requirements, policies, programs, and procedures to synchronize maintenance and sustainment activities.

### **Duties of the MMO:**

- Serves as a Special Staff Officer;
- Establishes and manages maintenance programs. (see below);
- Assists the Commander in overseeing maintenance resources;
- Is the conduit between maintenance commodities, supply, supporting and higher headquarters organizations.
- Integrates requirements, policies, programs and procedures to synchronize maintenance and sustainment activities.

The MMO is involved in the management and coordination of eight maintenance management functional areas. These duties/functional areas cross all commodity lines. The actions associated with the eight maintenance management functional areas are as follows:

- Develops and implements the standing operating procedures for maintenance management in conjunction with commodity managers.
- Plans and conducts detailed maintenance related inspections to ensure effective maintenance operations (management internal inspection program (MMIIP)).
- Assists commodity managers in the development and maintenance of desk-top procedures and/or turnover files for each maintenance management functional area.
- Coordinates with the G-3/S-3 in the balancing of operational requirements with maintenance scheduling.
- Coordinates with commodity managers and maintenance officers, to ensure that an annual wall-to-wall inventory of all the unit's support equipment and TMDE is conducted and test equipment is properly maintained and calibrated.
- Coordinates with the G-4/S-4 in identifying facility requirements for maintenance operations and training, and coordinates the use of available facilities with commodity managers.

- Coordinates with commodity managers and maintenance officers to ensure shop safety programs are established.

### **Maintenance Management Officer Battle Rhythm (Example; not all-inclusive)**

#### **Daily**

- Validate Maintenance Production Report (MPR) and make annotations
- Validate Parts Requirements
- Review tasks
- Check and approve Service Request (SR)
- Review readiness
- Check AMHS
- Review GCSS-MC Remedy tickets
- Ensure commodities pickup parts from supply
- Morning meeting/discuss daily events
- Review Universal Work Queue
- Coordinate with Unit User Account Manager (UUAM) to manage user accounts

#### **Weekly**

- Ensure commodities conduct Intermediate Maintenance Activity (IMA) Reconciliation
- Layette Inventory (for commodities)
- Brief the CO on readiness and maintenance
- Conduct Training
- Reconciliation with Commodities and Supply. Review DASF to identify trends during reconciliations
- Follow up on Reconciliation w/Commodity and Supply
- Manage Corrosion Repair Facility (CRF) quotas and validate induction
- Ensure commodities Reconcile SECREP with RIP
- Review commodity stage sub-inventories (Compare the commodity stage to D6T and COR on MPR)
- Review one Maintenance Program
- Maintenance Management Report (MMR)/Equipment Status Report (ESR) review

#### **Monthly**

- Internal Inspections (if not Quarterly)
- Update Publication Library Management System (PLMS) libraries
- Review new Modifications from PLMS
- ESR/MAL/MCBUL 3000 Reconciliation
- CRF inductions
- Supervisors Training
- T&R Evaluation on 0411s (annual requirement work monthly)
- Product Quality Deficiency Report (PQDR) review
- Review Disposition Requests in GCSS-MC



- NAVMC 10772 review
- Publish Calibration Due Report / validate induction
- Pubs Back Order Validation
- Submit DRRS-MC information
- Meet with higher HQ
- Command Chronology
- Review manpower 0411 and Maintenance MOS's
- Check due and past due PMCS & MODS in GCSS-MC
- Budget review with commodities

### **Quarterly**

- UMMIPS Training UND Letter Update
- Internal Inspections (if not monthly)
- Enterprise Level Maintenance Program (ELMP) nominations
- ELMP shipment
- Turnover/Desktop review (if not annually)
- Pull/Review TO&E
- Publish inspection schedule
- Publications Library review
- Pubs Back Order Validation (if not monthly)
- CMR walkthrough with RO
- Identify end of QTR funds opportunities
- Publish Quarterly Training schedule
- Unfunded deficiencies to supply
- Ensure UUAM conducts semi-annual self-assessments

### **Semi-Annually**

- Coordinate maintenance stand downs
- Conduct detailed maintenance and maintenance management inspections
- Coordinate SL-3 Inventory (Check MSC MMSOP)
- Review Demand Supported Items (DSI) (Check MSC MMSOP)
- Mid-year budget review

### **Annually**

- Publication Listing (PL) Review (coordinated with S-1/Adjutant and all commodities)
- Fiscal Year (FY) Budget Planning and Submission
- TMDE review
- TO&E Review
- Special Tools inventory and authorization letter
- Review and update DSI authorization letter utilizing transaction summaries report
- MCBUL 3000 Review

- T&R Evaluation on 0411s (review sustainment requirements and plan for evaluation)
- Review equipment assigned to Admin Storage
- Update UND Authorization letter
- Update UURI letter review and update
- Assist with Type II Review (tools, chests, sets)
- Conduct TMDE Validation
- Special Tools inventory and authorization letter
- Policy Review (Ensure policy letters have justification)
- Desktop/Turnover/SOP Review
- Maintenance and Maintenance Management Annual Training Plan
- Coordinate with S-3 to establish time periods for operator/crew PMCS
- Prior to deployment identify Remain Behind Equipment
- Work with Supply on FY Close-Out and required deficiencies

### **Maintenance Officer**

Duties of the maintenance officer/commodity manager are as follows:

- Serves as the technical adviser to the commander on all commodity maintenance functions.
- Supervises the maintenance/commodities operations for the unit.
- Plans maintenance workload based on the maintenance level authorized, priority, availability of parts, tools, equipment, level of personnel experience, and tactical situation.
- Schedules, directs, and supervises the care, inspection, and maintenance of the unit's equipment.
- Inspects equipment periodically and ensures that performed maintenance conforms to established standards and that equipment records are maintained per TM-4700-15/1\_.
- Maintains staff responsibility for the operation and functioning of GCSS-MC within the respective area of responsibility.
- Plans and coordinates a program of resources management, including the following:
  - Training and use of maintenance personnel.
  - Availability of tools and support equipment.
  - Availability and use of technical information and maintenance facilities.
  - Maintenance funding and contract maintenance.
  - Use of repair parts.
  - Accurate submission of equipment and resource information.
  - Coordinates effective repair parts support with the unit's supply officer.
- Analyzes maintenance information to evaluate equipment performance and maintenance production.
- Acts as liaison with internal and external agencies on maintenance matters and coordinates efforts in the maintenance related programs.
- Establishes maintenance production and quality control programs.

- Maintains staff responsibility for the operation and functioning of the unit's calibration control, PMCS, modification control, and technical publications control programs.

### **How do I determine what Maintenance my unit performs/responsible for?**

#### **Maintenance Authority**

The principal document that defines your unit's maintenance resources is the Table of Organization and Equipment (T/O&E). This document provides the authority and lists the resources (people and equipment) that will support your maintenance program.

#### **Maintenance Capabilities**

Your unit's authority to perform maintenance tasks corresponds directly to the maintenance capabilities assigned by your T/O&E and mission statement. There are two Levels of Maintenance (LOM): Field and Depot. By definition you can perform any field LOM task for which you are manned, trained and equipped. The danger you can run into is performing field LOM which exceed your resources/capacity (i.e. money, time and trained personnel).

- **Field LOM:** Field maintenance is any maintenance that does not require depot maintenance capability and is performed by crew/operators and maintainers within the Marine Corps organizations and activities, and/or by approved commercial/contract sources. Maintenance tasks performed within the Field LOM are categorized as organizational and intermediate. A unit may perform any field maintenance tasks for which it is manned, trained, and equipped. Units are not authorized to conduct maintenance tasks outside of their assigned capabilities.
- **Depot LOM:** Maintenance actions taken on material or software involving the inspection, repair, overhaul, or the modification or reclamation (as necessary) of weapons systems, equipment end items, parts, components, assemblies, and subassemblies that are beyond field maintenance capabilities, and/or are authorized and directed by DC I&L.

#### **Maintenance Related Programs**

##### **What are maintenance related programs?**

Maintenance related programs are programs that are available to assist your commodity managers to maintain equipment, reduce unit expenses and extend the equipment's lifecycle. These programs include:

- Corrosion Prevention and Control (CPAC) Program.
- Administrative Storage and Deadline Program.
- Enterprise Lifecycle Maintenance Planning (ELMP).
- When properly managed these programs can increase the operational effectiveness of both equipment and the unit.

