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# U.S. ARMY COMMAND SUPPLY DISCIPLINE PROGRAM (CSDP)"HOW TO" REFERENCE HANDBOOK

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QUARTERMASTER SCHOOL, FORT LEE, VIRGINIA  
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## Preface

This publication is intended as a quick reference guide for commanders at all levels, executive officers, platoon leaders, and S4 officers.

**Purpose.** Identify critical aspects of the Command Supply Discipline Program (CSDP) and effectively conduct accurate and efficient property inventories. Commanders **MUST** become actively involved in their units to ensure successful development, implementation, and maintenance of the CSDP. Commanders and CSDP Monitors must identify unit logistical strengths and weaknesses by requesting CSDP Staff Assistance Visits (SAV) and official CSDP evaluations from higher headquarters. Identifying these issues assists in the development of a strong CSDP and working relationship with supply personnel.

This handbook provides current information on necessary training and education that can facilitate the inventory process and procedures down to the lowest level, ensuring the success of less experienced personnel.

The content of this handbook has been written and prepared by the professional quartermasters of the Logistics Training Department and the Property Book Technicians (warrant officer) attending the Basic and Advanced Warrant Officer Courses at the Army Logistics University, Technical Logistics College. Direct all questions to the Logistics Training Department via the U.S. Army Quartermaster School Web site.

References are currently under review with HQDA G4. AR 710-2 will be updated to AR 710-4, DA PAM 710-2-1 will be updated to DA PAM 710-40, AR 735-5, and DA PAM 735-5-1 will be updated, and the naming convention will remain the same.

## CHAPTER 1: Command Emphasis on CSDP

**INTRODUCTION:** This guide references the importance of the Command Supply Discipline Program (CSDP) in your command and how to implement a CSDP program. It outlines routine, and scheduled tasks Commanders MUST adhere to develop, implement, and maintain an effective program.

The Command Supply Discipline Program is an integral component of all Army organizations. Its core focus is to standardize and enforce supply discipline and simplify command, supervisory, direct, custodial, and personal responsibilities. Command emphasis is vital to the success of any CSDP. Commanders must implement and enforce effective programs to ensure resources are used without fraud, waste, and abuse. This guide will provide the necessary tools for Commanders to be successful and address the relationship of effective logistical processes and operational achievements, which are reached by stressing good supply discipline.

### 1-1. Why is a Command Supply Discipline Program important to a Commander?

As the senior leader in your company, battalion, or higher, your input and emphasis will dictate how leaders and subordinates respond to requirements. Essential requirements are left undone, resulting in wasted time and the depletion of dollars and resources in the absence of leadership or CSDP emphasis. Commanders at all levels MUST enforce the supply discipline to have a successful CSDP Program.

1. Command Responsibility. Commanders are required, by position, to ensure all government property within their command is used correctly and maintained. IAW AR 735-5, Commanders cannot delegate Command Responsibility.
2. A Command Supply Discipline Program can help recognize both superior and inferior performance regarding supply discipline. When administered properly, it identifies logistical problems and allows for timely corrective action.
3. IAW AR 735-5, commanders must enforce Supervisory, Direct, Custodial, and Personal responsibilities.
4. The CSDP helps standardize supply discipline and ensure compliance with the Department of the Army supply policy and procedures.
5. Focus on conserving materials with individuals dealing with Army supplies, ensuring only the correct items and amounts are used to accomplish a task or mission.
6. The CSDP is the Commander's program implemented using existing resources, such as the local Inspector General (IG), S4 Officer and logistic personnel within the unit's chain of command, and the Command Maintenance Evaluation and Training team (COMET Team) to conduct your Staff Assistance Visits (SAV). Enforcement of supply discipline is accomplished through leadership, training, administrative, and disciplinary measures.

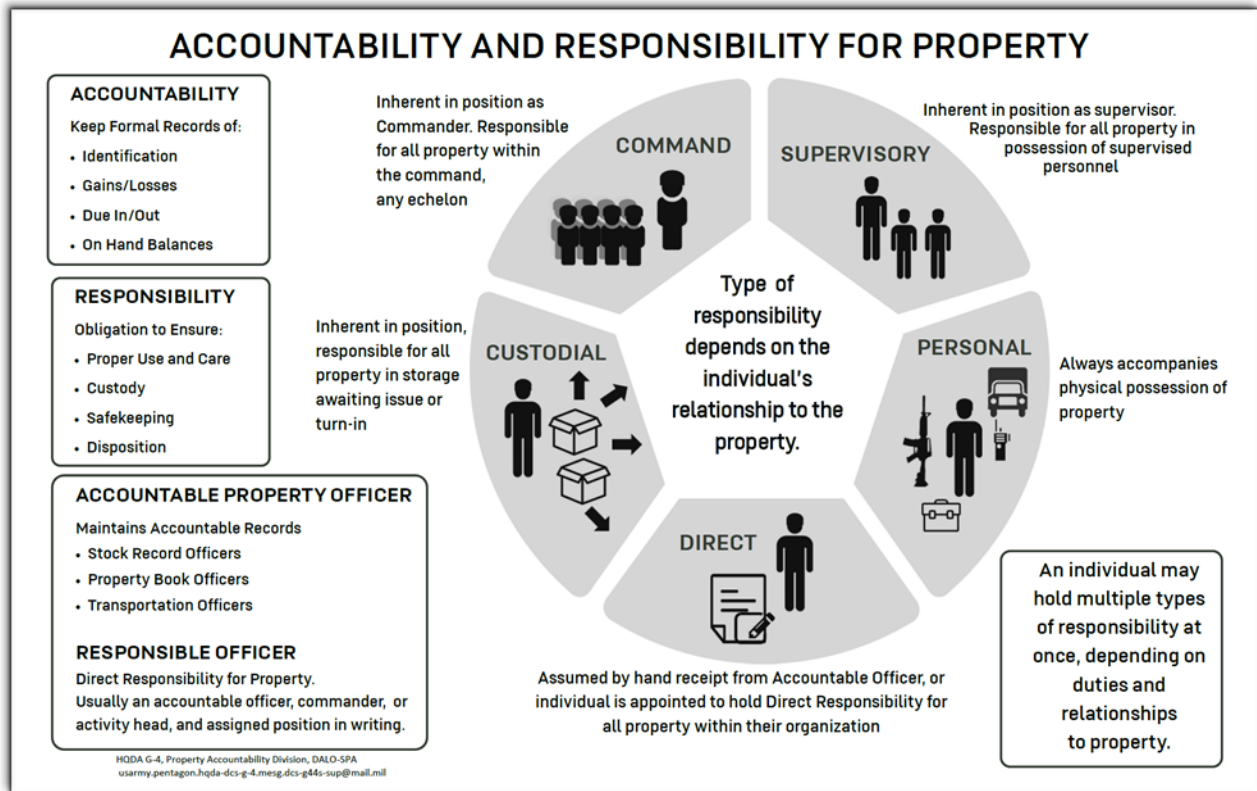


Figure 1-1. Accountability and Responsibility

IAW AR 735-5; Accountability is the obligation of a person to keep records of property, documents, or funds. Commanders are obligated to ensure the person keeping records of property, documents, or funds complies with Department of the Army supply policy and procedures. Command emphasis on accountability directly impacts unit readiness. Property accountability includes expendable, non-expendable, durable, and locally purchased items. Accountability challenges have increased due to the current Operational Tempo (OPTEMPO). However, Commanders and leaders must ensure the challenges are met by maintaining accountability.

Commanders must account for all the Army's property, regardless of its source (e.g., Government Purchase Card (GPC) and fabricated property). Commanders must ensure accounting is complete and accurate by conducting supervisory evaluations.

Accountability and responsibility carry specific duties, as described in AR 710-2 and AR 735-5. Financial liability may be assessed against any person who fails, through negligence or misconduct, to perform those duties and where such failure is the proximate cause of a loss to the Government (see AR 735-5).

Commanders must recognize that military discipline goes hand-in-hand with supply discipline. Several tools are available for use, such as reprimands, adverse efficiency reports, and the Uniform Code of Military Justice (UCMJ) actions. These tools serve as both deterrence and corrective action. Corrective action can lead to positive reinforcements within local SOPs, unit recognition, and unit awards. Supply discipline starts at the lowest unit level by maintaining and enforcing equipment accountability and management of all classes of supplies. Irresponsible practices and behavior diminish combat power for all units and reduce the ability to sustain battlefield requirements. Several critical aspects of internal management controls require the Commander's special attention, such as property accountability at the unit level, the Property Book



Officer (PBO), the Supply Support Activity (SSA), and Shop Stock List. The Command Supply Discipline Program is required to validate these controls.

**Volume/Velocity/Complexity → Inaccurate Records → Uninformed Decisions → Reduced Readiness**





| Reality   |   | Record  |   |                | Result  |
|---|---|---|---|----------------|---|
| Physical Inventory  |   | Recorded Inventory  |   |                | Positive or Impaired Control                                      |
|  | = |  |   |                | ✓ Accurate Estimated Capability<br>✓ Positive Control of Property |
|  | ≠ | Missing Record  | Inaccurate Record   | Invalid Record | ✗ Under-Estimated Capability<br>✗ Uncertain Control of Property   |
|   | ≠ |   |  |                | ✗ Over-Estimated Capability<br>✗ Uncertain Control of Property    |

Figure 1-2. Physical Inventory Matches Record Inventory

### 1-3. How to Implement CSDP

The CSDP is a four-fold program addressing the following (**CSDP Responsibilities and Guidance AR 710-4**):

1. Responsibilities of Commanders and supervisory personnel to instill supply discipline in their operations.
2. Guidance for evaluating supply discipline.
3. Feedback through command and technical channels to improve supply policy and improve procedures to monitor supply discipline.
4. Follow-up to ensure supply discipline is maintained.

**Army Command/Army Service Component Command/Direct Reporting Unit and equivalent Commands** will establish an aggressive Command Supply Discipline Program (CSDP) and implementation of internal controls within their respective commands by:

1. Appointing a CSDP coordinator and furnishing a copy of the appointment to your higher command.
2. Ensuring the CSDP is implemented by all subordinate elements.
3. Initiating intra-service support agreements, if desired, as explained in Appendix B-8 of this regulation.
4. Providing recommended changes to the CSDP to your higher command.
5. Add to the program, when necessary, to account for any uniqueness within your command.

Commanders should review the unit's CSDP results, look for positive trends to maintain, and create "fix it" plans for negative trends.

### **Subordinate Commanders:**

1. Implement an aggressive CSDP by using existing personnel and resources to avoid duplication or fragmentation of efforts.
2. Provide the necessary emphasis to ensure the success of the CSDP to include annual officer professional development and noncommissioned officer development, and open unit forum.
3. Appoint, in writing, a CSDP monitor to oversee the unit program. The CSDP Monitor is the senior logistician to the Commander in the headquarters.
4. Recognize both superior and inferior performance regarding supply discipline.
5. Use the results of CSDP evaluations to determine candidates for the Army Supply Excellence Award Program.

Conduct prompt corrective action or commendatory comments as noted on evaluations/inspections.

### **CSDP Monitors:**

1. Assist with the establishment and utilization of their Commander's CSDP.
2. Check subordinate units to ensure that the Commander's guidance for implementing CSDP is followed.
3. Review the results of the evaluations to identify strengths and weaknesses throughout the command.
4. Keep the Commander informed as to the status of the CSDP.
5. Recommend what areas require increased command emphasis.

### **Company Commanders, Supervisors, and Managers (Supply Sergeants):**

1. Become familiar with applicable regulatory requirements, including those located in Appendix B of this guide.
2. Use the CSDP listing in AR 710-2, Appendix B, as a guide in the routine performance of their duties.
3. Commanders will report any applicable requirements that cannot be completed to the immediate higher headquarters.
4. Ensure the strictest compliance with the CSDP. To include, but is not limited to, the following:
  - a. All property belonging to, arriving in, or departing from the unit is accounted for, cared for, and safeguarded.
  - b. Required inventories are conducted within the prescribed time frames utilizing the most current publication as the authoritative reference for components. If the GCSS-Army Bill of Material (BOM)/Component Hand Receipt (CHR) through T Code ZPRNTCOMPHR is more recent, print publications such as TMs and SKO SCs to use as guides to help identify items on the BOM CHR. If the TM/SKO SC is more recent, annotate discrepancies directly on the BOM CHR when issuing components.
  - c. Hand receipts are updated with the supporting property book office as directed.

**d.** Change of primary hand receipt holder inventory (PHRH) (or Change of Command Inventory): You have to conduct a 100 percent inventory before signing your hand receipt. During inventories, all property within the organization, including property found but not accounted for on hand receipt, **MUST** be accounted for and reported to the appropriate property book office. Commanders will verify all registration/serial numbers and data plates during inventories.

**e.** Obtain a proper receipt for property turned in.

**f.** Report to higher headquarters and Commander the discovery of any loss of, damage to, or destruction of any Government property.

**g.** Sub-hand receipt all property down to assigned sub-hand receipt holders Storage Locations (SLOCs) within the unit on the AAA-162, to include all property not directly under immediate control.

**h.** Property sub-hand receipted outside of the unit is IAW regulatory guidance throughout the unit supply section.

**i.** Anticipate and plan for materials needed promptly.

**j.** Continue to teach subordinate supply discipline at all times.

**k.** Initiate adjustment documents for all unaccounted for end items and components of the end item (regardless of the ARC code (accountable items (such as hand tools), not consumables (such as string, pencils, and glue)) IAW AR 735-5.

