

UNITED STATES MARINE CORPS
Logistics Operations School
Marine Corps Combat Service Support Schools
Training Command
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F407

STUDENT OUTLINE

INSPECTIONS

LEARNING OBJECTIVES

1. Terminal Learning Objective: Given the billet of maintenance management chief, the references, and a requirement to conduct maintenance/maintenance management inspections within an organization, identify how maintenance related inspections should be conducted, the inspection will be conducted to ensure maintenance management policy and procedures are in accordance with the references.

2. Enabling Learning Objectives: Given the billet of maintenance management chief, the references, and a requirement to conduct maintenance/management inspections within an organization, identify the:
 - a. Different types of inspections.
 - b. Different types of visits.
 - c. Most important features of inspection results.
 - d. Purpose of inspections.
 - e. Characteristics of quality inspections.

OUTLINE

1. **DUTIES**. The duties of a maintenance manager covers eight functional areas. From maintenance related programs to maintenance administration. Within the functional area of maintenance administration is: "Plans and conducts detailed maintenance related inspections to ensure effective maintenance operations". This sets the policy for the inspection process.

2. **PURPOSE**. Inspections are to assist the unit commander in:
 - a. Maintaining an acceptable state of material readiness.

- b. That planning and organization is sound.
- c. Their staffs are functioning effectively.
- d. Directives are clear, well understood and being effected by subordinates.
- e. Without inspections, costly delays in the accomplishment of required equipment maintenance, identification of equipment defects, and faulty maintenance procedures are likely to occur. To do this, a set of standards must be established by which performance can be measured and procedures readjusted, if necessary, to achieve the stated objective.

3. TYPES OF INSPECTIONS

a. Formal Inspections. Formal inspections are usually announced in advance and a standard procedure for the conduct of the inspection promulgated. It is best if a checklist is prescribed by the inspection team, and may be used by the inspected unit to prepare for the inspection. The inspecting party should include enough personnel to conduct the inspection rapidly, thoroughly, and efficiently. Such an inspection routine assures the commander of the correction of many small faults or omissions that could otherwise fail to get accomplished during normal operations. Usually, formal inspections become the primary activity of the inspected unit during the inspection, with equipment and personnel being made available to the fullest extent.

b. Informal Inspections. The informal inspection may examine the unit or certain areas of the unit's activity to the same extent as a formal inspection or to any lesser extent. A spot-check inspection of equipment or personnel in the conduct of routine operations is an example of the simplest of the informal inspections. The helpful instructional aspect of the inspection process may be more readily achieved with the informal inspection if that aspect is stressed. Inspection checklist may be prescribed; either written or oral reports may be rendered.

c. All inspections should have a written checklist with references for the inspected unit to follow as a guide; to correct any discrepancies or to use in the future for internal inspections. All inspections should follow a logical sequence through each commodity area.

d. An inspection must be constructive and critical. A teaching opportunity exists when competent inspectors confront maintenance and maintenance management personnel who are eager to display their best. An inspection must be both objective and based on realistic and measurable inspection standards. MCO P4790.2_, appendix H, covers maintenance management troubleshooting guidelines and can be used as a guide for corrective action.

4. INSPECTION CHECKLIST. A commander must routinely prepare and update the inspection checklist prior to the inspection of maintenance sections. An inspection checklist is useful both for normal operations and in preparation for an inspection. The inspection checklist can be used by maintenance personnel to make a final check on preparedness and to correct unresolved details. A good source for an inspection checklist is from the Field Supply Maintenance Analysis Office (FSMAO) or Major Subordinate Command inspection office. A good inspection checklist ensures:

- a. Thoroughness in the conduct of the inspection.
- b. Contributes to the uniform appraisal by all members of an inspection team.
- c. Becomes the skeleton for the inspection report.
- d. Represents a logical sequence of facts.
- e. Provides information of the analysis to the inspected unit.