**Who coordinates my unit's participation in these programs? Your MMO coordinates the unit's participation!**

## **Corrosion Prevention and Control (CPAC) Program**

CPAC is designed to extend the total lifecycle of Marine Corps equipment. It enables the MEFs to maintain a more capable force while minimizing the cost of equipment replacement due to corrosion.

### **Corrosion Repair Facility (CRF)**

- Centralized facility managed and operated by Marine Corps Systems Command (MARCORSYSCOM) CPAC Program Office.
- Repairs equipment in Corrosion Categories 3 and 4.
- Category 5 equipment requires disposition instructions from COMMARLOGCOM.

### **Corrosion Service Team (CST)**

The CPAC program office provides training and management tools which allow Commanders to assess the corrosion condition of their equipment, servicing intervals, and identifies organizational maintenance requirements. Provide Field Level (Organizational Category) maintenance of corrosion maintenance support services IAW Marine Corps Technical Manuals (TM) and Policy Clarification Letters and Directives.

### **Administrative Storage and Deadline Programs**

- Provides a cost effective means to store tactical ground equipment when not required for near-term training or operations.
- When implemented, offers Commanders the opportunity to defer maintenance, preserve resources, and focus on training and operational commitments.
- **Administrative Storage programs are implemented and monitored at the MSC level.**
- **Administrative Deadline programs can be authorized by the unit Commander.**
- Your MMO is responsible for the management and oversight for both of these programs.

### **Enterprise Lifecycle Maintenance Planning (ELMP)**

- ELMP is the Marine Corps' depot maintenance program for ground equipment.
- Marine Corps Logistics Command provides quotas to the operating forces for equipment requiring depot level maintenance and returns equipment after overhaul, repair or rebuild.
- MEF/MSC is the direct link for coordinating equipment that gets inducted into the depot maintenance cycle.
  - MMO is responsible for coordinating with higher headquarters and each commodity to schedule equipment that meets or exceeds the criteria for induction into the depot maintenance cycle.

**Depot maintenance** is an essential part of supporting and/or extending equipment's total life cycle.

For the ELMP process to be successful you must ensure on-hand equipment accountability is accurate, posted and maintained in the appropriate property system of record.

## **Maintenance-Supply Interface**

Supply Officers, Maintenance Management Officers and Commodity Managers are responsible for the validation and reconciliation process of repair parts and other requirements on order.

### **Key Principals:**

- **Validation** occurs by the RO, supporting maintenance sections and the MMO/Chief to ensure that part (Class IX) requirements are still valid and that the equipment status and priority are correct. This is done every two weeks.
- **Reconciliation** occurs between the requisitioning section, the MMO/Chief and the Supply Officer at least every two weeks.
- **The effectiveness of validation/reconciliation is the follow up!**

### **Best Practices:**

- Face-to-face validation/reconciliations are critical for checks and balances.
- EFFECTIVENESS IS THE GOAL, NOT JUST THE CONDUCT... EXAMPLE: FOLLOW UP ON LAST WEEK'S RECONCILIATION...

### **Internal sources of supply**

- Demand Supported Items (DSI) with appropriate authorization
- Selective interchange and cannibalization (see below).

The primary reasons for maintaining DSI is to enhance readiness and maintenance operations.

DSI must be reviewed annually and approved in writing. All DSI is based on the unit's maintenance history and requirements.

### **Best practice:**

- ✓ Use GCSS-MC transaction history reports to identify requirements; many units invest thousands of dollars in DSI that go unused.
- ✓ If the local Supply Management Unit (SMU) stocks it, you do not need it in your DSI.

### **External sources of supply**

Any source not resident in the unit; these include:

- Supply Management Unit (for a MEF unit).
- Main or Sub Reparable Issue Point for Secondary Reparable exchanges.
- Direct Support Stock Control (SERVMART) (tools, fuel, housekeeping supplies).
- Wholesale sources of supply (Defense Logistics Agency or Defense Reutilization Marketing System).
- Contracted services and supplies (Local Vendors).



- Combat Logistics Battalion/Combat Logistics Company (CLB/CLC)

### **Cannibalization and Selective Interchange**

These maintenance actions increase equipment operational availability when repair parts are not available through the supply chain or when combat conditions warrant increased equipment availability for mission accomplishment. ***Maintenance by cannibalization or selective interchange is considered to be an exceptional procedure and must be on a case-by-case basis.***

Each of these maintenance actions must be authorized and at the time of the interchange, strict managerial control practices must be implemented by the command and maintenance facility to ensure that the action is properly reported.

#### **Authorization:**

**Cannibalization:** Ground Equipment Manager of the Marine Corps (MARCORLOGCOM) through the disposition process.

**Selective Interchange:** Commander is authorized to approve and the MMO and maintenance commodity managers must ensure that the interchange is properly conducted and reported.

## **SECTION 05: ALLOWANCE MANAGEMENT AND ACCOUNTABILITY**

### **How do I know what equipment and personnel my unit rates?**

The T/O&E is published within the Total Force Structure Management System (TFSMS). It contains the unit mission and logistics statement, personnel and equipment rated. It is listed by Unit Identification Code.

This information is automatically fed into GCSS-MC, but requires periodic validation to identify any problems with the feed from TFSMS to GCSS-MC.

TFSMS can be accessed by logging into the TFSMS website: <https://tfsms.mccdc.usmc.mil>.

Allowances are broken up into three categories: Type I (HQMC directed allowances), Type II (Command influenced allowances), and Type III (Special allowance items).

Annually, the Supply Officer leads a Type II allowance review for the command and all Type II allowances must be authorized by the Major Command annually.

I&Is and COs within COMMARFORRES are recommended to reduce their Type I allowances to a "Training Allowance" (T/A) in order to reduce the operator/mechanic to equipment ratio. COMMARFORRES manages this requirement, but your unit will input negative command adjustment quantities within GCSS-MC.

### **What is the Accountable Program System of Record (APSR) for assets issued to my unit?**

- HQMC assigned T/O&E TAMCN items that are not managed by the IIF, UIF, and CBRN issue programs: GCSS-MC.
- Small Arms are dual accounted: NSWC and GCSS-MC.
- Controlled Cryptographic Items (CCI) hardware is dual accounted: EKMS and GCSS-MC as a TAMCN item or as a child item.
- Historical weapons and designated base property: Defense Property Accounting System (DPAS) - most units are Custodian Asset Report (CAR) holders (similar to a CMR).
- Ammunition: manually with NAVMC 10774 (unit) and TAMIS (managed by the ASP for ammunition issued to your unit).
- SL-3 that is a SSRI TAMCN item: GCSS-MC as a child item.
- Sets Kits Outfits and Tools (SKOT)/SL-3 components: manually with Inventory Control records (also includes a manual accounting of SSRI TAMCN items).
- Repair parts held in layettes awaiting application: GCSS-MC.
- Demand Supported Items (DSI): GCSS-MC.
- Basic Unit of Issue (BUI): Managed at the commodity level IAW MCO 4400.150.

### **What is my unit required to possess?**

Units are required to have on hand all Stores Account Code (SAC) 3 items (radios, generators, trucks, small arms); these are free issue and force fed to units from COMMARCORLOGCOM when they are not SSRI. SAC 3 items are paid for by HQMC. If there are deficiencies your Supply Officer must work through the chain of command to resolve.

Units are directed to have on hand, or on order all SAC 1 deficiencies (Sets, Kits, Outfits and Tools, gas cans, water cans) which includes SL-3 components unless specifically designated as an unfunded deficiency.

International Organization for Standardization (ISO) Containers: GCSS-MC and the Army Container Asset management System (ACAMS)

### **How often should I direct a review of equipment allowances?**

It is recommended that an annual review of equipment allowances be conducted in conjunction with the personnel authorization review conducted by the Maintenance Management Officer. Subordinate commanders, ROs, maintenance commodity sections, and the Supply Officer assist in this allowance review to validate that the equipment necessary to accomplish the mission and tasks of the unit is sufficient and not excess to requirements or personnel authorized to care for it.

### **Gains and Losses of Equipment**

Strict accountability of equipment ensures that units have the right amount of equipment at the right time to support any contingency.

Commanders understand the impact of inventory losses; they often do not recognize the impact of material gains. Gains of equipment as well as losses represent a loss of equipment accountability.