### **Feedback**

1. Keep the command informed about the current status of the CSDP daily.
2. Commanders will report requirements in the checklist that cannot be completed to higher headquarters.
3. Review the CSDP evaluations results to identify supply strengths and weaknesses throughout the command.
4. The evaluated organization/activity will receive a copy of the higher headquarters' CSDP evaluation findings.

### **Follow-up**

1. During the CSDP out-brief to the Commander, the CSDP monitor, will establish a suspense date (get-well date) to resolve each discrepancy.
2. The command chain will be notified of repeat findings upon completion of the follow-up evaluation to re-establish compliance.
3. The evaluator will also retain a copy of the evaluation and use it for follow-up on corrective actions during the subsequent periodic evaluation.



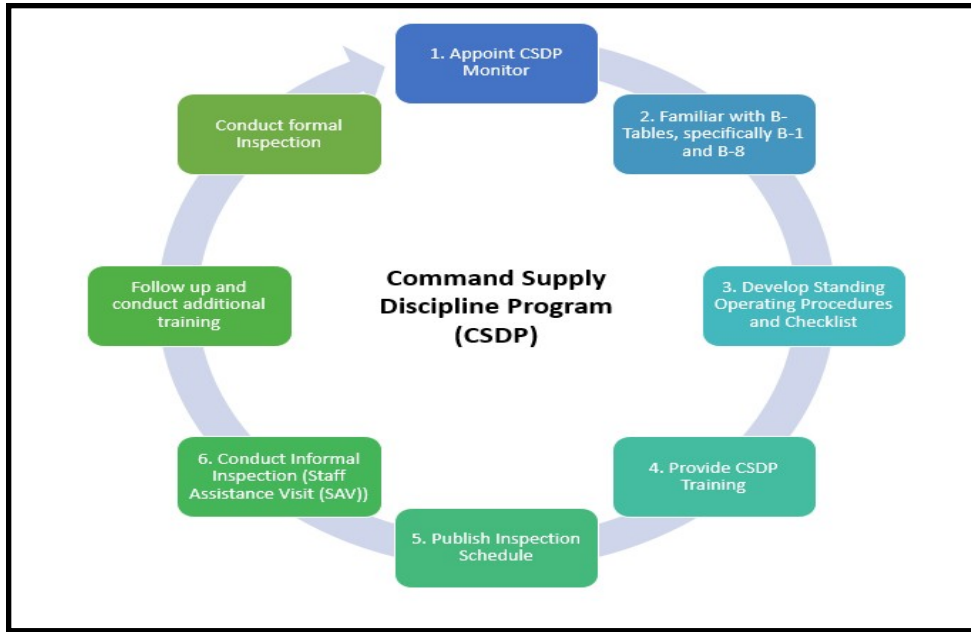


Figure 1-3. CSDP Cycles

#### 1-4. CSDP Inspection Tables

The CSDP inspection table changes are intended to reduce Company Commanders' workload by increasing supply discipline oversight and responsibility at the Brigade and Battalion level. Table B-8 serves as an enabler for the Company Commander in conducting routine spot checks. The quick reference guide is a new addition to AR 710-2. (See Appendix C)

| Evaluation Frequency | Company                   | Battalion                                   | Brigade                  | Sep Brigade or Division            |
|----------------------|---------------------------|---|--------------------------|------------------------------------|
|                      | Semiannually by Battalion |   |                          |                                    |
|                      |                           | Semiannually by Brigade or Separate Brigade | Semiannually by Division |                                    |
|                      |                           |   |                          | Annually by Corps or ACOM/ASCC/DRU |

Figure 1-4. CSDP evaluation frequency for active Army divisional units

| Evaluation Frequency | Company                   | Battalion                               | Brigade or Support Group Commanded by an O-6 | SUPCOM, Brigade or Regiment commanded by an O-7 | Corps                     |
|----------------------|---------------------------|---|--|---|---------------------------|
|                      | Semiannually by Battalion | Semiannually by Support Group or SUPCOM |  |   |                           |
|                      |                           |   | Annually by SUPCOM                           | Annually by Corps                               | Annually by ACOM/ASCC/DRU |

Figure 1-5. CSDP evaluation frequency for active Army non-divisional units

|                      |  |  |  |   |                                       |
|----------------------|--|--|--|---|---------------------------------------|
| Evaluation Frequency | <b>Primary Hand Receipt Holder or Supervisor</b> | <b>PBO</b>                                       | <b>Installation Stock Record Account (SRA)</b> | <b>Installation Command</b>             | <b>LCMS and UIC Commands with PBO</b> |
|                      | Semiannually by Immediate Supervisor             |  |  |   |                                       |
|                      |  | Annually by Installation or Immediate Supervisor | Annually by Immediate Supervisor               |   |                                       |
|                      |  |  |  | Biennially by the LCMC or ACOM/ASCC/DRU | Biennially by the ACOM/ASCC/DRU       |

Figure 1-6. CSDP evaluation frequency for TDA organizations

|                      |  |                                   |                              |                              |                                 |
|----------------------|--|-----------------------------------|------------------------------|------------------------------|---------------------------------|
| Evaluation Frequency | <b>Training Brigade Company</b>            | <b>Training Brigade Battalion</b> | <b>The Training Brigade</b>  | <b>School Directorate</b>    | <b>Installation</b>             |
|                      | Semiannually by Training Brigade Battalion | Semiannually by Training Brigade  |                              |                              |                                 |
|                      |  |                                   | Annually by the Installation |                              |                                 |
|                      |  |                                   |                              | Biennially the ACOM/ASCC/DRU | Biennially by the ACOM/ASCC/DRU |

Figure 1-7. CSDP evaluation frequency for TRADOC organizations

|                      |                       |                                    |                                  |                              |                    |
|----------------------|-----------------------|------------------------------------|----------------------------------|------------------------------|--------------------|
| Evaluation Frequency | Company               | Battalion                          | Brigade, ACR, or Group           | Separate Brigade or Division | USPFO or STARC     |
|                      | Annually by Battalion | Annually by Brigade, ACR, or Group |                                  |                              |                    |
|                      |                       |                                    | Triennially by Division or STARC | Triennially by STARC         | Triennially by NGB |

Figure 1-8. CSDP evaluation frequency for ARNG Organization

|                      |                        |   |                                  |                       |
|----------------------|------------------------|---|----------------------------------|-----------------------|
| Evaluation Frequency | <b>Company</b>         | <b>Battalion</b>                          | <b>Brigade, ARC/Group, GOCOM</b> | <b>MUSARC</b>         |
|                      | 18 Months by Battalion | 18 Months by Brigade, ACR, Group or GOCOM | 18 Months by MUSARC              |                       |
|                      |                        |   |                                  | Biennially by FORSCOM |

Figure 1-9. CSDP evaluation frequency for USAR Organizations

## 1-4. CSDP Training

IAW AR 710-2, Commanders and supervisors must routinely adhere to CSDP procedures and conduct supply discipline training for all subordinates. Tailor training topics to the organization. Appropriate general topics include hand receipt procedures, inventory techniques, proper use/safeguarding of government property; accounting of property book and non-property book items; supply economy, appropriate use of the Government Purchase Card; and others as appropriate.

The Command Supply Discipline Program & Property Accountability Knowledge Center is a virtual, online environment that provides training and tools for knowledge sharing, collaboration, and interaction related to property accountability and command supply discipline.

Training Technology Products can be found and downloaded from the Command Supply Discipline Program & Property Accountability Knowledge Center using the below link.

(<https://www.milsuite.mil/book/community/spaces/sustainnet/quartermastercommunity/propertyaccountability/command-supply-discipline-program-property-accountability-knowledge-center/overview>)

The Property Accountability Virtual Playbook (PAVPB), SSA Terrain Walk, and CSDP virtual training products can be downloaded from the Command Supply Discipline Program & Property Accountability Knowledge Center. Incoming Commanders, Platoon Leaders, and Supply Sergeants will significantly benefit from the PAVPB.

The screenshot shows the homepage of the Command Supply Discipline Program & Property Accountability Knowledge Center. The page features a navigation bar with tabs for Overview, Activity, Content, People, Places, Calendar, and Reports. The main content area is divided into several sections:

- FEATURED VIDEO:** Includes a video titled "WAR ON EXCESS" and a "Property Accountability Virtual Playbook" section with a "Contribute!" button.
- COMPANION LINKS:** Lists various external resources such as SEA Program, CLA Program, AESIP, ALARACT, LDAC, QM School, APD, CMDP, Deployer's Toolbox, FMSWeb, DLA, ASRP, PS Magazine, and Liquid Logistics.
- CSDP & PA FOCUS AREAS:** A list of key areas including HQDA G-4 Property Accountability Division, Property Book Operations, Unit Supply, (FLIPL) Financial Liability Investigation of Property Loss, Government Furnished Property (GFP), Audit Readiness, QM Strategic Communications, Logistics Magazines & Newsletters, PROPERTY ACCOUNTING TECHNICIAN (920A), 92Y Supply Specialist, GCSS-ARMYNet, and GCSS-Army Lead Users.
- SUPPLY EXCELLENCE AWARD TEAM:** Lists team members including SEA TEAM CHIEF CW5 Anthony Barnes, SEA TEAM EVALUATOR CW3 John Carrington, and SEA TEAM EVALUATOR CW4 Adam Coltes.
- RECENT ACTIVITIES & DISCUSSIONS:** A list of recent documents and discussions, such as "NETCOM OPORD 210505-10G4, Hand Held Terminals (HHTs) Network Compliance.pdf" and "SBCT-DVHA1 Shelf Planograph May 2021.pdf".

Red boxes and arrows highlight specific content areas:

- Property Accountability Virtual Playbook** (top right)
- CSDP & PA Related Videos** (middle left)
- Unit level training resources** and **Institutional Training Links** (middle left)
- Change of Command Success**, **Checklists**, and **Lessons Learned** (middle right)
- Army Knowledge Links and Resources** (bottom left)
- Army Regulations**, **ALARACT Messages**, and **Department of the Army Pamphlets** (bottom right)
- CSDP Checklist**, **Handbooks**, and **SOP Samples** (top right)
- Type of Inventories**, **Tutorials**, and **Memo samples** (bottom right)

Figure 1-10. Command Supply Discipline Program and Property Accountability Knowledge Center

## CHAPTER 2: PROPERTY ACCOUNTABILITY

### 2-1. Types of property

All property (including historical artifacts, art, flags, organizational property, and associated items) acquired by the Army from any source, whether bought, scrounged, donated, and so forth, must be accounted for as prescribed by AR 710-2. The accounting must be continuous from the time of acquisition until the property's ultimate consumption or disposal occurs. All Army property, except real property, is classified as expendable, durable, or non-expendable. GCSS Army terminology for property is Stock and Provisions. Stock is Class II and VII non-expendable end items such as helicopters, trucks, and weapons. Provisions are expendable and durables, such as office supplies to COEI, BII, and other hand tools. Additionally, an Army Requirements Code (ARC) is a one-position, alphabetic code that identifies the level of accounting required for an item of supply. Non-expendable items will have an ARC of "N," Durable items will have an ARC of "D," and Expendable items will have an ARC of "X."

1. Non-expendable property (Stock) with an ARC of "N." is not consumed in use and retains its original identity during the period of use. This includes all non-consumable major end items authorized by DA-recognized authorization documents. Property book officers manage Non-expendable property.
2. Expendable property (Provisions) with an ARC of "E" is consumed or loses its identity in use (i.e., paper, pencils, and office supplies). Also, it includes items not consumed in use, with a unit cost of less than \$500, and having a CIIC of "U" assigned.
3. Durable property (Provisions) with an ARC of "D" is not consumed in use (i.e., hand tools, components of an end item, etc., special tools) but requires accountability at the unit level. Its unique characteristics require control when issued to the user.

### 2-2. Assign Property

Global Combat Support System-Army (GCSS-Army) is the Army accountable property system of record (ASPR). GCSS-Army is an integrated, Enterprise Resource Planning (ERP) solution with three business areas, Unit Supply, Property Book, and Field Maintenance.

One of the most critical aspects of maintaining good supply discipline is assigning responsibility for equipment to users. Ensuring 100% of property accountability increases maintaining supply discipline. The following are a few tools used to assign responsibility for property: property books, Storage Locations (SLOCs)/hand receipts/sub-hand receipts, temporary hand receipts, and equipment receipts.

1. The Property Book Officer (PBO) must acknowledge accepting responsibility for the unit's property found on accountable property records. The PBO is responsible for assigning property on a primary hand receipt to a primary hand receipt holder (PHRH) or Commander. Their signature indicates that they have received the property and accept responsibility (Stock and Provisions). The change of command inventory includes both the Stock and Provisional MAT\_SIT.
2. Hand receipts and sub-hand receipts (SLOCs) are required whenever non-expendable or durable (Stock and Provisions) items are issued. The hand receipt lists the property that was issued. The signature of a person on a hand receipt establishes direct responsibility. Prepare separate hand receipts for installation and organization property. Sub-hand receipts assign property down to the user level (SLOCs). Supply Sergeants are responsible for ensuring all of the Commander SLOC property is reassigned to the appropriate sub-hand receipt holder and user (SLOC). Supply Sergeants will document component shortages using PB01 work order in "T" Code IQ09/IW31 directly tied to the equipment number. The GCSS-Army End User Manual (EUM) provides specific procedures for preparing hand receipts. Additionally, all property issued from the PBO to the PHRH, sub-hand receipt holders, and component hand receipts must

be issued using GCSS-Army. Manual forms should not be used unless the operational environment constrains the use of automated systems.