5. BENEFITS. Inspections provide a means for the commander to display interest and enthusiasm for the unit's maintenance effort. The inspection, if done with the idea of helping rather than harassing, will benefit the various commodity sections by:

- a. Assist in achieving uniform standards among different commodity sections.
- b. Provides a medium for teaching various techniques during the inspection.
- c. Gives a sense of belonging, the inspected unit realizes its role and importance as part of the overall organization.

d. Allows the inspected unit/commodity to understand the standards within the command and set by higher headquarters.

e. Permitting the maintenance management office to gain the necessary insight to determine priorities, allocate resources, and determine factors adversely affecting the performance of the inspected unit.

6. VISITS. Visits, as inspections, are used to obtain first-hand information about the unit and its operating procedures. Visits may be conducted in a formal manner, taking on the aspects of a formal inspection, or they may be conducted in an informal manner, stressing the exchange of information and ideas. The feature distinguishing a visit from an inspection is the absence of a senior commander or officer designated as an inspector. Visits fall into three essentially into three categories:

a. Staff visits. The most common type of visit is the staff visit, whereby one or more staff officers of a senior headquarters visit a subordinate unit for a specific purpose. Staff visits are performed between scheduled inspections to investigate troublesome areas and to exchange information with the opportunity for immediate feedback. The exchange of information includes visits specifically to provide assistance and instruction to the visited command. The unit commander should always be notified of the visit beforehand, with entry and exit interviews provided if so desired. Staff visits for familiarization of newly assigned staff officers/SNCO's are frequently conducted and afford a good opportunity for them to get to know the people with whom they will be working.

b. Liaison Visits. Visits for the exchange of information, familiarization, and coordination are frequently necessary between units without a senior-subordinate relationship although they may have a common superior. Visits between maintenance managers of units operating adjacent to each other and between supported units and their intermediate maintenance activity are encouraged. Prior arrangements must be made for such visits to ensure the availability of personnel and noninterference with unit operations.

c. Field Supply Maintenance Analysis Office (FSMAO). Scheduled FSMAO visits to field units are designated as formal analyses. Reports are filed at the conclusion of each visit.

(1) The FSMAO's mission includes identifying and reporting deficiencies in supply and maintenance operations and recommending remedial action. In addition to the formal analysis, the unit commander may request assistance in specific problem areas. When assistance is requested, a FSMAO team will be dispatched for an assistance visit when available.

(2) A FSMAO analysis is conducted on a formal basis. A FSMAO team is required to brief the commanding Officer before and after the visit. A formal report of the visit will be submitted through the chain of command to major commands. Details of the FSMAO's mission and responsibilities are found in MCO P4400.160.

(3) As related to maintenance management, FSMAO's analyze the management and performance of equipment maintenance in the Marine Corps. These offices, as designated field activities of the CMC, are used to evaluate the effectiveness of equipment maintenance in supporting the equipment operational objectives of the Marine Corps. As part of the analysis of a command, they determine the command's compliance with maintenance directives and publications issued by the CMC.

(4) Unit commanders may request FSMAO to provide assistance and guidance when experiencing difficulties in establishing or implementing a maintenance management program. When the commander requests FSMAO visits, the report of the visit is provided only to the commander requesting the visit.

7. INSPECTION TECHNIQUES. There are several techniques that should be used before during and after every inspection.

a. Before. Check in with the commander and or commodity manager.

(1) Ask if there is any key area that they wish for you to look into.

(2) Be courteous, a good attitude and professional spirit will only work in your favor.

(3) Explain your inspection strategy.

(4) Ensure that the inspector is of equivalent rank or hold a staff billet.

b. During:

(1) Be courteous, respect the mission requirements.

(2) Ask if there are any problems you should know about.

(3) Probe to find the exact problem or fault.

(4) If a mistake is uncovered, inform the unit of the proper procedure by using the publication, on the spot (train as you inspect).

(5) Debrief as you proceed through with your inspection.

c. After:

(1) Leave on a good note.

(2) Debrief the commander or commodity manager.

(3) Have solutions to problems for the commander or commodity manager.

(4) All areas should be debriefed at a lower level prior to be debriefed at the headquarters' level.

REFERENCE:

1. MCO P4790.2C