- Types of losses
  - Administrative gains and losses
  - Inventory gains and losses
  - Miscellaneous gains and losses

### **Obsolete Equipment**

Equipment that is obsolete is a drain on funds and other resources and should be turned in via the WIR process.

### **Impact of maintaining Obsolete Equipment**

- The expenditure of O&MMC funding on obsolete and archived equipment reduces the funds available to maintain, conduct field exercises and other home station events.

### **Unit Issue Facility (UIF) – BULK ISSUE**

The UIF issues individual equipment in bulk issues to a Responsible Officer who subsequently issues this equipment to individuals. This equipment is designed to be issued in support of deployments to a theater of operation. UIF equipment is not part of the standard issue. The authorization for UIF equipment is set by HQMC I&L and the MARFOR the unit will be deploying to support.

### **ROs are typically chosen in one of two ways**

- RO is selected from the deploying unit.
- RO is from the parent unit and does not deploy. Typically the unit S-4, Supply Officer/Chief.

Commanders should guard against loss of UIF equipment. Losses of UIF equipment will result in a loss of funds by the unit to procure replacements for the lost equipment.

#### **Impact of lost unit funds:**

- Reduce unit's ability to train
- Reduce their ability to maintain their equipment
- Reduce their ability to procure needed material

### **Individual Issue Facility (IIF) – INDIVIDUAL ISSUE**

The IIF issues the standard set of equipment to all Marines and Sailors attached to the MEF. The standard set of equipment consists of items such as flak, helmet, assault pack, canteens, etc. The IIF is manned by civilians and contractors managed by MCLC. The MEF pays for this service and the replacement of missing, damaged, lost, or stolen equipment with O&MMC funding each year.

### **Losses are recorded in two categories**

- **NAVMC-6.** This is the document that is submitted to disbursing when an individual voluntarily reimburses the government for missing, lost, stolen, or damaged equipment. The funding collected does not come back to the MEF.
- **Missing Gear Statement (MGS).** When individuals do not voluntarily reimburse the government, the commander will direct the IIF to expend the property from the records. It is up to the commander to determine if any follow-on administrative action is taken to hold individuals accountable. In general, no follow-on action is recorded on these statements. Further action is not reported to the MEF G-4.

#### **Impact of lost IIF equipment:**

- IIF losses in which no one is held accountable.
- Adversely affects the leader to led relationship.
- Decrease in readiness.
- Marines not being ready to deploy for lack of individual equipment.
- Places an unnecessary burden on the supply chain to replenish lost IIF

## Adjustments/Endorsements

### Vouchering Gain and Loss Transactions

Strict accountability of equipment ensures that units have the right amount of equipment at the right time to support any contingency. Although commanders understand the impact of inventory losses, they often do not recognize the impact of material gains. Gains of equipment as well as losses represent a loss of equipment accountability.

### Adjustments

The following adjustments require authorization in writing from the CO/AO:

- Sensitive and controlled items (both locally and Marine Corps) regardless of dollar value
- Pilferable items with a unit price of \$2,500 or more, or a total dollar value per transaction of \$50,000 or more
- Non-controlled, non-sensitive, and non-pilferable items with unit price of \$5,000 or more, or a total dollar value per transaction of \$50,000 or more (serialized or non-serialized)

### Money Value Gain Loss (MVGL) Notice

Listing of all previously approved adjustments processed in all gain/losses processed in GCSS-MC:

- Signed by CO or Acting CO
- Certifying statement will be added to the MVGL prior to signature:  
"I have reviewed the documents on this notice and verify that all required documentation has been properly certified"

#### **Best practices:**

Monitoring this report is an indicator to the CO on how well the command's assets are being controlled.

Example of Gains/Losses not recorded correctly:

10 Voucher(s) that were reviewed did not have the required Gain/Loss letter (supporting documentation) on hand. Voucher adjustments to the unit's property records were valued at \$15,100,182.96.

Losses (D9\_s) = \$8,100,182.96

Gains (D8\_s) = \$7,000,000.00

## **Missing Lost Stolen or Recovered Government Property (MLSR)**

If you discover missing, lost, stolen or recovered property that meets the MLSR requirements, you have 48 hours to initiate an MLSR. Amplification: MLSR reporting is not required for all gain and loss transactions. There must be a physical gain or loss of property which cannot be explained through causative research (i.e., subsequent recovery of supporting documentation).

**\*\*Reminder, the "Recovered" MLSR is typically overlooked. Don't forget that equipment discovered must be reported as well, not just when equipment is lost or stolen\*\***

## **Arms, Ammunition and Explosives Responsibilities**

### **Appointments/Screenings:**

- AA&E Officer
  - Commander must appoint an AA&E Officer in writing
- Access Control Officer
  - Responsible for all security-related key and lock control functions
- A&E Audit and Verification Officer/SNCO
- AA&E Screening(s)
  - **You are responsible to ensure initial and annual screenings are completed.**

### **Who is my watchdog for AA&E?**

**There are two people in the Command appointed by the CO with related duties for AA&E.**

### **AA&E Officer**

Must conduct a 100% physical inventory and complete review of all AA&E within 30 days of appointment.

AA&E Officer is responsible for all matters pertaining to AA&E, such as physical security, annual screening, monthly inventories, expenditure reporting, reviewing ammunition reclassification messages, and quarterly reviews.

Additionally, the AA&E Officer is responsible for all requirements pertaining to the possession of historical/trophy weapons. If privately-owned weapons are stored in the armory, the AA&E Officer will ensure there is a policy authorized by the CO.

### **A&E Audit and Verification Officer/SNCO**

A disinterested Marine who has no responsibilities concerning ammunition security or accountability but audits the expenditure reports to validate completeness of the form, and more importantly the accurate accounting of all A&E expended.

### **How are security ammunition and ammunition and explosives retained by the unit accounted for?**

- Ammunition, to include blank, inert, security, training and dummy ammunition stored in the armory(ies) or locally controlled magazines, ready service lockers or armories are accounted for using Ammunition NSN/Lot Number Record (NAVMC 10774).
- Units involved with field exercises in excess of 24 hours will establish formal accounting records on NAVMC Form 10774. All supporting documentation, receipts and issues, will be maintained.



## **SECTION 06: EQUIPMENT AVAILABILITY AND READINESS REPORTING**

You are responsible for reporting the accurate allowances, availability, condition and readiness of your equipment at all times. The MMO along with the unit Supply Officer and Responsible Officer are responsible to ensure the unit's equipment is accurately accounted and reported for within GCSS-MC.

### **Equipment Availability**

Equipment availability is the degree to which your unit's equipment is in an operational status.

- The "S" (Supply) rating compares on hand to authorized.
  - Example: Authorized =10; on-hand=5 "S" Rating = 50%
- The "R" (Readiness) rating compares possessed to deadlined.
  - Example: Possessed = 5; deadline = 2 "R" Rating = 60%
- The "MR" (Materiel Readiness) rating compares possessed, deadlined to authorized.
  - Example: Authorized = 10; possessed = 5; deadline = 2 "MR" Rating = 30%

### **Materiel Readiness Reporting**

Ground equipment readiness reporting is included in the Defense Readiness Reporting System-Marine Corps (DRRS-MC) reporting. The Equipment Status Report (ESR) is a GCSS-MC readiness report. The information from this report is used for DRRS-MC input, it is crucial that the GCSS-MC information be accurate and up to date.

### **Key elements to Materiel Readiness Reporting**

- The Equipment Status Report (ESR) provides the condition or status of you equipment allowing you to make operational decisions based on equipment availability.
- The ESR is also used for DRRS-MC input, it is crucial that the equipment statuses within GCSS-MC information be accurate and up to date.
- Reconciliation between supply, commodity managers, and the MMO are required to validate the data resident in the Installed Base.
- Commander's Responsibilities:
  - Ensure the information is accurate.
  - Ensure ROs reconcile and validate CMRs.
  - Ensure that what the SupO and RO say are on the supply records is validated with spot checks.

Reportable equipment and weapon systems can be found in the current edition of the MCBUL 3000.



## What are the different readiness statuses?

### Materiel Condition Reporting

The ESR provides the condition or status of your equipment allowing you to make operational decisions based on equipment availability.