**a.** Commanders should review the stock and provisional MAT\_SIT report of the Commander's Storage Location (SLOC) in GCSS-Army for accuracy. This report will show discrepancies on the Commander's entire hand receipt and what property isn't sub-hand receipted. The only items on the Commander's hand receipt should be those with active suspense, i.e., receipt of new equipment, equipment being turned in, or equipment with adjustment documents pending.

**b.** Commanders should request roles and permissions as the Company Commander in GCSS-Army from the Property Book Officer as soon as possible. This is the only way the Commander will access critical reports and familiarize themselves with the system.

**1.** Temporary hand receipts are used to account for property loaned out for 30 days or less. USAR and ARNG: A equipment loan request to an active component unit must be initiated at the ACOM level and approved by the Reserve Component headquarters.

**2.** Equipment receipts assign responsibility for property issued to the same person for brief recurring periods. Examples are the NBC masks, individually assigned weapons, and radiological equipment issued for training. DA Pam 710-2-1 provides specific instructions on preparing equipment receipts (DA Form 3749).

### **2-3. Inventories**

Inventories are mandatory instruments used to assist Commanders in maintaining accurate accountability of property and sustaining supply discipline. Change of Primary Hand Receipt Holder (PHRH) or (Change of Command), Change of Sub-Hand Receipt Holder (SHRH), Annual/Cyclic, and sensitive items inventories are critical inventories Commanders must conduct to maintain supply discipline. Understanding the different inventory types and conducting them as required will allow Commanders to keep track of their assigned property. Additionally, Automatic Identification Technology (AIT) must be used for all required inventories (e.g., change of command, sensitive items, & cyclic inventories). Notably, the Hand Held Terminal (HHT) can perform inventories and print barcode labels; process Post Goods Receipts (PGR); create Lateral Transfer (losing) documents; scan barcode data and associate Lateral Transfer (gaining) document numbers; create Asset Adjustment documents; Reassign assets; and perform Serial, Registration, and Lot Number updates.

**1.** Change of Primary Hand Receipt Holder (PHRH) (also known as change of command) inventory is conducted when the PHRH is replaced. All property listed on hand receipts will be inventoried down to the component level by the incoming and outgoing PHRH. Thirty days are allotted to conduct the joint inventory. The Incoming PHRH may submit a request for an extension in writing to the next higher commander/supervisor when the incoming PHRH cannot complete inventories in the allotted time. Conducting a meticulous change of command inventory will aid Commanders in correcting discrepancies and boosting supply discipline. Ensuring authorized and on-hand quantity match for CTA equipment will reduce excess or shortages identified in the Decision Support Tool (DST). (See Appendix E: Change of Command Helpful Hints on conducting a successful change of command inventory.) The outgoing Commander is responsible for initiating all adjustment documents for unaccounted for end items and components before the incoming Commander validates shortage annexes and signs the primary hand receipt.

**2.** Annual/Cyclic Inventory is a 100% inventory of all property (down to the component level) assigned to the organization. The PBO will designate the monthly or quarterly cyclic inventory method By LIN in a memorandum for record.

**a.** Company commanders/PHRHs conduct this inventory.

**b.** The PBO will provide the monthly GCSS-Army automated cyclic inventory report used to conduct the inventory.

**c.** Commanders will correct all discrepancies and adjustment actions processed before turning the report into the PBO.

**d.** Commanders will inventory the end item, Basic Issue Items (BII), and Components of End Items (COEI) utilizing the GCSS-Army Bill of Material (BOM) and current publication as the authoritative reference for components: technical manual (TM), BOM, SKO, etc. technical manual.

**3. Floor-to-Book Inventory.** Along with cyclic property book inventories, Senior Commanders / Leaders will conduct a monthly Floor-to-Book audit of capital assets valued at \$250k or more. The floor-to-book inventory is a random sampling of assets (i.e., major end items, non-expendable components) found on the "floor" in motor pools, storage areas, arms rooms, supply rooms, and containers. These assets may meet the Capital Asset threshold ("\$250k or more, or other items sampled on Existence Audits [book to floor]"). Commanders must first ensure the asset are accounted for on the property book and correctly posted. Commanders may audit additional assets below the Capital Assets threshold to provide a higher echelon emphasis on accountability and data accuracy. These inventories will comply with audit standards for "completeness." A recommended amount of assets is 10% per month.

**4. Weapons and Ammunition inventories.** Commanders will conduct monthly weapons and ammunition inventories. All other Sensitive Items and unclassified Cryptographic Control Items (CCI) may be inventoried quarterly if separated from the automated sensitive item report in GCSS-A. The PBO will provide an automated sensitive items inventory report generated from GCSS-Army to conduct the inventory. Spare barrels and Personal Owned Weapons will be handwritten on the sensitive items report. Sensitive item inventories are often the most stressful inventories for units; therefore, Commanders must emphasize attention to detail. The most vital point to remember when conducting sensitive and controlled cryptographic item (CCI) inventories is to physically account for serial number items and immediately report any discrepancies to the PBO. As with the other types of inventories, conducting thorough, sensitive item inventories will play a key role in supply discipline.

**a.** The PBO will determine the monthly due date for all sensitive items reports.

**b.** Sensitive Items Inventories cannot be extended past their original due dates.

**c.** The PHRH can assign an NCO, WO, Officer, or DOD Civilian to conduct the sensitive items inventory. The unit armorer will not perform this inventory, nor will this inventory be conducted by the same person two months in a row.

**d.** Sensitive items inventories will not be turned in or accepted by the PBO with discrepancies. Commanders will account for all discrepancies before the PBO accepts the inventory. Annotate the document number for any adjustments actions on the inventory.

**e.** Immediately report all discrepancies found during the sensitive items inventory to the Chain of Command. Commanders will initiate a Serious Incident Report through their Chain of Command. Additionally, the Commander will submit the required adjustment document to the PBO to correct all serial number discrepancies IAW AR 735-5.

**5. Accounting for BII/COEI.** Commanders will ensure that BII/COEI is inventoried and accounted for during every inventory, such as the Initial Receipt of Equipment Inventory, Change of Command Inventory, Sensitive Items Inventory, and Annual/Cyclic and Change of Hand Receipt Holder Inventory.

**a.** Use the GCSS-Army generated Build of Material (BOM) component hand receipt along with the current TM or SC to ensure BII/COEI is present (see **Appendix E** for additional BOM information).

**b.** Always use the most current publication as the authoritative reference for components (see **Appendix F**). If the BOM date is more recent, print publications such as TMs and SKO SCs may be used as guides to help identify items on the BOM CHR. If the TM/SKO SC is more recent, annotate discrepancies directly on the BOM CHR when issuing components.

**c.** Check for discrepancies between the BOM component hand receipts, TM, and the SKO SC before conducting inventories. Sub-hand receipt holders report identified differences between the BOM component hand receipt and TM to the supply sergeant (the Supply Sergeant will submit a help desk ticket to resolve discrepancies).

**d.** Submit a Report of Discrepancy (ROD) for BII/COEI shortages noted during the Receipt of End Item Inventory.

**e.** When no approved BOM exists in GCSS-Army, units will use GCSS-Army transaction code ("t-code") "ZBOMADD" to create a locally managed Operational Support Item (OSI) BOM from the following sources:

- (1) Approved publications
- (2) Manufacturer's documents if no approved publication exists
- (3) A recorded physical inventory of all on hand components if no documentation of any kind exists

**f.** ZBOMADD may also be used to create an OSI BOM when an approved BOM exists and additional components are necessary for commander-directed requirements.

**g.** ZBOMADD may also be used temporarily when a program manager issues new or additional components pending an update to the existing BOM

**h.** Units will remove temporary OSI BOMs once an existing BOM(s) has been updated with approved additions/deletions or newly created.

**i.** Ensure all durable and expendable shortages are listed on the BOM component hand receipt. Ensure unit supply representatives document all Non-Expendable shortages in the PB01 W/O, with the SLOC removed. They can then export, sort, and print IWBK by the ARC. This document can be used as an automated shortage annex and sent to the PBO for signature. Shortage annexes are not a relief of financial responsibility. Commanders will assess financial liability IAW AR 735-5 for all property that becomes lost, damaged, or destroyed by causes other than fair wear and tear. This includes expendable, durable, and non-expendable property.

**j.** The supply sergeant must input all component shortages to include non-expendable and Class IX in GCSS-Army using the PB01 Work Order transaction. The Commander and the sub-hand receipt holder will sign an updated BOM/component listing after shortages have been updated in GCSS-Army.

**k.** The BOM component hand receipt serves as a record of validated shortages when issued to the end-user from the primary hand receipt holder. (DA 2062 shortage annex is no longer required with the use of the BOM component hand receipt)

**l.** Supply representative will immediately order all BII/COEI shortages found. IAW AR 710-2, a supply constraints memorandum will be forwarded to the next higher Commander for approval **if lack of funding precludes the unit from ordering all shortages**. Commanders are authorized to adjust losses of durable hand tools up to \$500 per incident when the loss did not occur from negligence or misconduct. A Memorandum for Record (MFR) will serve as the adjustment document. MFRs must be summarized quarterly and sent to the FLIPL approving authority for review. The FLIPL approving authority will validate the absence of abuse to this adjustment method and annotate concurrence or non-concurrence on the summary.

**6. Split Hand Receipt Inventory.** Deploying/Outgoing Commanders will inventory 100% of their deploying primary hand receipt. They will also sign a new primary hand receipt after completing the 100% inventory



and Rear Detachment Commander signing the Rear Detachment hand receipt. This completes the property book split, and each Commander has assumed responsibility for their equipment. Both forward and rear Commanders will ensure all equipment is Sub-Hand Receipted down to the user level. Deploying Commanders will ensure DD 1750s clearly document all Property Book items. The LIN, NSN, Serial Number, and Nomenclature listed on the DD 1750 must match the Property Book exactly.

7. Tool Inventories. It takes command emphasis and a committed Tool Room Custodian to properly manage tools, update inventories and sign and account for the tool room property. Tools typically have a unit of issue of set, kit, or outfit (SKO). Commanders, field maintenance managers, and supervisors must guarantee that all SKO's and special tools are being used, maintained, accounted for, and promptly replaced when lost, damaged, or destroyed. Tool Room procedures are explained in DA Pam 710–2–1, paragraph 6–3. The tool room custodian can find a copy of DA Form 5519–R (tool sign out log/register) in the back of DA Pam 710–2–1.

| <b>Tool Inventories</b>            |           |
|------------------------------------|-----------|
| SKO Inventories                    | Quarterly |
| Tool Room                          | Annual    |
| Management review of durable tools | Annual    |

Figure 2-1. Tool Inventory

8. Organizational Clothing and Individual Equipment (OCIE) Record Inventory. IAW AR 710-2, commanders will ascertain that Soldiers have all OCIE shown on the OCIE record. The automated system of record for OCIE is Installation Support Modules (ISM). Unit commanders will conduct annual OCIE inspections of all items issued on OCIE records. A clothing record for a Soldier inventory can be generated by using the ISM link: [https://ism.army.mil/ism/SelfServiceServlet?nav.nav\\_id=ssMyClothing](https://ism.army.mil/ism/SelfServiceServlet?nav.nav_id=ssMyClothing). Commanders ensure supervisors inventory Soldier' OCIE within five workdays after arrival or before departure from the unit and 15 days after a field exercise. Additionally, inventory OCIE for Soldiers on AWOL status, hospitalized, or emergency leave immediately upon notification. Inspections will include physical validations of quantities issued and conditions of the items. Supervisors will annotate the inventory results on DA Form 3645. All individuals are responsible for the proper care, custody, and safeguarding of all OCIE issued.

9. Personal Clothing Inventory. IAW AR 700-84, commanders will inspect and inventory personal clothing:

- a. At least annually.
- b. Completion of 6 months (180 days) of active duty service.
- c. The arrival of newly assigned personnel.
- d. Upon return from outside the continental United States (OCONUS).
- e. Before the departure of personnel for OCONUS movement or other permanent change of stations.
- f. Before departure and immediately upon return of personnel from attendance at Service schools.
- g. The discretion of the unit commander.

Supervisors will annotate the record of inspection on DA Form 3078.

## 2-4. Deployment/Redeployment Accountability

Accounting for army property before, during, and after deployment can be very challenging to Commanders. Accounting for property (e.g., MTOE ORG, OCIE) daily during a deployment or field training exercise is highly recommended. Commanders must also conduct 100% inventory and accountability of all utilized equipment during recovery operations. IAW AR 735-5, Para 12-1c, initiate administrative action to account for lost or damaged property.

Deployment/Redeployment inventories will begin when units receive orders and before the loading of containers. Forward and rear hand receipt holders will receive an inventory brief before conducting the inventory and perform inventory actions as outlined in DA Pam 710-2-1, paragraph 9-3.