### Terms found in MCO 3000.11\_(Ground Equipment Condition and Supply Materiel Readiness Reporting (MRR) Policy

- **Mission Capable (MC).** MC is a materiel or equipment condition status indicating that an equipment item or weapon system is capable of performing an identified mission.
- **Not Mission Capable (NMC).** NMC is a materiel or equipment condition status indicating that an equipment item or weapon system is not capable of performing an identified mission. NMC conditions are further divided into the following categories:
  - **Not Mission Capable Maintenance (NMCM).** NMCM is an equipment or weapon system condition status indicating that an item is not capable of performing an identified mission shortfall in a unit's maintenance capacity.
  - **Not Mission Capable Supply (NMCS).** NMCS is an equipment or weapon status indicating that an item is not capable of performing an identified mission because of maintenance work stoppage due to supply shortage.

### Terms found in GCSS-MC

- **Operational.** Materiel or equipment condition status indicating that the equipment is fully capable of performing its intended mission.
- **Operational-Minor.** Materiel or equipment condition status indicating that the equipment is operational but affects the ability to perform its intended mission because of non-critical repairs or lack of non-essential components.
- **Operational-Degraded.** Materiel or equipment condition status indicating that the equipment is operational, but not fully capable of performing its intended mission because of critical non-deadlining repairs or lack of components.
- **Deadlined.** Materiel or equipment condition status indicating that the equipment is not capable of performing its intended mission because of critical repairs.

## What affects Materiel Availability and Readiness?

### There are four things that can affect a unit's materiel readiness.

- Table of Organization and Equipment (TO&E)
- Budget

- Training
- Leadership

### **Table of Organization and Equipment**

- The T/O&E is published within the Total Force Structure Management System (TFSMS). It contains the unit mission and logistics statement, personnel and **equipment rated**.
- This information is automatically fed into GCSS-MC, but requires periodic validation to identify any problems with the feed from TFSMS to GCSS-MC.
- At minimum the Supply Officer, Supply Chief, Maintenance Management Officer, Maintenance Management Chief, as well as S-1, S-3, and S-4 need TFSMS accounts.

#### **Best Practices:**

Subordinate commanders, ROs, MMO, SupO and maintenance commodities should assist in the conduct of an annual equipment and personnel authorization review.

### **Budget (See Section 08)**

#### **Training**

- You are responsible for establishing a maintenance and supply training program.
- An effective and comprehensive training program brings all personnel to a higher level of knowledge, proficiency and improves unit effectiveness.
- Training must be published in the unit's training plan.
- At minimum, the training program should include:
  - Skill progression training based off Training and Readiness (T&R) events.
  - Specific maintenance functions, supervisory and crew/operator functions and hourly requirements.
  - Specific supply functions, supervisory and clerk level training.

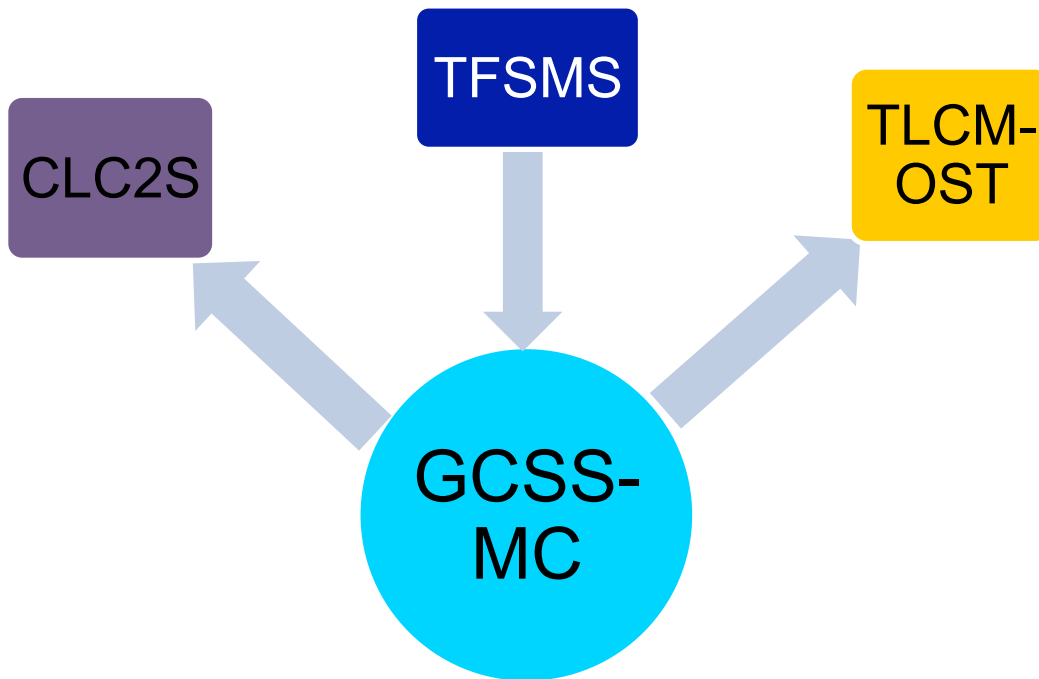
#### **Leadership**

- Leader and Manager Relationship
  - Constant communication between Managers and Leaders is a pivotal link to Materiel Readiness.

### **Automated Information Systems in Support of Materiel Readiness**

- **Total Force Structure Management System (TFSMS)**
  - Authoritative source for the Marine Corps T/O&E, which also includes equipment allowances based on the organizations force structure.
- **Global Combat Support System-Marine Corps (GCSS-MC)**
  - The Accountable Property System of Record (APSR) that provides accountability, visibility and readiness information for Marine Corps equipment (Decision TOOL).
- **Total Lifecycle Management-Operational Support Tool (TLCM-OST)**

- Decision support tool that integrates maintenance and supply data from GCSS-MC and other.
- **Common Logistics Command and Control (CLC2S)**
  - Provides the commander a logistics dashboard to support the decision making process.
  - Provides a supported unit the ability to electronically submit and track requests for logistics services from inception to completion.
  - Provides a supporting unit with a means to track, task, or forward logistics requests.



## SECTION 07: UNDERSTANDING KEY ELEMENTS OF GCSS-MC

### Should I have a GCSS-MC account?

Yes. The CO/AO must register for certain features to work. Learning certain functions and navigation will enable on line briefings from the Supply Officer and others by showing the CO/AO in the system. Although it is not recommended that the CO be in every resource group, it is an option. The UUAM will provide the appropriate rights, roles, and responsibilities to the CO/AO. Commander/Supervisory training can be obtained at the Materiel Readiness Training Center (MRTC) at each MEF.

### What is the Installed Base (IB)?

The Installed Base is the central repository of information regarding all T/O&E, SSRI, and Secondary Repairable items possessed by the unit. Equipment is assigned in GCSS-MC to both the Unit Commander and the RO, identifying to HQMC which commanders own certain equipment. The Installed Base tracks controlled items based on TAMCN and serial number. Other information such as Modification Instructions for equipment, contracts & warranty info, property records (such as the MAL and CMR), and location of equipment can be viewed in the Installed Base as well. It is within the Installed Base that Total Life Cycle Management and service history of equipment is captured.

### What is the Perpetual Inventory?

The Perpetual Inventory is the location for incoming and outgoing repair parts (to include secondary repairable items) and TAMCN items. It includes the sub-inventories, layettes, and DSI. It is also the location for adjustment transactions and items going to disposal.

#### **Best practices:**

- ✓ Review the on hand quantity of the Perpetual Inventory and its sub inventories; many personnel are not de-briefing parts and therefore the on-hand quantity grows and maintenance history and parts usage is not properly captured.
- ✓ Recording Inventory balances after every receipt and/or issue.
  - Nothing should remain in the perpetual inventory longer than 96 hours.

### Understanding the Perpetual Inventory

The perpetual inventory is a transitional area inside GCSS. Equipment moves in/out of the perpetual inventory and allows the supply/maintenance sections to “pass” items such as repair parts, consumables back and forth to each other (inside the unit) as needed. It also serves as a transitional area for unserviceable items as they transition from the unit to DRMO.

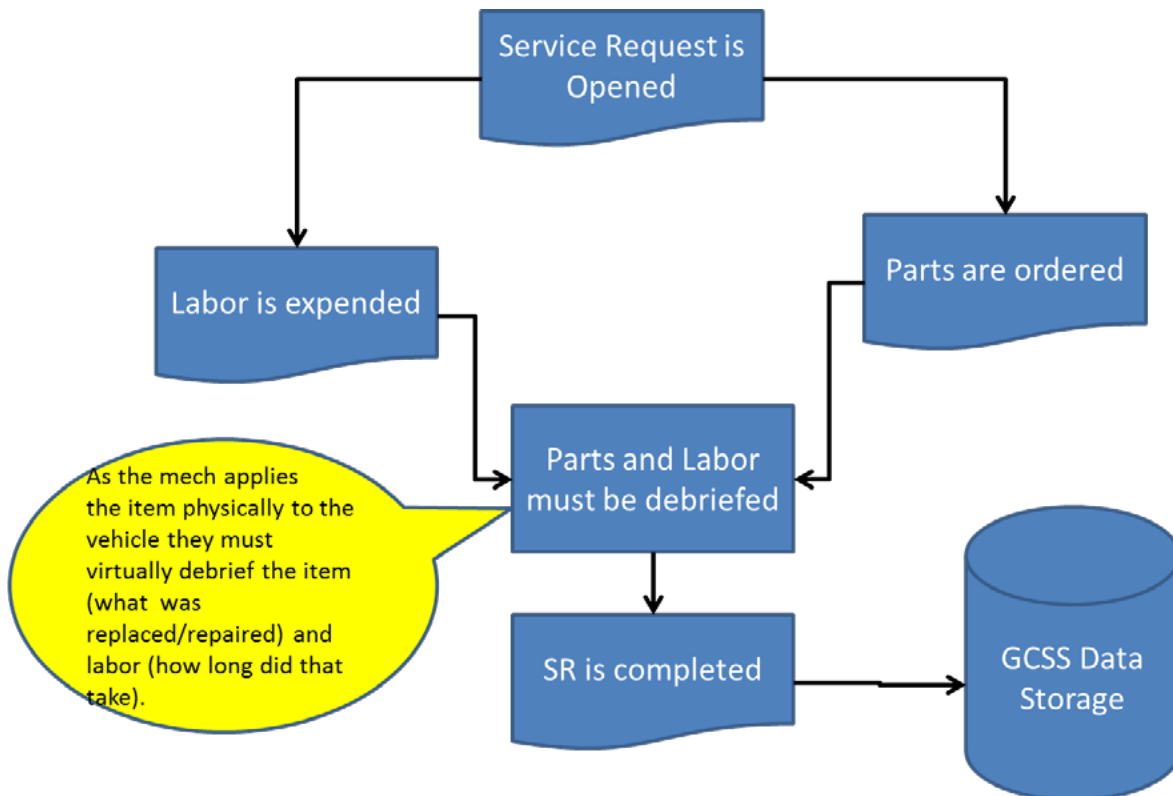
- MEE should not be in the Perpetual Inventory longer than 96 hours.
- Class IX Repair Parts should not be in the PI longer than 96 hours.
- SECREPS should not be in the PI longer than 96 hours.

## Managing the Perpetual Inventory:

A method of recording inventory balances after every receipt and/or issue.

- Table of Authorized Material Control Number (TAMCN): These items should be on accountable records and not located in perpetual inventory. Exceptions are when equipment is being transferred either to another unit or being disposed of in accordance with disposition instructions.
- Secondary Repairables (SecReps): These items remain in perpetual inventory until **they are debriefed** after a repair has been completed.
- Demand Supported Item (DSI): These represent parts that are frequently used; therefore units may request to hold a certain number of these items on-hand in order to affect more timely repairs.
- Class IX repair parts that have been issued to a section in the process of repairing Military Equipment. Parts remain in this category **until they are debriefed** after a repair has been completed.

## What does Debriefing mean to me?



## Importance of Debriefing Materiel

- Shows usage and expenditure of monies.

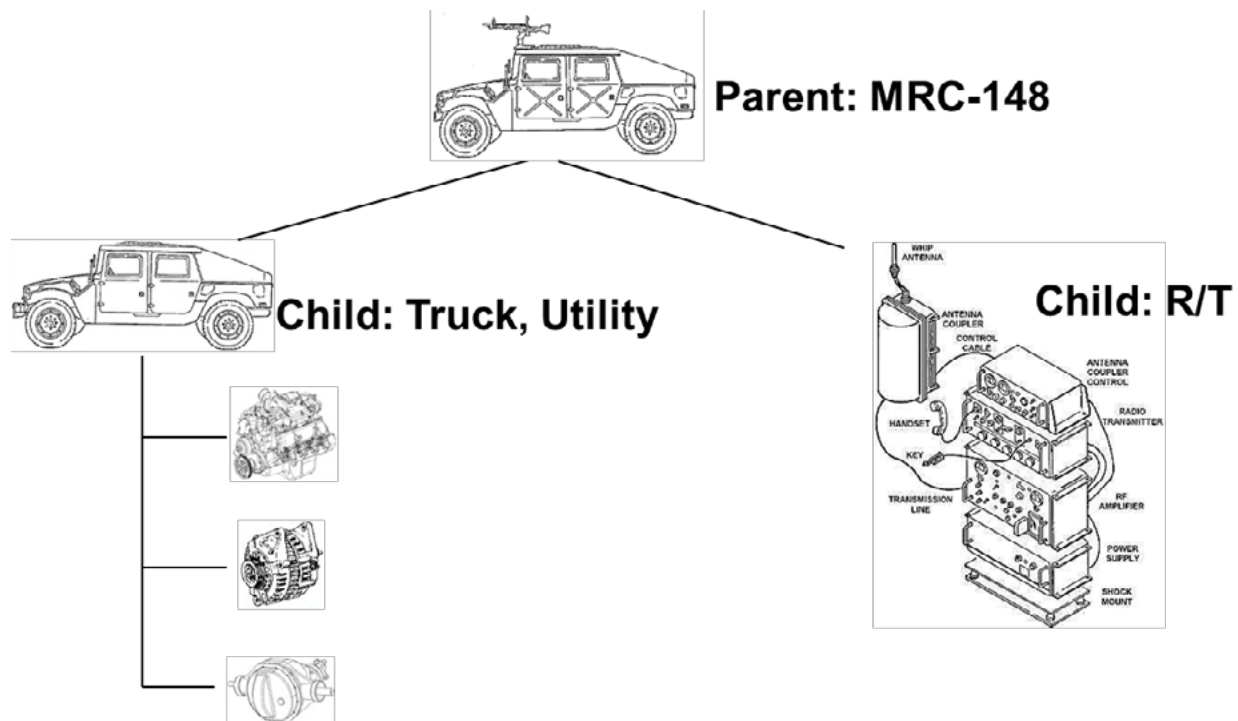
- Maintains configuration management when dealing with child items. (SSRI, UURI, SECREPS, CAL items).
- Allows the system to capture true usage and allows the end user to utilize system functions in regards to min/max planning (DSI requirements).
- Allows Maintenance Officer/Chiefs the ability to utilize the system to plan for exercises/deployments and high maintenance months.
- Allows item managers the ability to see repairs and frequency of when determining shelf life of equipment or trends that have degraded equipment.
- Any on hand is supposed to be reconciled every 2 weeks both virtual and physical when it comes to layettes. 10% of items in DSI should be reconciled the same.

**Importance of Debriefing Labor**

- Shows utilization of personnel. How many times has a ball joint been replaced (mean time between failure) on a certain vehicle and the mean time of the repair by how many mechanics.
- The right Marine performing the maintenance should have labor debriefed against it.
- Captures labor hours that can assist with Manpower Decisions (ensure Administrative labor is captured as well (GCCS-MC processing/managing)). Too many, too few mechanics.

**Total Asset Visibility (TAV)**

Configuring Managed Property for Total Asset Visibility (TAV).



### **Who is responsible for configuration management?**

All configuration management actions will start and end with the Responsible Officer (RO) charged with stewardship of the equipment; however, the Maintenance Management Officer (MMO) will have oversight of the process, quality, and progress of the associated tasks.

The Supply Officer (SupO) will be responsible for timely and accurate processing of required inventory additions in GCSS-MC.

Units are required to load SL-3 Supply System Responsible Items (SSRI) and Collateral Materiel (CM) component (child) TAMCN items, into the GCSS-MC Installed Base (IB). This will facilitate configuration management of IB tracked assets throughout the enterprise and provide total asset visibility of military equipment and capital assets.