**1. Deployment.** PHRHs will perform a 100 percent physical inventory of all the property on the PHR that is allocated to remain on their respective forward and rear PHRs. Both forward and rear PHRHs will be required to sign their respective PHRs after the PB split is complete. Based on inventory results submitted in writing, the PBO will split the property books for deployment. Both forward and rear PHRHs will also ensure component hand receipts and shortage annexes are updated accordingly. PBO will further ensure PHRs are updated and make any adjustments required by Army Regulation (AR) 735-5, Property Accountability Policies. Unit supply personnel will ensure that after books are split, establish SHRs within 24-48 hours and present to SHRHs for review and signature before departing home station and container load-outs. It is highly recommended that supply officers supervise this process and provide assistance as needed to ensure actions are accomplished and all property is accounted for at the user level.

**2. Redeployment.** Upon redeployment, a joint inventory with both forward and rear PHRHs will be conducted following the steps outlined in the reference above. The PHRH of the organization will sign the respective lateral transfer document and submit it to the PBO for processing. The property book team will then merge the split property books, generate the consolidated PHR to present to the PHRH for review and signature, including updating component hand receipts and shortage annexes. The unit supply personnel will ensure that SHRs are updated and signed within 24-48 hours after merging to ensure accountability is established and maintained. It is highly recommended that supply officers supervise this process and provide assistance as needed to ensure actions are accomplished and all property is accounted for at the user level.

## 2-5. Government Purchase Card (GPC)

The Government Purchase Card (GPC) is used to make micro-purchases of supplies and services IAW the Federal Acquisition Regulation (FAR): <https://acquisition.gov/sites/default/files/current/far/pdf/FAR.pdf>. GPC is a payment tool for supplies or services in which the aggregate amount does not exceed \$3,000 except for the following:

1. Acquisitions of construction: \$2,000
2. Acquisitions of services: \$2,500
3. Acquisitions of supplies for contingency operations: \$15,000 (CONUS) \$25,000 (OCONUS)

All purchases exceeding purchase limits require formal contracts through the Directorate of Contracting. Commanders can maintain a good supply discipline of the GPC by evaluating the unit's cardholders in the CSDP checklist. All units must have a copy of the Installation Government Purchase Card Standard Operation Procedures (SOP) on hand and a copy of the appointment memorandum on file from the Director of Contracting for the cardholders. Units should also develop an internal SOP for the Government Purchase Card and ensure all cardholders comply. For further guidance on the GPC, see <https://acquisition.gov/sites/default/files/current/far/pdf/FAR.pdf>.

## 2-6. Financial Liability Investigations of Property Loss

IAW AR 735-5, Financial Liability Investigations of Property Loss (FLIPL), documents the circumstances concerning the loss, damage, or destruction (LDD) of Government property (see **Appendix I**). It serves as a supporting document for adjusting the property from accountable records. It also documents a financial liability charge assessed against an individual or entity or provides relief from financial liability. IAW HQDA EXORD 217-20, Electronic Financial Liability Investigation (eFLIPL), all army organizations must initiate FLIPLs using eFLIPL. eFLIPL is a Web-based system designed to walk users through the process of completing a FLIPL (see **Figure 7** in **Appendix I**). The hand receipt holder, accountable officer, or the person with the most knowledge will initiate a financial liability investigation when negligence or willful misconduct is suspected. An individual or entity does not admit liability or a "controlled item" when the item is lost." A FLIPL includes LDD of Government property that involves a change of the accountable officer's inventory. The outgoing accountable officer does not make voluntary payments for the full Government property loss. It also includes LDD of Government property and real property and furnishings that exceed an individual's one-month pay. (For additional guidance, see AR 735-5.)

## 2-7. Total Equipment Management Strategy (TEMS)

TEMS is the governing forum for distribution, redistribution, and 100% divestiture of excess equipment while prioritizing resources towards building equipment on hand (EOH) readiness. Units accomplish excess divestiture through lateral transfers (both internal and external); and turn-in to Depots and DLA Disposition Services.

**Lateral Transfer:** The unit property book officer or higher headquarters will direct lateral transfer disposition instructions using the Decision Support Tool (DST). Lateral transfer disposition instructions are based upon MTOE or TDA authorization shortages and excess identified by unit property book officers or higher headquarters.

1. Losing unit ensures equipment maintenance condition code is 10/20 standard before lateral transfer.
2. Lateral transfers must be executed on or before disposition instructions suspense date.
3. Losing unit may request a suspense date extension through BN S4.
4. Units designated to receive equipment will not refuse the lateral transfer if it fills a shortage, is not scheduled to be fielded, or cannot support variant/configuration.
5. Lateral transfers must be posted to property book within seven (7) calendar days after receipt of equipment, IAW DOD Instruction 5000.64.

**Turn Ins:** The unit property book officer or higher headquarters will direct turn-in disposition instructions using the Decision Support Tool (DST). Turn In disposition instructions are based upon MTOE authorization excess identified by unit property book officer or higher headquarters or obsolete equipment listed on the Master Divestiture List (MDL). The MDL is updated monthly in DST.

1. Unit ensures equipment maintenance condition code is IAW disposition instructions before turn in ("As Is," or 10/20 standard).
2. Execute Turn Ins on or before the disposition instructions suspense date.
3. Losing unit may request a suspense date extension through BN S4.
4. PBOs will post Equipment turn-ins to the property book within seven (7) calendar days after turn-in, IAW DOD Instruction 5000.64.

## **2-8. Equipment on Hand (EOH) Unit Status Reporting (USR)**

The BDE staff receives and consolidates unit-level reports from detachments, separate companies, and battalions. Unit assessments are based upon the status of four primary areas: Personnel, EOH, Equipment Serviceability, and Training. USR reports reflect the unit commander's measured assessment of his or her unit's overall status. The assessment is based upon how the unit is organized and designed using established procedures to compare selected personnel, equipment on hand, equipment readiness, and training factors to wartime or primary mission requirements for which the unit is organized or designed. These reports are reviewed by commanders at higher levels and placed into NETUSR, the Army's readiness reporting system. EOH S-Levels is determined by line item number (LIN) of the on-hand availability status of designated critical items (pacing items) and mission essential equipment items (ERC A). The highest possible EOH S-Level is achieved by validating MTOE authorized equipment is on hand, on requisition, New Equipment Fielding, or incoming on lateral transfer directive.

## **CHAPTER 3: SUPPLY READINESS**

### **3-1. Supply Readiness**

Commanders should be familiar with maintenance and CLIX supply procedures to monitor an effective maintenance readiness program. Commanders must emphasize the importance of establishing and implementing effective maintenance and supply procedures in all elements of their equipment readiness. IAW AR 710-2, para 2-6, Commanders must ensure that unserviceable repairable items, critical items, intensively managed items, and automatic return items are returned through retrograde channels. Return items within ten working days (30 days for USAR) after receipt of the new item.

Commanders use the information on materiel and unit readiness reports to analyze, predict, and make decisions on each units' ability to perform its mission with equipment and the parts they have on hand to maintain them. These reports are completed during deployments and garrison operations and are useful when they are timely, accurate, and complete. Reports should reflect work orders and parts needed to complete repairs required to maintain readiness. The materiel readiness of an organization reflects the capability of assigned equipment or systems to accomplish their missions.

Shop Supply, including Shop Stock, Bench Stock, Parts Received not Issued, and Unserviceable Repair Parts are still considered unit property. There is custodial and command responsibility to manage those parts and continuously account for them until consumed against equipment work orders or any proper movement necessary for that part.

Commanders must review the reconciliation report generated from Global Combat Support System-Army (GCSS-A) to manage their maintenance operations. The reconciliation report shows the balance between open SSA records and open customer records in GCSS-Army. Commanders must review the reconciliation report monthly to ensure requisitions have a valid supply status IAW AR 725-50 Table C-31. The reconciliation report is generated monthly from the GCSS-A system at the supporting SSA.

1. Accountable Officers must have customer units validate and reconcile open supply requests each month; this is done quarterly in the ARNG and USAR (IAW DA PAM 710-2-2 para 19-1).
2. Unit leaders should visit the supporting SSA and review the status of the open high-priority requests weekly.

### **3-2. CLIX Management**

The Command Supply Discipline Program (CSDP) also concerns the management of Class IX assets at the SSA levels (AR 710-2). Proper accountability and availability of stocks at the SSAs play a vital role in the equipment readiness of the unit and provide the combat capabilities needed to fight and win. The management of SSAs includes but is not limited to: having the amount of supplies required for deployment, monitoring of performance metrics, reviewing stocks, and conducting inventories.

Two types of maintenance-related supplies are authorized to be on hand in support-level maintenance activities: bench stocks, which are low-cost, unpredictably used consumables, and shop stocks, which are demand-supported. Bench Stock and Shop Stock will primarily be authorized and carried by the FSC Commander. Maintenance activities have these parts to support themselves and other units within their command. Additionally, parts received-not issued, unserviceable recoverable parts, repairable parts, or potential excess parts may also be on hand. These are considered unit property and carry the responsibility for proper management.

Bench stocks are low-cost, high-use, consumable Supply Class II (clothing and equipment), III P (packaged petroleum, oils, and lubricants), IV (construction materials), and IX (repair parts) items (less components) used by maintenance personnel at an unpredictable rate. Bench stocks consist of common hardware, nuts,

bolts, washers, capacitors, wire, tubing, hoses, ropes, webbing, thread, welding rods, sandpaper, gasket material, sheet metal, seals, oils, grease, and repair kits. It is imperative to code bench stock parts properly in GCSS-Army. Bench stock parts will have a "safety stock," the amount of material you want to maintain on hand. Designate Bench stock in GCSS-Army as "PD" MRP Type.

Also, in GCSS-Army, the bench stock storage bin location and the named physical location will be recorded for record-keeping purposes. Lastly, the bench stock indicator in GCSS-Army is set to "X."

Shop Stock consists of unit maintenance repair parts that are demand supported, non-demand supported, and repair parts specified as initial stockage for newly introduced end items. IAW AR 710-2, para 2-21, six demands within the control period qualify an item for initial stockage. Three demands to retain (Ground) in one review period (1yr); three demands to add; and one demand to retain (Air, Missile, Medical). Shop Stock is not authorized for Maintenance Activities co-located with an SSA. The Forward Support Company (FSC) is not considered to be co-located with the SSA.

Units will implement a shop stock management system to optimize equipment readiness. First, units will conduct a deliberate inventory of all shop stock and bench stock to ensure all quantities are correct in GCSS-Army. This ensures personnel can rapidly locate on-hand parts and reduce NMC time. FORSCOM provides guidelines for the maximum amount of shop stock lines that should be carried depending on the unit type. The number of shop stock lines authorized is the maximum amount allowed. However, units should only carry the authorized maximum amount of shop stock lines required based upon demand. Units will have fewer shop stock lines to manage/account for and be cost-effective.

| MRP Type Description    | How Determined  | Safety Stock | ROP | Storage Bin | BS Indicator |
|-------------------------|---|--------------|-----|-------------|--------------|
| <b>Demand Supported</b> | Forecasting Process(Quarterly) unless the unit is part of OSSL                                  |              |     | X           |              |
| <b>Command Add</b>      | Command choice. These lines do not have a demand and can only be up to 10% of lines that are ZV | X            |     | X           |              |
| <b>Provisional</b>      | New Equipment Fielding Mandatory Parts List   | X            |     | X           |              |
| <b>Non-demand</b>       | Normally Excess or PRNI   |              |     |             |              |
| <b>Non-demand</b>       | Bench Stock   | X            |     | X           | X            |

Figure 3-1. GCSS-Army Shop Stock Coding Instructions

Parts Received not Issued (PRNI) are parts ordered primarily for equipment work orders but are still awaiting installation and located in the stock room. PRNI could also be basic load items such as magazines, tent stakes, AA batteries, etc. These items will be issued and picked up by the requesting representative from the motor pool. PRNI should match what is in the vehicle bins and what is to be issued according to IWBK or ZISSUE. Issuing parts in the system but not physically doing the act is acceptable but has to be appropriately managed, or it can lead to parts piling up and becoming excess.

Excess parts found in the motor pool, typically in containers, were never installed or previously authorized shop stock but no longer required based upon lack of demand. GCSS-A will also account for authorized parts that are excess in quantity. Commanders may have parts on hand in GCSS-Army, but no longer physically on hand. This can happen when parts are issued but not issued against an open equipment work order. Parts must be ordered and issued against an open equipment work order. Proper management of CLIX parts will reduce the likelihood of this happening. Turn in excess to the SSA once it has been found. Commands can request credit when processing the ZXS, but there is no guarantee credit will be granted.

If excess parts are not physically on hand, conduct causative research to identify who should have received the parts.