### **How is configuration management conducted?**

The RO, the MMO, and SupO will review each parent ME corresponding SL-3, Technical Manual (TM), T/O&E, or Supply Instruction (SI), in relation to each RO's inventory, and determine the required child-to-parent configurations.

### **Is there a support network to assist my command with using GCSS-MC?**

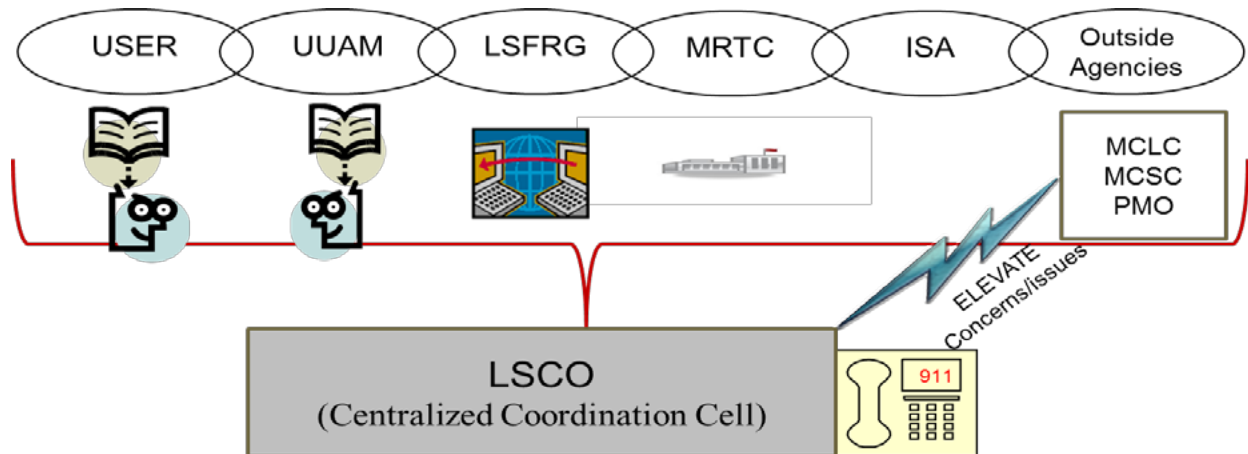
Yes. Headquarters Marine Corps along with the MARFORS have developed a GCSS-MC Support Network to assist Commanders and their staffs to better understand how to use the system more efficiently.

### **Unit User Account Manager (UUAM)**

#### **Responsibilities:**

- Appointed in writing (Appointment Letter and DD 2875 (SAAR)).
- Use the MMO and Supply Officer to advise you on the assignment.
- Assign a primary and an alternate.
- UUAMs are CRITICAL BILLETS in the functioning of GCSS-MC.
  - Assigns, revokes, and manages GCSS-MC user system roles and responsibilities in their commands or assigned units.

**Improper administration will lead to Marines having inappropriate roles and responsibilities within GCSS-MC, allowing individuals more access than necessary or inadequate access to do their job.**



MEF Advocate	Assist in Task Organization	Coordinate External Support
Review LSFRG Trends	Completion of ABR-100	ECCB Submissions
Trends Analysis	UIC/DoDAAC Alignment	Process Change

### **Logistics Systems Coordination Office (LSCO)**

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Monitors performance, conducts analysis, executes centralized deployment administration, and captures functional/technical issues impacting logistics support and coordinates corrective actions with the appropriate HHQ, MSC, MCLC and/or other supporting agencies in order to optimize the effectiveness and functionality of logistics support systems for improved materiel management and readiness for MEF/MFR, and deployed units and MAGTFs.

- Centralized deployment support.
- Assist deploying or redeploying units with Task Organization events.
- Capture functional/technical issues impacting logistics support.
- Currently GCSS-MC issues and concerns.
- Future: Manage all Logistics Automated Information Systems.
- Coordinates corrective actions with HHQ, MSC, MCLC and/or supporting agencies.

### **Logistics Systems Functional Resource Group (LSFRG)**

- They are your first line of defense in solving GCSS-MC incidents.
- They are trained SMEs that are at the MSC level and above to assist in resolving GCSS-MC issues before escalation to the LSCO.



## **SECTION 08: FINANCIAL MANAGEMENT**

### **Financial Management is inherent in command**

**Your job is to ensure funds entrusted to you are legally and judiciously spent!**

### **How does my Supply Officer build the budget?**

You are responsible for determining operational objectives and formulating financial plans and budgets. Your Supply Officer must determine the command's financial requirements, based on guidance received from the next higher echelon of command and historical records. There are several contributing elements that must be considered when building the unit's budget. First is the previous Fiscal Year(s) (FY) financial performance data. Your Supply Officer uses the past FY's fiscal performance for reference on how funds were spent (e.g. corrective maintenance requirements, TAD) and the category for which it was spent. Secondly, anticipated needs during the next FY such as Formal School TAD costs, training (on/off base), scheduled preventive maintenance requirements, Stock List (SL-3) deficiencies, and equipment shortages. All staff sections, ROs, and maintenance commodities should participate in the budget process. Timelines for budget submissions will be pushed down from the HHQ Comptroller.

### **What are the key considerations when building my unit's budget?**

- You need to know what types of funds your command will be allocated, what the limitations are on using those funds, and how the command may allocate or, if necessary, realign funds to meet requirements.
- Essentially, there are four basic tasks involved in formulating the budget:
  - Identify operational requirements to meet command goals and the directives from higher authority.
  - Determine the cost involved in meeting the identified requirements.
  - Prioritize and justify requirements within the ceiling using the formats provided by higher headquarters. Clearly demonstrate your budget represents efficient and effective use of resources.
  - Identify and prioritize unfunded deficiencies.

### **Key Elements to Budget Planning and Management**

- Budget should be prepared with the same care applied to building a unit operation plan.
- Your Staff and subordinate unit commanders must be involved.
- Budget plan must be able to support projected operational requirements for the upcoming fiscal year.
- Meet timelines established by higher headquarters.
- Once budget execution begins ensure that the Supply Officer or Comptroller briefs you weekly using the Status of Funds Report.
- Budget execution is continuous!

Commanders are advised to coordinate with both their Comptroller and their local Area Counsel Office when questions arise.

**A three part necessary expense analysis applies:**

- First, verify the expenditure is ‘necessary’ to accomplish the object of an appropriation, or will contribute materially to the accomplishment of that objective.
- Second assess that the expenditure is not prohibited by law. This is done by reviewing the legislation for prohibitive language and restrictions.
- Third, determine if the expenditure is otherwise provided for. If there are two or more appropriations available for the expenditure, use the most specific appropriation.

**Unfunded Deficiencies**

Unfunded Deficiencies typically consist of SL-3, Table of Organization & Equipment (T/O&E) and Demand Supported Items (DSI) deficiencies as well as any forecast supply support items for training or garrison use.

ROs, maintenance sections and the Supply Officer should know their unfunded deficiencies.

Additionally, forecasts for TAD requirements should be included to identify deficiencies.

Mid-Year Review: Typically starts in January; Commanders should reassess mission priorities and submit any funding shortfalls to the Comptroller/Supply Officer.

HQMC cannot articulate the “whys” to Congress without the assistance of Commanders.

**Best practices:**

- ✓ You should issue budget execution guidance specifying the hierarchy of expenditures (e.g., Corrective and preventive maintenance expenditures first, then SL-3 deficiencies, etc).
- ✓ Create quarterly budgets to the RO/Section level with sufficient detail to organize and track requirements to the section level in lieu of tracking at the unit level.
- ✓ Capture identified deficiencies via a letter.
- ✓ In this manner, budget and execution and deficiencies can be reported to the Supply Officer throughout the quarter as requirements are identified. The Supply Officer should in turn consolidate those deficiencies and submit them to the Commander for prioritization on how any extra money could be spent.

## **Unliquidated Orders (ULO)**

### **What are Unliquidated Orders (ULO)?**

- ULOs are obligations of funds committed for goods or services that have not been received or have been received but the bill has yet to be paid.
- Open MILSTRIP (requisitions), contracts, travel order, Serv Mart, Fuel, GCPC, etc. transactions that are open in Standard Accounting Budgeting & Reporting System (SABRS) cause ULOs, where the commitment/obligation, expense and liquidation are not the same.

### **Importance of ULO Validations**

- Commanders should make every effort to make the most efficient use of resources (funds) by ensuring that the command's ULOs are effectively monitored.
- Failure to review and de-obligate funding on INVALID obligations results in a lost opportunity to free up funding IOT reduce deficiency backlog, improve readiness or causes reversions.

### **Unit Responsibilities**

- DoDAAC records belong to the Commanding Officer.
- Validate open records in year of execution IOT minimize financial risk through aggressive ULO validation.
- Prevents them from becoming prior year reversions.
- Protects budgetary resources for subsequent years.
- Required to maintain source documentation for 10 years.

### **Reverted Balance**

- Unobligated funds that go back to the government (Wasted Authorizations).
- Viewed as mismanaged funds due to lack of proper validation and follow-up through the Fiscal Year.
- Minimize financial risk through aggressive ULO validations.

### **Validations**

- MSC Comptrollers have their own deliverables.
- MEF G4/G8 should send listings for validation throughout the year that lists documents/MILSTRIPS of concern that require action/validation either in GCSS-MC or SABRS.
- Tri-Annual Review (TAR)
  - Period Ending Jan 31, May 31, and Sep 30.
  - Due approximately 2 weeks later.

## **Contracting**

The following are key considerations for commanders:

**Functional Independence:** Contracting officers (KO) operate in two chains of command (uniformed and contracting). This affects the reporting senior (RS)/reviewing officer (RO) relationship. RS must be another contracting officer; RO can be unit CO/XO.

**Contract Planning:** Contracting, in most cases, is a long process that requires detailed planning (forward, and back planning). Units must clearly define their requirement, and understand other timelines (approval/waiver/procurement lead times, fiscal year closeout, etc) impacting their requirement in order to have requirement met.

**Requirement Review Board (RRB):** All professional service requirements, regardless of dollar value, are reviewed by the MEF RRB, and approved by the MEF CG. This facilitates proper workforce/task alignment, and management of service contracts.

## **Unauthorized Commitments (UAC)**

### **What is an Unauthorized Commitment (UAC)?**

“An agreement that is not binding solely because the Government representative who made it lacked the authority to enter into that agreement on behalf of the Government.” (Federal Acquisitions Regulations (FAR) 1.602-3)

The only individual(s) who can bind the Government are warranted Contracting Officers and purchase cardholders acting within the limits of their delegated authority.

Ratification: “The act of approving an unauthorized commitment by an official who has the authority to do so.” (FAR 1.602-3)

All UACs **must be endorsed by the first General Officer (GO)** in the chain of command and prepared in accordance with the Ratification Checklist.

- Ratification packages cannot be signed “by Direction”.
- Ratifications are time and labor intensive and must involve the entire chain of command;
- Includes statements from Marine/employee who committed the UAC, comptroller, contracting, legal and General Officer.

It can take anywhere from 6 to 18 months (after the vendor has performed the service/delivered goods) before the vendor actually gets paid.

Commanders Intent – Use appointed personnel and legal procurement methods to achieve commanders' objective.

**Consequences – Administratively or criminally punishable and can pay with OWN funds**

### **Common UAC Scenarios**

- Supplies or services ordered by someone not named on a purchase card, identified in a contract or blanket agreement. **Note: a funding document is not a contractual document.**
- A contractor starts work before the contractual document is issued or awarded by a Warranted Contracting Officer.
- An invoice is received from a contractor, but no purchase order or contract exists for the items or work described in the invoice.
- A purchase cardholder exceeds single purchase limitation without proper authorization/delegation of authority.
- A purchase that can be obtained either from the UIF or IIF.

### **Can I buy command medallions (“coins”)?**

It depends. Medallions may be purchased with locally available appropriated funds and presented as awards for significant accomplishments. In certain commands, the General Officer in command must authorize any purchase and use of these medallions (“coins”) to recognize accomplishments as part of an official awards program, as spelled out in a Command Awards Order. There are limitations that apply to the giving of government funded coins:

- Do not use coins as a personal gift.
- Do ensure the command's name is on the coin.
- Do not allow the coin to have the name of an individual Commander.
- Do ensure the coin clearly states “For Excellence” or other verbiage making it clear the coin is an award and not a “remember me” memento.
- You must ensure they can track each coin's funding source.

## SECTION 09: ASSESSMENTS

### How can I help myself?

Conduct biennial assessments of all subordinate units to promote economy, efficiency, effectiveness, and readiness of personnel and equipment.

#### Benefits of Assessments:

- Assist in identifying your unit's strengths and weaknesses.
- Assist in evaluating the command's current processes, procedures and training requirements.

Types of assessments at your disposal: Internal and External Inspections

#### Internal Inspection/Analysis

#### **There is a positive correlation between quality internal inspections and quality maintenance programs and supply operations**

Your MMO is required to conduct maintenance related internal inspections. These inspections will identify your unit's strengths and weaknesses and will assist you in evaluating the command's current processes, procedures and training requirements.

#### External Inspections/Analysis

- Inspection/Analysis: Usually announced in advance and can be conducted by various entities
- Major Subordinate Command (CGIP, SMAT, LER/I)
- FSMAO Analyses (frequency)
  - MEF and MARSOC – Biennially
  - MARFORES – Biennially and Triennially (Schedule dependent)
  - All other type units – Triennially
- The MEFs also have independent assessment teams that will provide GCSS-MC functionality health assessments and provide over the shoulder training for those sections requiring the help.

#### **DEFINE WHO AND HOW OFTEN:**

Do I have a comprehensive and aggressive internal maintenance and maintenance management inspection program and do deficiencies result in training to correct them? Are successful practices recognized and shared across all commodities?

\*\*Do I and my subordinate commanders and staff conduct periodic inspections of unit materiel - "Walk the lot"? Do inspections indicate that operators/crews and maintenance personnel know how to keep the equipment ready for use?

## **What are Internal Controls?**

Internal Controls are processes and procedures that are used every day to ensure that your command's resources are being properly utilized and safely guarded.

Internal controls are established to meet three objects:

- Ensure the effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations

Internal controls primarily focuses on the following programs:

- Property control
- Process control key supporting documentation (KSD) retention
- Logistics systems access

Effective Internal Controls provide reasonable assurance that significant weaknesses in the design of program processes can be prevented or detected in a timely manner.

## **Do I need an Internal Controls Program? YES**

Commanders at all levels have a fundamental responsibility to develop and maintain effective internal control over their processes to ensure programs (property control, fiscal resource management, logistics systems access) operate well and resources are used efficiently to achieve desired objectives.

You cannot wait for a process control assessment by Headquarter Marine Corps (Field Supply and Maintenance Analysis Office (FSMAO) or the Internal Controls and Audit Readiness Team (ICART)) to determine if the appropriate internal controls are in place. Instead, you and your Supply Officer must be proactive in preparing your command's audit readiness posture and ultimately sustaining an audit readiness state. This can be accomplished through internal control self-assessments conducted by the command quarterly, semi-annually or annually.

## **How can my Command accomplish an Internal Control Self-Assessment?**

Headquarters Marine Corps has published the "Supply Officer's Internal Controls Handbook" (NAVMC 4000.5\_. The handbook is meant to be a ready reference designed to expand upon and complement the information found in MCO 4400.15 and MCO 5200.24D. It also includes additional information and training guidance for unit supply personnel pertaining to:

- Military Equipment (ME).
- Operating Materials and Supplies (OM&S).
- Military Standard Requisitioning and Issue Procedures (MILSTRIP) Tri-Annual Review.
- Corrective Action Plans.
- Key Supporting Documentation (KSD).
- Training and Education.
- Audit Support Handbook.

**How often should the command conduct an Internal Control Self-assessment?**

Semi-annually, you and your Supply Officer should review the Internal Control Checklists within the NAVMC 4000.5\_.

**Who can my Supply Officer go to for assistance?**

Your Supply Officer can contact the ICART or FSMAO personnel with questions or concerns.



## **SECTION 10: PERSONAL EFFECTS**

### **What is my command responsibility for Personal Effects (PE)?**

You are charged with the responsibility of collecting, inventorying, safekeeping, and appropriate disposition of the personal effects and baggage of all service members who cannot or who do not care for their own property.