Commanders should ensure:

1. The SSA conducts a monthly item-by-item review with each supported unit to validate the need, quantity requested, and reconciliation of records.
2. Ensure that physical stock locations and quantities on-hand match bench and shop stock records.
3. Units must ensure shop stocks and bench stocks are set with the proper MRP Types and replenishment quantities in GCSS-Army.
4. Unit maintenance personnel will verify that Shop Stock open requisitions are still required every month. Additionally, unit maintenance personnel will verify the Shop Stock requisitions to ensure that the quantity requested plus the quantity on hand does not exceed the total authorized level. Requests for items identified for a specific piece of equipment will be validated using the equipment uncorrected fault record. Requested items not found in the uncorrected fault records will be canceled or transferred to another work order.
5. Support maintenance supply personnel will verify that open supply requisitions are still required for specific work orders. Requests for items not on open work orders will be canceled or transferred to another work order.
6. Both unit and support maintenance activities operating on a work order basis will, at the time work orders are closed, cancel or transfer all open requests for that work order.
7. Stock record accounts will, as an objective, ensure that open requisitions plus assets on hand do not exceed authorized levels plus due-outs each day a line item has activity.
8. Tracking the issue of repair parts. Shop stock is issued to only equipment work orders. However, bench stock can be issued to equipment work orders or the cost center.
9. Ensure excess repair parts are turned in IAW appropriate turn-in procedures. Request credit when creating the ZXS turn-in document in GCSS-Army if a shop stock part is no longer required to be carried as a shop stock line.

### **3-3. GCSS-Army ZPARK and Release Strategy**

ZPARK is the means within GCSS-Army by which commanders verify that funds are available to cover the cost of materials: stock transport order (STO), purchase requisitions (PR), or purchase orders (PO). Once an order clears ZPARK, it proceeds to the release strategy (RS), where the requisition will interrogate the RS to see if it meets any of the conditions established in the release strategy before going to the SSA to check for availability of stock (See Appendix I: Requisitioning: Materiel and Resource Manager Controls). Non-Standard Material requests will go to Release Strategy first, then ZPARK, and requires Execution Manager(s) (EM) to convert. A commander's designated materiel and EM manage the release strategy. In addition, at the Commander's discretion, a dollar amount threshold is set in the re-lease strategy for proper review of the requisition by the Commander to ensure the unit has funds to cover the requirement. Recommend that commanders and unit supply representatives review ZPARK using transaction code ME5A. Recommend ZPARK is reviewed and cleared at a minimum of two times daily on-duty days, consistent with funding availability. Monitor the age of the requisition pending release to ensure no unnecessary delays occur.





### **3-4. Recoverable Item Management**

Standard Pricing and Credit (SP&C) is the business process of a one-for-one issue to turn-in matching of reparable/recoverable items. The credit policy for all recoverable items (Class II, VII, and IX) is in DFAS-IN Regulation 37-1, Chapter 13. IAW AR 710-2, Para 2-6, recoverable items will be turned in within ten working days. Allowable credit days in GCSS-Army are set to 999 days; however, units should comply with the timeline in AR 710-2 for financial compliance and readiness. To ensure audit compliance at the command level, G4/S4s and Execution Managers will conduct recoverable management oversight, credit tracking, credit resolution, administrative clearing of recoverable and repairable records. Commanders must enforce controls over initial issue ordering and return of recoverable items. O5 and above level Commanders must approve the deletion of initial issue returns before the document is deleted.

Also, issue credit matches will only be made at the Funds Center level. Personnel with GCSS-Army execution management roles in the BSB SPO or BDE S4 are authorized to request that materiel managers in the DSB/ESC SPO administratively close aged turn-in transactions (greater than 180 days) to prevent a loss of turn-in credit due to matching errors. Execution Managers should be versed in the Early Turn-In (ETI) before issue capability.

## **SUMMARY**

The Command Supply Discipline Program and Inventory Types and Procedures Guide's goal is for Commanders and leaders at all levels to understand and enforce the importance of managing and conducting routine and scheduled logistical tasks of property, funds, and resources. A successful CSDP requires a leader's emphasis on implementing effective procedures to develop and maintain a CSDP program and a vehicle to provide feedback with timely corrective actions of shortcomings.

Successful accountability and its accomplishment are paramount at every level of leadership. Aggressive implementation of the inventory process is imperative in maintaining full accountability of property within an organization. Commanders and supply personnel will find this handbook useful as a reference in conducting inventories.

Through command emphasis, training, communication, and evaluation, Commanders at all levels can achieve maximum accountability and proper usage of resources. Executing an effective CSDP will help Commanders comply with the Department of the Army's goal for safekeeping and preserving Army equipment and resources.

## Appendix A. References

- a. [AR 15-6](#), Procedures for Investigating Officers and Boards of Officers, dated 2 October 2006. This regulation covers the procedures for conducting 15-6 investigations.
- b. [AR 710-2](#), Inventory Supply Policy Below the National Level, dated 28 March 2008, is the basic policy regulation for all supply activities. It outlines regulatory guidelines for the Property Book Office and the Supply Support Activities.
- c. [AR 725-50](#), Requisition, Receipt, and Issue System, dated 15 November 1995. This regulation is most often used to resolve questions about the requisitioning process.
- d. [AR 735-5](#), Policies and Procedures for Property Accountability, dated 28 February 2005. This regulation outlines the types of responsibilities and the difference between accountability and responsibility. However, supply personnel most often use it to prepare Financial Liability Investigations of Property Loss.
- e. [AR 750-1](#), Army Materiel Maintenance Policy, dated 20 September 2007. This regulation covers the Department of the Army Policy for general maintenance operations, commodity-oriented maintenance operations, and maintenance management systems.
- f. [DA PAM 710-2-1](#), Using Unit Supply System (Manual Procedures), dated 31 December 1997.
- g. [DA PAM 710-2-2](#), Supply Support Activity Procedures, dated 30 September 1998. This regulation provides procedures to follow when conducting daily business with the Supply Support Activity (SSA).
- h. [HQDA EXORD 138-21](#), Global Combat Support System-Army (GCSS-Army)
- i. [DA PAM 708-2](#) Cataloging and Supply Management Data Procedures for the Army Enterprise Material Master

## Appendix B. Definitions of Terms

**Accountability.** Accountability is the obligation of a person to keep records of property, documents, or funds. These records show identification data, gains, losses, dues-in, dues-out, and balances on hand or in use.

**Additional Authorization List (AAL).** These items are authorized by MTOE, TDA, or a common or joint table of allowances for use with the end item. Since they are **optional**, the unit retains these items if the end item is transferred or turned in. Examples of radio AAL are cables, adapter wires, and batteries.

**Acquisition Advice Code (AAC).** Indicates to the requisitioner how and under what restrictions an item will be acquired. Usually, the three basic methods are; requisition, fabrication or assembly, or Local Purchase. This code is relevant only at the customer level and is assigned at the DA level—source: DOD 4100.39-M.

**Accounting Requirements Code (ARC).** An ARC is assigned to each supply item to identify its specific classification and the degree of accounting and control that must be applied at the user level. (Non-expendable "N", Expendable "E", Durable "D").

**Basic Issue Item (BII).** Essential auxiliary items are required to operate equipment and enable it to perform its designated mission and function.

**Bill of Material (BOM).** A complete, formally structured list of the components that make up a product or assembly. A BOM represents a parent/child relationship between a weapon system or end item, its assemblies, its subassembly components, together with the item number, quantity, and unit of measure. (GCSS-Army Component Listing)

**Components of End Item (COEI).** These items are part of the end item but are removed and packed separately for transportation or shipment. These items must stay with the end item whenever it is transferred or turned in. An example is an antenna that goes with a radio set. The end item's TM authorizes COEI.

**Global Combat Support System-Army (GCSS-Army).** Enterprise Resource Planning solution provides functional services to the business enterprise mission areas; GCSS-Army is focused on Property Book, Supply Operations, Tactical Maintenance, and Enterprise Aviation Logistics, along with associated logistics management and tactical finance functionality.

**Document Number.** A unique reference number is assigned to a requisition or a release/receipt document to identify the transaction throughout the logistics system and for the transaction's life until its retirement is authorized in official audit reports. The first six positions are the DoDAAC of the reporting activity; the next four are the year and three-position numerical day of the year; the next is the utilization code. The last three positions are the activity serial number.

**Material Document Number.** GCSS-A generated documents numbers have ten digits, but the first two digits indicate the type of transaction taking place.

**Material Number.** The customer uses the material number to order supply or property: National Stock Number (NSN) or part number.

**Material Planning Object (MPO).** Equivalent to Line Item Number (LIN) in legacy.

**MRP Type.** Defines how the material in GCSS-Army is planned. It defines specific attributes of the material and has essential control functions. MRP Types are (PD, ZM, ZP, and ZV)

## Appendix B. Definitions of Terms (continued)

**Responsibility.** Responsibility is the obligation of an individual to ensure Government property and funds entrusted to their possession, command, or supervision are properly used and cared for and that proper custody, safekeeping, and disposition are provided.

**Post Goods Issue (PGI).** The issuing of supplies to a customer or external vendor. Legacy equivalent:

**Post Goods Receipt (PGR).** The time between posting to the customer's bin at the SSA and retrieving the parts from the SSA.

**Provisions.** Provisions are used to plan consumable items that a Unit needs to perform its tasks and missions. Examples of Provision usage are Shop Stock, ASL, and Basic Load.

**Stock.** A Non-expendable item in GCSS-Army. A Material Planning Object (MPO) number is created for each non-expendable item in GCSS-Army.

**Storage Location (SLoc).** A logistics element or cost capturing entity within a unit. There is one SLoc created for the Commander's Primary Hand Receipt; also, establish SLocs for the further sub-hand receipting of property at the platoon or section level.

**Supply economy** – The conservation of material resources by every individual dealing with Army supplies. To ensure proper items in the necessary amount are used to accomplish a task. The term stewardship of resources is synonymous with supply economy.

**Supply discipline** - Applies to all functions and supply levels (from unit/contractor through national users) and effective use of supply funds. To comply with established DA regulations to effectively administer supply economy.

## Appendix C – Company Commander's CSDP Quick Reference Guide

| <b>Table B-8</b>  |  | <b>Company Commander's CSDP Quick Reference Guide</b> |  |
|---|--|---|--|
| <b>Task / Requirement</b>   | <b>Amplification</b>   |   |  |
| <b>A. Command Property Responsibility</b>   |  |   |  |
| 1. Commander has responsibility for proper use, care, custody, and safekeeping of all property.                             | Ensure SOPs are current and complete. Ensure procedures outlined in Army Supply Regulations and Local Policy are adhered to. AR 710-2(1-12b & 1-31b); AR 735-5 (2-8).  |   |  |
| 2. Commander ensures all unit and section property is assigned direct responsibility.                                       | Commander/primary hand receipt holder accepts direct responsibility for all property by signing a hand receipt from each issuing property book. AR 710-2 (2-5g & 2-10d).   |   |  |
|   | a. The unit commander or primary hand receipt holder further delegates responsibility for all unit and section property assigned by using permanent or temporary hand receipts. AR 710-2 (2-10g & App F).  |   |  |
|   | b. Hand receipt annexes reflect only the shortages.  |   |  |
|   | c. Use of component hand receipt is mandatory when issuing items with components to an intended user. Use either the component hand receipt or hand receipt annex when issuing items to supervisors above the user.  |   |  |
| 3. Commander appoints new hand receipt holder (HRH) in a timely manner and ensures all hand receipts are kept current.      | Upon notification that an HRH will be absent for an extended period, the commander or activity chief will appoint an interim HRH & inventory team. AR 710-2 (2-10g (7)). Hand receipts are posted as changes occur or when change documents are used. When using change documents, update hand receipts every six months, start at the oldest change document in effect. AR 710-2 (2-10h (5) & App F). |   |  |
| 4. Commander takes responsibility for safeguarding supplies & ensuring all material is kept mission ready.                  | Initiate internal control checklists per AR 11-2. Conducts inspections. AR 710-2 (2-12).   |   |  |
| <b>B. General</b>   |  |   |  |
| 1. Deviations from Army supply policy are approved by HQDA.   | Request via command channels to HQDA, DCS, G-4, (DALO-SMP), 105 Army Pentagon, Wash DC 20310-0105. AR 710-2, AR 735-5 (8-2).   |   |  |
| 2. Supply constraints are identified and reported.  | Supply constraints are prepared and forwarded through command channels per AR 725-50. AR 710-2 (1-9).  |   |  |
| 3. Commander uses a Hazardous Materials Management Program.   | The use of HAZMAT will be minimized/controlled to decrease public health hazards and damage to the environment. AR 710-2 (1-28); AR 200-1 (4-1a, 4-3a); TM38-410.  |   |  |
| <b>C. Requesting and receiving supplies</b>   |  |   |  |
| 1. Authorized property is on hand or on valid requisition.  | Ensure that all property and components listed in the authorized column of the MTOE, TDA, or JTA and basic loads are on hand or on request. AR 710-2 (2-6a).   |   |  |
| 2. Unit reviews Overage Recoverable Items List (ORIL) regularly.  | Recoverable requests are preceded by a turn-in of an unserviceable like item, if under special circumstances and no prior turn-in is possible/ practical, follow the outline in AR 710-2 (2-6e).   |   |  |
| 3. Unit has established and maintains document registers.   | Maintain a document register for all supply actions at the organizational element authorized to request supplies. AR 710-2 (2-6h). (Transaction code ZRRR)   |   |  |
| 4. Commander verifies the requirement for every local purchase.   | Commanders are responsible for verifying the requirement for local purchases and process Non-expendable local purchase requests through the PBO. AR 710-2 (4-16).  |   |  |
| 5. Commander ensures Impact & GCPC cardholders reconcile purchases with the PBO and the certifying official as appropriate. | The Government-wide Commercial Purchase Card (GCPC) and Impact Card (Unit Funds) cardholders will present purchase documentation to the PBO w/in five days of purchasing to determine accountability standards for the item.   |   |  |
| 6. Unit receipts for supplies properly.   | The responsible officer, or designated representative, will receive supplies for their unit, the designee will be listed on a DA Form 1687. AR 710-2 (2-8a). When discrepancies occur, the unit documents this and notifies the SSA promptly. AR 710-2 (2-8c & d); AR 735-5 (6-5). (Transaction code VL06i)  |   |  |
| 7. Commander regularly reconciles and validates all supply requests.  | Commanders or supervisors will validate all their open supply requests with the SSA or other ordering activity. AR 710-2 (2-7d). (Transaction code ZPROSTAT)   |   |  |
| 8. Unit submits cancellation requests correctly and in a timely manner.   | Commanders ensure that as requested items are not needed, a cancellation request is sent to SSA or other ordering activity. Send cancellation requests through GCSS-Army. AR 710-2 (2-7c).   |   |  |