PE is a command responsibility and requires certain actions and responsibilities from all echelons of command and supervision. The Supply Officer is responsible to securely store personal effects and manage the overall process.

### **How quickly does PE have to be collected, inventoried and placed in secure storage?**

PE inventories are to be conducted within 48 hours or 72 hours if the time frame involves a holiday weekend.

### **What are the occasions that require a PE inventory?**

The occasions that require a PE inventory are: unit deployment, unauthorized absence, incarceration, deceased, and combat caused separation (injury/etc).

The occasions that may require a PE inventory or a waiver letter in lieu of conducting the PE inventory are: hospitalization, leave, liberty and TAD.

### **Are there other requirements related to PE that my subordinate leaders need to take action on?**

Yes. Individual uniform clothing items must be recovered, and appropriately disposed of, for personnel discharged under other than honorable conditions or granted Appellate Leave.

## **SECTION 11: RESOURCES AND REFERENCES**

### **Maintenance Management Standard Operating Procedures (MMSOP) Requirements**

Major Subordinate Commands (MSC) are required to publish Maintenance Management Standard Operating Procedures (MMSOPs). The instructions contained in the MSC MMSOP will be clear and applicable to the unit level (not a regurgitation of MCOs/Directives), and detailed to ensure each subordinate unit can perform its maintenance mission. Units without an MSC are required to produce an MMSOP. Requirements are found in MCO 4790.25 and MCO P4790.2\_.

### **Maintenance Management Policy Letter (MMPL)**

#### **What is an MMPL and when do I need one?**

A Maintenance Management Policy Letter (MMPL) is warranted when amplification or clarification to the MSC MMSOP is required. If local MMPLs are used they must also include justification as to why the MSC MMSOP guidance is inappropriate or requires clarification. MMPLs should provide detailed guidance and procedures.

**Example: An MMPL that specifies the Commander's philosophy/policy/intent on maintenance and maintenance management.**

### **Supply Officer's Internal Control Handbook (NAVMC 4000.5)**

The NAVMC is meant to be a ready reference to help execute policy prescribed in MCO 4400.150 and MCO 5200.24D. It includes additional information and training guidance for unit supply personnel pertaining to:

- Military Equipment (ME)
- Operating Materials and Supplies (OM&S)
- Military Standard Requisitioning and Issue
- Procedures (MILSTRIP) Tri-Annual Review
- Corrective Action Plans
- Key Supporting Documentation (KSD)
- Training & Education
- Audit Support Handbook

## **REFERENCES**

FAR 1.602-3	FEDERAL ACQUISITION REGULATIONS
MCO 3000.11_	GROUND EQUIPMENT CONDITION AND SUPPLY MATERIEL READINESS REPORTING (MRR) POLICY
MCO 4050.38D	PERSONAL EFFECTS AND BAGGAGE MANUAL
MCO 4400.16	UNIFORM MATERIEL MOVEMENTS AND ISSUE PRIORITY SYSTEM (UMMIPS)
MCO 4400.150	CONSUMER-LEVEL SUPPLY POLICIES MANUAL
MCO 4400.160	FIELD SUPPLY AND MAINTENANCE ANALYSIS OFFICE (FSMAO) PROGRAM
MCO 4790.24	ENTERPRISE LEVEL MAINTENANCE PROGRAM (ELMP)
MCO 4790.25	GROUND EQUIPMENT MAINTENANCE PROGRAM (GEMP)
MCO P4790.2_	MMIMMS FIELD PROCEDURES MANUAL
MCO 5530.14_	MARINE CORPS PHYSICAL SECURITY PROGRAM
MCO 8300.1D	MARINE CORPS SERIALIZED SMALL ARMS/LIGHT WEAPONS ACCOUNTABILITY PROGRAM (MCSSAAP)
UM 4000-125	GLOBAL COMBAT SUPPORT SYSTEM-MARINE CORPS (GCSS-MC) USER MANUAL
MCBUL 3000	MARINE CORPS REPORTABLE GROUND EQUIPMENT
NAVMC 2665	USMC FINANCIAL GUIDEBOOK FOR COMMANDERS
NAVMC 4000.5	SUPPLY OFFICER'S INTERNAL CONTROLS HANDBOOK
TM 4700-15/1_	GROUND EQUIPMENT RECORD PROCEDURES
NAVSUPINST 4200.99	GUIDE FOR PROHIBITED AND SPECIAL ATTENTION ITEMS

## **ACRONYMS**

AAC	Activity Address Code
AA&E	Arms, Ammunition and Explosives
A&E	Ammunition and Explosives
AIS	Automated Information System
AMHS	Automated Message Handling System
AO	Accountable Officer
AR	As Required
ASP	Ammunition Supply Point
BUI	Basic Unit of Issue
CBRN	Chemical, Biological, Radiological, Nuclear
CCRI	Controlled Cryptographic Items
CLC2S	Common Logistics command and control
CM	Corrective Maintenance
CMR	Consolidated Memorandum Receipt
CO	Commanding Officer (includes Commander, and Inspector and Instructor)
COMMARCORLOGCOM	Commander Marine Corps Logistics Command
CPAC	Corrosion Prevention and Control
CRF	Corrosion Repair Facility
CST	Corrosion Support Team
DPAS	Defense Property Accounting System
DRRS-MC	Defense Readiness Reporting System-Marine Corps
DSI	Demand-Supported Item (formally PEB)
ELMP	Enterprise Level Maintenance Program
ESD	Estimated Ship Date
ESR	Equipment Status Report
EWRB	Electronic Weapons Record Book
GCSS-MC	Global Combat Support System – Marine Corps
GPN	GCSS-MC Procedural Notice
HHQ	Higher Headquarters
I&I	Inspector/Instructor

IIF	Individual Issue Facility
IMA	Intermediate Maintenance Activity
IWGCP	Infantry Weapons Gage Calibration Program
KSD	Key Supporting Documentation
LBE	Leave Behind Equipment
LOI	Letter of Instruction
LOM	Level of Maintenance
LSCO	Logistics Systems Coordination Office
LSFRG	Logistics Systems Functional Resource Group
MAL	Mechanized Allowance List
MAGTF	Marine Air Ground Task Force
COMMARCORSYSCOM	Commander Marine Corps Systems Command
MC	Mission Capable
ME	Military Equipment
MEE	Mission Essential Equipment
MEF	Marine Expeditionary Force
MI	Modification Instruction
MILSTRIP	Military Standard Requisitioning and Issue Procedures
MLSR	Missing Lost Stolen and Recovered
MMIIP	Maintenance Management Internal Inspection Program
MMO	Maintenance Management Officer
MMPL	Maintenance Management Policy Letter
MMSOP	Maintenance Management Standard Operating Procedures
MRTC	Materiel Readiness Training Center
MSC	Major Subordinate Command
MVGL	Money Value Gain/Loss
NMC	Not Mission Capable
NMCM	Not Mission Capable Maintenance
NMCS	Not Mission Capable Supply
NSWC	Naval Surface Warfare Center
PE	Personal Effects
PL	Publication Listing

PLMS	Publication Library Management System
PM	Preventive Maintenance
PMCS	Preventive Maintenance Checks and Services
PO	Purchase Order
RFI	Request for Investigation
RO	Responsible Officer
SAC	Stores Account Code
SICP	Survey Instrument Calibration Program
SL	Stock List
SPMAGTF	Special Purpose Marine Air Ground Task Force
SR	Service Request
SSRI	Supply System Responsible Item
TAMCN	Table of authorized Material Control Number
TAR	Tri-Annual Review
TAV	Total Asset Visibility
TFSMS	Total Force Structure Management System
T&R	Training and Readiness
TCPT	Transportation Capacity Planning Tool
TEEP	Training Exercise and Employment Plan
TLCM	Total Lifecycle Management
TLCM-OST	Total Lifecycle Management-Operational Support Tool
TMDE	Test Measurement, Diagnostic Equipment
T/O&E	Table of Organization and Equipment
T/E	Table of Equipment (subset of T/O&E)
UAC	Unauthorized Commitments
UIF	Unit Issue Facility
ULO	Unliquidated Orders
UMMIPS	Uniform Materiel Movement and Issue Priority System
UND	Urgency of Need Designator
UUAM	Unit User Account Manager
UURI	Using Unit Responsibility Items
WIR	Request for Disposition