|  |   |
|--|---|
| <b>D. Disposition of property</b>  |   |
| 1. Commander ensures all unit turn-ins of excess property, found property, all unserviceable, repairable and unrepairable PBO property (with all associated components) are done IAW Army Regulations. | Turn-ins are initiated w/in ten days of the effective date of the authorization document change. No turn-in is made directly to DRMO. AR 710-2 (2-13b). Process repairables thru SSA with completed DA Form 2407 (Maint. Request). AR 710-2 (2-13b). Items discovered not on records are turned in thru the PBO to the SSA as "Found on Installation" property. ARNG units will assign a document number to the turn-in document and process item to the USPFO. |
| <b>E. Ammunition Accounting</b>  |   |
| 1. Commander designates responsibility for all ammunition issued to the unit.  | Ammunition drawn and used for basic or operational loads or training requires strict hand receipt control to the immediate supervisor. AR 710-2 (2-43 b&c) & AR 5-13.   |
| 2. Unit turns-in residue and unexpended ammunition at the completion of training. Also, the commander ensures that the unit turns in all found ammunition.   | Segregate by live rounds, unfired primers, dangerous material ammunition, and residue for turn-in to the SSA. AR 710-2 (2-45) . Turn in ammunition through parent organization to SSA as found on installation property. No turn-in document is required. Support Amnesty. AR 710-2 (2-48).   |
| <b>F. Organizational clothing and individual equipment (OCIE) and personal clothing</b>  |   |
| 1. Command maintains OCIE records.   | Duplicate copies of OCIE records provided by OCIE issue point for unit personnel will be on file, Soldiers must clear OCIE points to PCS and ETS. AR 710-2 (2-14i (3)(a)).  |
| 2. Commander authorizes all cash purchases of OCIE from the CIF.   | The commander must provide a signed authorization for a soldier to replace OCIE missing items with a cash purchase. Process IAW AR 710-2 (2-16b); AR735-5 (12-2b).  |
| 3. Commander approves all OCIE damage statements for field training exercises if no negligence/ misconduct   | The unit commander signs the damage statement verifying no negligence or misconduct was involved. The Soldier completes an exchange for serviceable OCIE with the statement, OCIE record, and damaged OCIE. AR 735-5 (14-26).   |
| 4. Command maintains and inspects Soldier's clothing and records.  | Once a soldier has six months in service, inspect to ensure all clothing items were issued. AR 700-84 (5-2b, 14-5). Conduct inspections to ensure authorized items are on hand and serviceable. AR 700-84 (1-4i.)   |
|  | a. For Active Army, keep a copy of the DA Form 3078 (Personal Clothing Request) on file for those first six months. Once the Soldier has all authorized personal clothing items, destroy the DA Form 3078.  |
|  | b. For ARNG and USAR, use DA Form 4886 (Issue In-Kind Personal Clothing Record) to account for personal clothing issued to individuals. Keep DA Form 4886 on file until the Soldier PCS or leaves the service.  |
| 5. Command conducts OCIE inventories after listed events to ensure authorized quantities are on hand and serviceable.  | a. Soldiers departing from or newly assigned to the unit.<br>b. Soldiers placed in AWOL status, hospitalized, or emergency leave.<br>c. Soldiers returned from a field exercise. AR 710-2 (Table 2-2,m).  |
| 6. Commander authorizes approvals of field training exercise OCIE damage statements if no negligence or misconduct.  | The unit commander signs the damage statement verifying no negligence or misconduct was involved. With the statement and OCIE, the Soldier completes an exchange for serviceable replacements. AR 735-5 (14-26c).   |
| 7. Commander assigns personal responsibility for all property issued for personal use.   | Property issued for personal use will be issued on a hand receipt, OCIE record, or equipment receipt. Army property will not be used for any private purpose except as authorized by HQDA. AR 710-2 (2-10g) & App F; AR 735-5 (2-8).  |
| <b>G. Management of loads</b>  |   |
| 1. Commander ensures Basic Loads are maintained properly.  | Units designated by their ACOM/ASCC/DRU will maintain basic loads of Class 1, 2 w/maps), 3, 4 (type classified only), 5, and 8 (except medical repair parts) supplies. The ACOM/ASCC /DRU prescribes stock levels. Authorized quantities will be on hand or request. ARNG units are not authorized to maintain basic loads. AR 710-2 (Table 2-2 , k & l ).  |
| 2. Commander ensures Operational Loads are maintained properly.  | Maintain 15-day (7 if the item is available in SSSC) stock of expendable & durable Class 2 (also maps), 3 (packaged), 4, and 8 (except medical repair parts) supplies based on allowances in CTA 50-970 & CTA 8-100. Operational loads of Class 3 (bulk) supplies are maintained by units as directed by their ACOM/ASCC/DRU. AR 710-2 (2-20b).   |
| 3. Commander ensures an authorized level of maintenance is supported properly with Shop Stocks.  | If authorized to perform higher maintenance levels on organic equipment, associated repair parts are included in Shop Stocks. Unauthorized units are not authorized to maintain shop/bench stocks (except AVUM units with bench stock). AR 710-2 (2-21j).   |

| <b>H. Inventories</b>   |   |
|---|---|
| 1. Commander ensures a proper inventory takes place when a change of primary hand receipt holder (PHRH) | When PHRH is replaced, unit property will be jointly inventoried before the new PHRH accepts responsibility. New PHRH takes responsibility by signing a receipt from the property book from which the property was issued. AR 710-2 (2-12 & Table 2-2, a).  |
| 2. Commander ensures an inventory is conducted before receipt, turn-in, or issue of property.           | Before property is receipted or issued, HRH will conduct a complete inventory (include verification of serial numbers if applicable). Before turn-ins, inventory is conducted & component shortages are documented. AR 710-2 (Table 2-2, f).  |
| 3. Commander ensures a proper turnover in the change of custody of arms storage facility.               | When responsibility for the custody of the arms storage facility keys are transferred between authorized persons, they will conduct a physical count of the weapons and ammunition. Results will be recorded on a hand receipt. AR 710-2 (Table 2-2, g).  |
| 4. Commanders direct the required special circumstance inventories.                                     | Commanders ensure inventories are conducted following evidence of insecurity, alleged misappropriations of property, or field exercises. AR 710-2 (Table 2-2, h).   |
| 5. Commander ensures proper controlled item, weapons, and ammunition inventories occur.                 | For Controlled items identified in AMDF within FEDLOG by CIIC of "1-6, 8, 9, P, O, R, \$, or Y." (night vision devices and navigation systems (GPS)) kept by the using unit will be inventoried by serial number when applicable. Sensitive item inventory results will be recorded on a memorandum signed by the PHRH. AR 710-2 (2-12 d & Table 2-2, i). For weapons and ammunition, the unit commander or designated NCO, warrant officer, commissioned officer or DOD civilian will inventory weapons by serial number and ammunition by lot and serial number. Unit armorers will not conduct this inventory, nor will the same person do this inventory consecutively. AR 710-2 (2-12 & Table 2-2, j). |

## **Appendix D: Change of Command Helpful Hints**

### **Key Player Roles:**

#### **1. BRIGADE COMMANDER.**

- a. Chair an in-brief with the outgoing and incoming Commander before starting the change of command inventories to discuss procedures and timelines.
- b. Approve/Disapprove the change of command inventory results based upon the outgoing/incoming commanders' out-brief.

#### **2. BATTALION COMMANDER.**

- a. Ensure the outgoing Commander plans for and schedules a 100% pre-change of command inventory 30 to 60 days before Change of Command.
- b. Supervise change of command inventories IAW DA PAM 710-2-1 Para 9-3.
- c. Inform Commanders of the change of command inventory policies.
- d. Provide both Commanders with a letter of intent and guidance.
- e. Allow 30 days for the change of command inventory.
- f. Allow Commanders to request an extension, in writing, if needed.
- g. Allow time on their calendar for in-brief and out-brief with incoming and outgoing Commanders.

#### **3. BATTALION EXECUTIVE OFFICER.**

- a. Create a "roadmap" for success, articulating his guidance for making the change of command inventory successful.
- b. Supervise weekly in-progress reviews to aid in the process.

#### **4. PROPERTY BOOK OFFICER.**

- a. Conduct an in-brief with incoming and outgoing Commanders of the change of command inventory policies before the start of inventories.
- b. Provide both Commanders with guidance and updated hand receipts to conduct the inventory.
- c. Ensure the incoming Commander understands how to conduct the inventory and what documents must be present before signing the primary hand receipt.
- d. Process adjustment documents as necessary IOT update Primary Hand Receipt.
- e. Ensure that the incoming Commander signs an updated primary hand receipt with all changes and adjustments provided during the inventory (adjustment/supporting documents).
- f. The outgoing Commander will initiate appropriate adjustment documents for non-expendable component shortages and prepare shortage annexes for PBO validation. The PBO will requisition non-expendable component shortages if funds are available.

- g. Place all end item shortages on order.
- h. Provide disposition for all excess property.

## 5. OUTGOING COMMANDER.

- a. Pick up the dated primary hand receipt from both the Organization and Installation Property Book Officers.
- b. Publish a day-to-day schedule/plan of change of command inventory.
- c. Ensure the change of command inventory is on the unit training schedule.
- d. Follow the inventory schedule during the change of command.
- e. Ensure personnel and property is physically present during the inventory. Property is to be laid out and inventoried down to the component level.
- f. Inventory smallest sections first to allow larger sections additional time to prepare.
- g. IAW AR 735-5 Chap 12 & DA PAM 710-2-1 Chapter 4, initiate any adjustment documents during the inventory. Also, to save time and money, check ZBOMCHG to see if the Army created any component shortages before initiating any other adjustment document.

## 6. IN-COMING COMMANDER.

- a. Conduct a pre-inventory brief with the unit key personnel; let your intentions be known.
- b. Obtain copies of the primary hand receipt (PHR) and validate non-expendable shortage annexes from PBO 30-60 days before conducting inventories.
- c. Review the authorization documents to become familiar with the required equipment. For additional guidance, see Supply sergeant, S4, and Property Book Officer.
- d. Obtain signed copies of the current sub-hand receipts (SHR).
- e. Conduct a joint 100% inventory of all property listed on the Primary Hand Receipt using the most current Bill of Materials (BOM)/Component Listing, TM, or SCs. **(see Appendix X Identifying the "Most Recent Publication")**
- f. Conduct 100% inventory of all Components of End Item (COEI) and Basic Issue Items (BII) using the Bill of Material (BOM), the Technical Manuals (TMs) or Sets, Kits, and Outfits Component Listings as a reference document to interpret the text-only BOM.
- g. Pick up shortage annexes for non-expendable items from PBO. Ensure the PBO validates updated non-expendable component shortage annexes after the outgoing Commander initiates adjustment documents for missing non-expendable component shortages.
- h. Insist that the outgoing unit Commander jointly conducts inventories with you.
- i. If the Commander is not available, insist a disinterested officer be appointed on orders to represent the Commander.
- j. Ensure shortages are on a valid requisition, or funds constraint memo is on file if funds are unavailable.

k. Inventory like items at the same time

l. Only count what can be seen and touched.

m. Check for serviceability of property.

n. If end item or component shortages (regardless of the ARC Code and if the shortage is past or present) do not have an adjustment document on file, the outgoing Commander is responsible for initiating adjustment documents IAW AR 735-5 Chap 12.

o. Update "Notice of Delegation of Authority" (DA Form 1687) for all logistical support agencies such as the Supply Support Activity (SSA) and FWD copies to the PBO.

p. Type a memorandum documenting the change of command inventory results and forward it to the Battalion Commander before assuming command. Note: Use the instructions, not the illustrations in DA PAM 710-2-1, when preparing the DA Form 1687 (i.e., enter "not used" on the next available line when all lines are not used).

#### **7. Company XO/Unit Supply Officer.**

a. Responsible for assisting the outgoing and incoming Commander with ensuring the change of command timeline is adhered to.

b. Coordinate daily "hot wash" to review inventory results and synchronize upcoming inventory schedule.

#### **8. SUPPLY SERGEANT.**

a. Prepare all signed sub-hand receipts and BOM/component hand receipts before inventories.

b. Immediately correct any changes to the sub-hand receipts and BOM/component hand receipts discovered during the inventories. Initiate the appropriate adjustment documents through the outgoing Commander IAW AR 735-5 Chap 12-1c for all shortages that do not have adjustment documents regardless of ARC code and if the shortage is a past or present shortage.

c. Reconcile the Commander's primary hand receipt and the user's sub-hand receipts.

d. Review all sub-hand receipts for completeness and validity (signed). Retain the original copy in the supply room and provide a copy to the sub-hand receipt holder.

e. Ensure loaned property is recovered during inventories or made available for in-coming Commander.

f. Ensure the PBO has validated all non-expendable component shortage annexes after the outgoing Commander has initiated adjustment documents. Retain the adjustment document until the shortage has been received.

g. Create a PB01 through IQ09/IW31 directly tied to the equipment number for all component shortages. Order the shortages through the PB01 only, not through a Manual Reservation. Order component shortages against PB01, issue to PB01 with MIGO 261 to close the work order. This method ensures Unit Supply and SHRHs know when a shortage is filled, prevents automatic reordering, and creates a historical record of components. Adjustment documents may be uploaded as an attachment to the PB01 work order. Retain the adjustment document until the shortage has been received.

h. Ensure all DA Form 1687s are updated as indicated in 5.

i. Update all-access rosters & SOPs with the new Commander's signature.

j. Provide all reference material during the change of command inventory to identify property such as Supply Catalogs, Technical Manuals, Packing Lists, etc.

k. Ensure the PBO processes all adjustment documents, sub-hand receipts, and component hand receipts have been signed before the incoming commander signs the primary hand receipt from the PBO.

|   |   |
|---|---|
| <p><b>Pre-Inventory/Plan:</b></p> <ul style="list-style-type: none"> <li>• BDE/BN CDR In brief</li> <li>• <b>PBO In brief</b></li> <li>• Develop Inventory schedule</li> <li>• <b>Will Inventories be conducted by LIN, section, or both?</b></li> <li>• Get latest copy of property book</li> <li>• Review TMs &amp; SKOs vs BoMs</li> <li>• <b>Identify items not on installation</b></li> </ul>  | <p><b>Conduct:</b></p> <ul style="list-style-type: none"> <li>• <b>100% joint physical inventory of all hand receipt items to include all COEI and BII IAW the published schedule</b></li> <li>• <b>Ensure all serial numbers are accurate</b></li> <li>• Record discrepancies</li> <li>• Submit adjustment documents to make corrections (AARs, FLPL, or SOC). Do this as discrepancies are identified</li> <li>• <b>Conduct daily hot wash (Supply SGT, Sub HR Holders, XO, 1SG)</b></li> </ul> |
| <p><b>Research/Reconciliation:</b></p> <ul style="list-style-type: none"> <li>• Verify relief from accountability actions are initiated (DD 200 FLIPL and DA 362 SOC) and submitted to PBO</li> <li>• <b>Ensure all adjustment documents (DA Form 4949 AAR) have been submitted to PBO</b></li> <li>• Verify that records of shortages have been updated</li> <li>• <b>Ensure all property is signed down to the user by comparing SHRs to the PHR</b></li> <li>• Finalize COC packet memorandums/reports</li> <li>• Prepare DA Form 1687 to PBO and supporting organizations with Assumption of Command (AOC) Orders</li> <li>• Schedule PHR signing with PBO</li> </ul> | <p><b>Post Inventory:</b></p> <ul style="list-style-type: none"> <li>• <b>Before signing PHR, all property sub-hand receipts are signed</b></li> <li>• <b>Direct all Sub-hand Receipt Holders (SHRHs) to issue property directly to end users on Component Hand Receipts (CHRs)</b></li> <li>• <b>Sign PHR with PBO</b></li> <li>• BDE/BN CDR Out brief</li> <li>• Change of Command Ceremony</li> <li>• <b>Implement your Command Supply Discipline Program (CSDP)</b></li> </ul>                |

Figure 1. Phases of a successful CoC Inventory



# July 2021

## Change of Primary Hand Receipt CALENDAR

| Sunday   | Monday  | Tuesday                                       | Wednesday   | Thursday                                    | Friday                         | Saturday |
|--|---|---|---|---|--------------------------------|----------|
| 1<br>WK 1<br><b>Inventory Days</b><br><b>Reconcile Days</b><br><b>Re-Inventory</b><br><b>OTHER</b> | 2<br>LIN from P30693 – S83835                   | 3<br>LIN from P30693 – S83835                 | 4<br><i>4<sup>th</sup> of July</i><br><b>No Scheduled Inventories</b> | 5<br>LIN from P30693 – S83835               | 6<br>LIN from T07679 – Z01320  | 3        |
|  |   |   |   | <b>100% Pre-Change of Command Inventory</b> |                                |          |
| 7<br>WK 2  | 8<br>LIN from P30693 – S83835                   | 9<br>LIN from P30693 – S83835                 | 10<br>LIN from P30693 – S83835  | 11<br>LIN from P30693 – S83835              | 12<br>LIN from P30693 – S83835 | 13       |
|  | <b>Supply – Completes BOMs</b>                  |   |   |   |                                |          |
| 14<br>WK 3   | 15<br>LIN from P30693 – S83835                  | 16<br>Arms Room – AM OCIE - 1500              | 17<br>LIN from 70210N-C86213  | 18<br>LIN from P30693 – S83835              | 19<br>LIN from P30693 – S83835 | 20       |
|  | <b>Incoming CDR Change of Command Inventory</b> |   |   | <b>Re-Inventory</b>                         |                                |          |
| 21<br>WK 4   | 22<br>LIN from C68719 – H00654 +                | 23<br>LIN from F55553 – N96248 +              | 24<br>LIN from P30693 – S83835  | 25<br>LIN from T07679 – Z01320              | 26<br>Make Up                  | 27       |
|  | <b>Supply – Reconciles Any Issues</b>           |   |   |   |                                |          |
| 28<br>WK 5   | 29<br>Arms Room OCIE                            | 30<br><b>Incoming CDR Signs Property Book</b> | 31  | <b>Change of Command</b>                    |                                |          |

Figure 2. Sample Change of Primary Hand Receipt calendar





## Authority and Procedures for Bill of Materials (BOM) in GCSS-Army


- HQDA EXORD 138-21 GCSS-Army Integration, Annex C specifies the BOM as the mandatory record to manage inventories and assign responsibility for components in GCSS-Army.
- All organizations using GCSS-Army must use the BOM Component Hand Receipt (BOM CHR) to issue end items with components to end users, and to validate shortages of components.
- BOM data for standard items is derived from authoritative data sources, created and maintained by Program Managers (PM)/Life Cycle Management Commands (LCMC).
- Printed publications listing components, such as Technical Manuals (TMs); Sets, Kits, Outfits, (SKO) Supply Catalogs (SCs) are often less current than BOM CHR data due to lengthy publication cycles. However, in some cases a TM/SKO SC may be more recent than BOM date.
- Always use the most current publication as the authorization reference for components. If the BOM date is more recent, print publications such as TMs and SKO SCs may be used as guides to help identify items on the BOM CHR. If the TM/SKO SC is more recent, annotate discrepancies directly on the BOM CHR when issuing components.
- Annex C Appendix 1 provides instructions for units to submit Help Desk Tickets (HDTs) to the GCSS-Army Help Desk when there are discrepancies between BOM data and TM/SKO SC.
- Nonstandard items and items without life cycle management are not assigned BOM data. These items, or variations/supplements to a basic standard BOM may be documented with unit created local-use-only Operational Support Item (OSI) BOMs to generate BOM CHRs.
- Manual forms such as DA Form 2062 will not be used except for temporary system outages and austere mission conditions, or if a user-created OSI BOM CHR cannot be generated from GCSS-Army when the component materials are not cataloged in MM03. All manual form actions will be entered in GCSS-Army when access is restored.

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Figure 3. Authority and Procedures for Bill of Materials (BOM) in GCSS-Army


Appendix E. Bill of Materials (BOM) Guidance, Appendix 2 to Annex C, HQDA EXORD 138-21, GCSS-Army Integration (continued)



## Publications and Issue Documents



- Always use the most recent dated publication as the reference (whether the document is a BOM CHR, or TM, or SKO SC), may use other publications as guides to identify components. Record discrepancies between documents and reconcile via Help Desk Ticket.
- When no publication exists, document the situation in memorandum format indicating references used, or perform an inventory to record components and create local reference of components.
- Best practice: create a “Publications Memo” documenting what you used for each item during inventories



Ideal

Acceptable

|   |  |
|---|--|
| Has Accurate Bill of Materials (BOM) in GCSS-Army                   | Issue to end user on BOM Component Hand Receipt (CHR)  |
| Has BOM in GCSS-Army, BOM has discrepancies                         | Use BOM to inventory, TM/SKO as supplemental guide. Submit Help Desk Ticket requesting correction or clarification. Issue item on BOM CHR with HDT and discrepancies memo attached.                            |
| No BOM in GCSS-Army but other official publication exists           | Submit HDT requesting to add BOM. Create temporary Operational Support Item (OSI) BOM, issue on BOM CHR, attach HDT  |
| No BOM, no official publication, but has Manufacturer’s publication | If components are in GCSS-Army catalog (MM03) create OSI BOM and issue on CHR. If not, use manufacturer’s guide, prepare CDR’s memo documenting the publication used, issue components to end user on DA 2062. |
| No BOM, no official publication, no Manufacturer publication        | If components are in GCSS-Army create OSI BOM and issue on CHR. If not, conduct layout, document components present, prepare Memo for Record, issue on DA 2062.  |

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Figure 4. Publications and Issue Documents



## Appendix F. Identifying the "Most Recent Publication"

### Identifying the "Most Recent Publication"

In the [November 2020 HQDA G-4 Property Accountability Newsletter](#), we discussed how to determine which documents to use during inventories. The basic principle is to use the "most current publication." For GCSS-Army users that should be the Bill of Materials (BOM), which generates the Component Hand Receipt (CHR) for inventory, and uses the Technical Manual (TM) or Sets, Kits, Outfits, and Tools (SKOT) Component Listing (CL) as a visual reference.

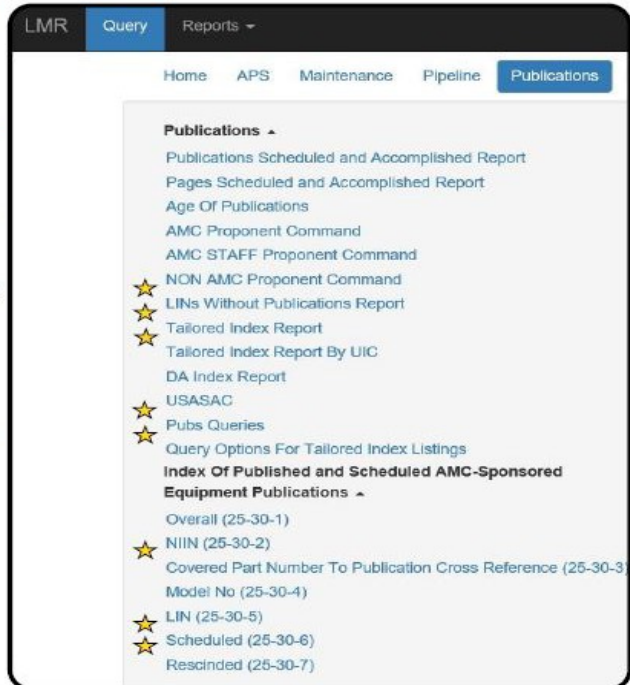
Although the BOM is derived from authoritative data sources (ADS) and should be the most current record, there are situations in which a discrepancy between the BOM-generated CHR and the printed TM or SKOT CL may occur. This can result in confusion.

Fortunately, there are resources available in AESIP's Army Enterprise Portal and in GCSS-Army to assist with identifying the most current publication to use for inventories.

To identify the most current TM/SKOT CL publication (or whether an official publication exists at all), start with the AESIP Army Enterprise Portal (more commonly known as Logistics Information Warehouse or LIW) located at <https://enterprise.army.mil/>. The LMR (Logistics Modernization Reporting) app available in the portal's App Warehouse contains multiple report categories. The "Publications" menu in the header brings you to a selection of reports. The following are most useful for field-level users (and starred in the image):

- *LINS Without Publications* is a positive confirmation that no official publication exists for an item.
- *Tailored Index Report* allows selection by a single identifying data element for an item.
- *Tailored Index Report by UIC* returns all required publications for equipment listed in a single UIC.
- *Pubs Queries* and *Query Options for Tailored Index Listings* allow multiple search criteria to narrow results.
- *Covered Part Number to Publication Cross Reference* can help identify what publications might apply to an unidentified item.
- *Scheduled* and *Rescinded* queries confirm if a new item has a publication coming out soon, or if an on-hand publication is active.

Within GCSS-Army, the BOM Change Report serves a similar function, helping to identify when a BOM was last updated. Transaction code ZBOMCHG allows selections by



Unit identification code (UIC), date range, accounting requirements code (ARC), and specific end-item material numbers. The report shows what items have changed, which UICs were affected, what BOM type (unit, property book, maintenance, other) were affected, and describes the changes made to the BOM.

Preparing for inventories of any kind should always include a publications check, whether it's an inventory between two end users, a periodic cyclic inventory, or a 100% change of hand receipt holder inventory. Verify the most current date of the published official TM/SKOT CL (or confirm no such document exists). Use ZBOMCHG to check the update history on the BOM within GCSS-Army used to generate the CHR for inventories.

When discrepancies are noted, follow the process discussed in the November 2020 newsletter to document the differences and take corrective action if needed, such as create Help Desk tickets to clarify or request updates to BOMs, or draft local memorandums to record what documents are used when no publications exist.

POC is CW5 Gregory W. Besaw, email: [usarmy.pentagon.hqda-dcs-g-4.mesg.dcs-g44s](mailto:usarmy.pentagon.hqda-dcs-g-4.mesg.dcs-g44s).

## Appendix G. Inventory responsibilities

|  |   |  |
|--|---|--|
| <p style="text-align: center;"><b><u>Change of PHRH</u></b></p> <p>1. PBO: Conducts causative research of discrepancies, posts change documents, inventories sensitive items not listed on hand receipts</p> <p>2. Incoming Commander: Reviews the authorization documents, ensures required TMs, ARs, and publications are available during inventories, ensures that end items have all nonexpendable components, conducts joint inventory with the outgoing commander or disinterested officer (appointed on orders), validates that shortages are on requisition, confirms that all signature cards are updated, and the memorandum documenting the results of the change of primary hand receipt holder inventory is submitted to higher</p> <p>3. Outgoing Commander: Receives the PHR of organization and installation property, publishes a day- by-day schedule for change of command inventory, and directs personnel and property are physically present during inventory. Initiates any adjustment documents</p> <p>4. Supply NCO: Provides signed SHR, shortage annexes (before and after the inventory), annotate and take actions to correct any discrepancies to any HRs and SHRs, reconciles the commander's PHR and user-level HRs, reviews all SHRs for accuracy and validity, assist in conducting and facilitating inventories, and submits appropriate documentation to property book office or higher as needed. Updates information in the system of record.</p> <p>5. Supply personnel: Assists in oversight while facilitating inventories</p> | <p style="text-align: center;"><b><u>Receipt, turn-in, or issue of property</u></b></p> <p>1. Receiver: Ensure the items are for your unit, make sure the items match the description, check that the quantity matches the receipt document, ensure all components are accounted for, inspect equipment for damage, check items for signs of tampering, report all discrepancies to the issuer, sign for equipment after any discrepancies have been adjusted, submit receiving documents to the PBO</p> <p>2. Issuer: Provides equipment with receiving documents, makes adjustments to documents if there are any discrepancies</p>   | <p style="text-align: center;"><b><u>Change of custody of arms room</u></b></p> <p>1. Arms Room Custodian incoming and outgoing: Both conduct a physical count of the weapons and ammunition, Prepare proper documentation DA Form 2062, memorandums, unit SOPs, Army Regulations, ensure appropriate documentation of equipment in maintenance or signed out is available, initiate any change documents, inform responsible officer immediately upon discovery of missing weapons or ammunition</p> <p>2. Responsible Officer: Reports discrepancies to the PBO, contacts appropriate personnel for questions of serviceability</p>  |
|  | <p style="text-align: center;"><b><u>Cyclic Inventory</u></b></p> <p>1. PBO: Directs inventory to be conducted, conducts causative research of discrepancies, posts change documents, inventories sensitive items not listed on hand receipts</p> <p>2. Commander/ PHRH: Directs inventory, and may delegate representative to conduct inventories, and initiates change documents.</p> <p>3. Supply NCO: Prepares signed SHRs, shortage annexes (before and after the inventory), corrects any changes to the HRs and SHRs, reconciles the commander's PHR and user-level HRs, reviews all SHRs for accuracy and validity, assist in conducting and facilitating inventories, submits appropriate documentation to property book office or higher as needed. Updates information in the system of record.</p> <p>4. Officers or NCO (E5 and above): Conducts cyclic item inventories and signs appropriate documents</p> <p>5. SHR / HRH: Has personnel responsibility for the property they are signed for, must account for assigned property to the component level, inventory items on their hand receipt when directed, and reports any discrepancies</p> <p>6. Supply personnel: Assist in conducting and facilitating inventories</p> | <p style="text-align: center;"><b><u>Command directed</u></b></p> <p>1. Commander/ PHRH: Directs inventory, initiates change documents</p> <p>2. SHR / HRH: Has personnel responsibility for the property they are signed for, must account for assigned property to the component level, inventories items on their hand receipt when directed</p> <p>3. Supply NCO: Prepares signed sub hand receipts, shortage annexes before the inventory, correct any changes to the HRs and SHRs, and shortage annexes during inventories, reconciles the commanders PHRH and user-level HRs, reviews all SHRs for accuracy and validity, assist in conducting and facilitating inventories, submits appropriate documentation to property book office or higher as needed. Updates information in the system of record.</p> <p>4. Supply personnel: Assist in conducting and facilitating inventories</p> <p>5. PBO: Conducts causative research of discrepancies, posts change documents, inventories sensitive items not listed on hand receipts</p> |

## Appendix G. Inventory responsibilities (continued)

|   |   |  |
|---|---|--|
| <p style="text-align: center;"><b><u>Controlled items other than weapons and ammunition</u></b></p> <ol style="list-style-type: none"> <li>1. PBO: Directs inventory to be conducted, conducts causative research of discrepancies, posts change documents, inventories sensitive items not listed on hand receipts</li> <li>2. Officers or NCO (E5 and above): Conducts sensitive items inventories and signs appropriate documents</li> <li>3. SHR / HRH: Has personnel responsibility for the property they are signed for, must account for assigned property to the component level, inventory items on their hand receipt when directed, and reports any discrepancies</li> <li>4. Supply NCO: Prepares signed SHRs, shortage annexes, correct any changes to the HRs and SHRs, and shortage annexes during inventories, reconciles the commanders PHRH and user-level HRs, reviews all SHRs for accuracy and validity, assist in conducting and facilitating inventories, submits appropriate documentation to property book office or higher as needed</li> </ol> | <p style="text-align: center;"><b><u>Weapons and ammunition</u></b></p> <ol style="list-style-type: none"> <li>1. Arms room custodian/authorized personnel: Conducts a physical count of the weapons and ammunition, Prepare proper documentation DA Form 2062, or any memorandums on unit SOP or Army Component regulation, ensure proper documentation of equipment in maintenance or signed out is available, initiate any change documents, inform proper personnel immediately upon discovery of missing weapons or ammunition</li> <li>2. Responsible Officer: Reports discrepancies to the PBO, contacts appropriate personnel for questions of serviceability</li> <li>3. Supply NCO: Prepares signed sub hand receipts, shortage annexes prior to inventory, correct any changes to the HRs and SHRs, and shortage annexes during inventories, reconciles the commanders PHRH and user-level HRs, reviews all SHRs for accuracy and validity, assist in conducting and facilitating inventories, submits appropriate documentation to property book office or higher as needed</li> <li>4. PBO, Conducts causative research of discrepancies, posts change documents, inventories sensitive items not listed on hand receipts</li> </ol> | <p style="text-align: center;"><b><u>Deployment</u></b></p> <ol style="list-style-type: none"> <li>1. Forward Commander: Attend inventory brief prior to conducting inventory, will perform 100% physical inventory for all property that is to go forward with the unit before loading containers, signs for all equipment inventoried after the property book is split, ensure component hand receipt and shortage annexes are up to date</li> <li>2. Rear commander: Attend inventory brief prior to conducting 100% physical inventory for all property that is to remain with the rear unit, signs for all equipment inventoried after the property book is split, ensure component hand receipt and shortage annexes are up to date</li> <li>3. PBO: Will brief both Forward and Rear PHRH prior to conducting inventories, will split the property books, conducts causative research of discrepancies, posts change documents, ensures that both PHRHs are informed of changes</li> <li>4. Supply personnel: Assist in conducting and facilitating inventories, establishes SHR 24-48 hours after split, ensures that SHRH review and sign prior to departure</li> <li>5. Supply Officers: Supervises inventory process, provide assistance on an as-needed basis</li> </ol> |
| <p style="text-align: center;"><b><u>Organizational clothing and individual equipment</u></b></p> <ol style="list-style-type: none"> <li>1. Unit Commander: Conducts OCIE inspection annually validate that equipment is OH, quantities match clothing record and equipment is serviceable, delegates supervisors to inventory OCIE of subordinates, may allow sergeant and above to sign a statement certifying that OCIE quantities match clothing record and equipment is serviceable</li> <li>2. OCIE HRH: Has personal responsibility for the care and safekeeping of assigned equipment, reports discrepancies to supervisor</li> <li>6. Supervisor: Will inventory and account for subordinates OCIE, will note discrepancies on an as-needed basis</li> </ol>   | <p style="text-align: center;"><b><u>Basic and operational loads</u></b></p> <ol style="list-style-type: none"> <li>2. Unit Commander: Accepts responsibility of class 1-5 of basic loads, ensures loads are inventoried to verify authorized stock levels are maintained</li> <li>3. PBO: Ensures that basic loads required are on hand or on a valid requisition, keep property book records and hand receipt current, maintain lot and serial number accountability</li> <li>4. FOS: Inventory class one, rotates stock, requests items required, identifies any items that need to be removed or added as a result of the inventory, prepares and submits applicable forms</li> <li>5. Supply personnel: ensures that basic loads are on hand or on a valid requisition</li> </ol>  | <p style="text-align: center;"><b><u>Redeployment</u></b></p> <ol style="list-style-type: none"> <li>1. Forward Commander: Performs joint 100% physical inventory with the rear commander, will sign any change documents, and submit to the PBO</li> <li>2. Rear commander: Performs joint 100% physical inventory with the forward commander, will sign any change documents and submit to the PBO, will review merged PHR sign, send to PBO</li> <li>3. PBO: ensures that the split property books are merged, generate a consolidated PHR, verify review and signature of the PHR</li> <li>4. Supply personnel: Assist in conducting and facilitating inventories, establishes SHR 24-48 hours after split, ensures that SHRH reviews and signs</li> <li>1. Supply Officers: Supervise inventory process in an as-needed basis</li> </ol>  |

## Appendix H. Inventory Timelines

| Inventory type                                     | Frequency  | Timeline  |
|--|--|---|
| Change of Primary Hand Receipt Holder (PHRH)       | As needed or directed  | 30 days before effective date of assumption of duties two extensions (15 days each) granted by next higher commander it is a best practice to start preparing 90 days out and pre-inventories 60 days out |
| Periodic PHRH inventory                            | Unit property is inventoried annually. Cyclic inventories (monthly, quarterly, or semiannually) may be used in lieu of annual inventories. For USAR, inventories can be conducted every 18 months as directed by PAT.  | Based on unit SOP   |
| Receipt, turn-in, or issue of property             | As needed  | Immediately   |
| Change of custody of arms storage facility         | As needed  | Based on unit SOP   |
| Command directed                                   | As directed  | Commanders discretion   |
| Controlled items other than weapons and ammunition | Quarterly or needed or directed and  | Based on unit SOP   |
| Weapons and ammunition                             | As needed or directed and monthly. (USAR, ARNG and AMC R&D activities conduct physical counts monthly and inventory by serial number quarterly)  | Based on unit SOP   |
| Basic and operational loads                        | 1, 2, 3 (packaged), 4, and 8 must be physically counted and checked for serviceability semiannually. Class 3 (bulk) must be inventoried on the last workday of each month. Class 5 items must be inventoried by lot/serial number and checked for serviceability on a monthly basis. Paragraph 3-26 of AR 30-22 outlines the weekly, monthly, semiannual, and year-end inventory requirements for DFACs. | Based on unit SOP   |
| Organizational clothing and individual equipment   | Annually or as directed by unit or state SOP   | Based on unit SOP   |
| Deployment   | As needed  | Based on CDDP plan  |
| Redeployment                                       | As needed  | Based on CDDP plan  |



## Appendix I: FLIPL PROCEDURES

Under normal circumstances, the time constraints for total FLIPL processing time is 75 calendar days for the Active component, 240 calendar days for USAR, and 150 days for ARNG. See AR 735-5, Chapter 13, for detailed processing steps and timeline. Use the below link to find FLIPL and eFLIPL training.

<https://www.milsuite.mil/book/community/spaces/sustainnet/quartermastercommunity/propertyaccountability/flipl/eflpl>



Figure 5. Financial Liability Processing Flow Chart

| Initiation Process   | Investigation Process                                  | Adjudication Process                                 |
|--|--|--|
| <b>15 Days</b>   | <b>40 Days</b>   | <b>20 Days</b>                                       |
| <b>Cumulative 15 Days</b>  | <b>Cumulative 55 Days</b>                              | <b>Cumulative 75 Days</b>                            |
| <b>1. Perform causative research.</b>                            | <b>1. Investigating Officer obtains evidence.</b>      | <b>1. Legal review conducted (If required).</b>      |
| <b>2. Prepare FLIPL.</b>   | <b>2. Determine proximate cause.</b>                   | <b>2. Approving Authority review.</b>                |
| <b>3. Obtain FLIPL number from AFT/eFLIPL.</b>                   | <b>3. Make findings and recommendations.</b>           | <b>3. Approving Authority decision.</b>              |
| <b>4. Obtain document number from Accountable Officer (PBO).</b> | <b>4. Consult with Appointing Authority.</b>           | <b>4. Notification made of any charges assessed.</b> |
| <b>5. Process FLIPL through Appointing Authority.</b>            | <b>5. Notification made of any charges and rights.</b> |  |

Figure 6. Liability Processing Time Chart

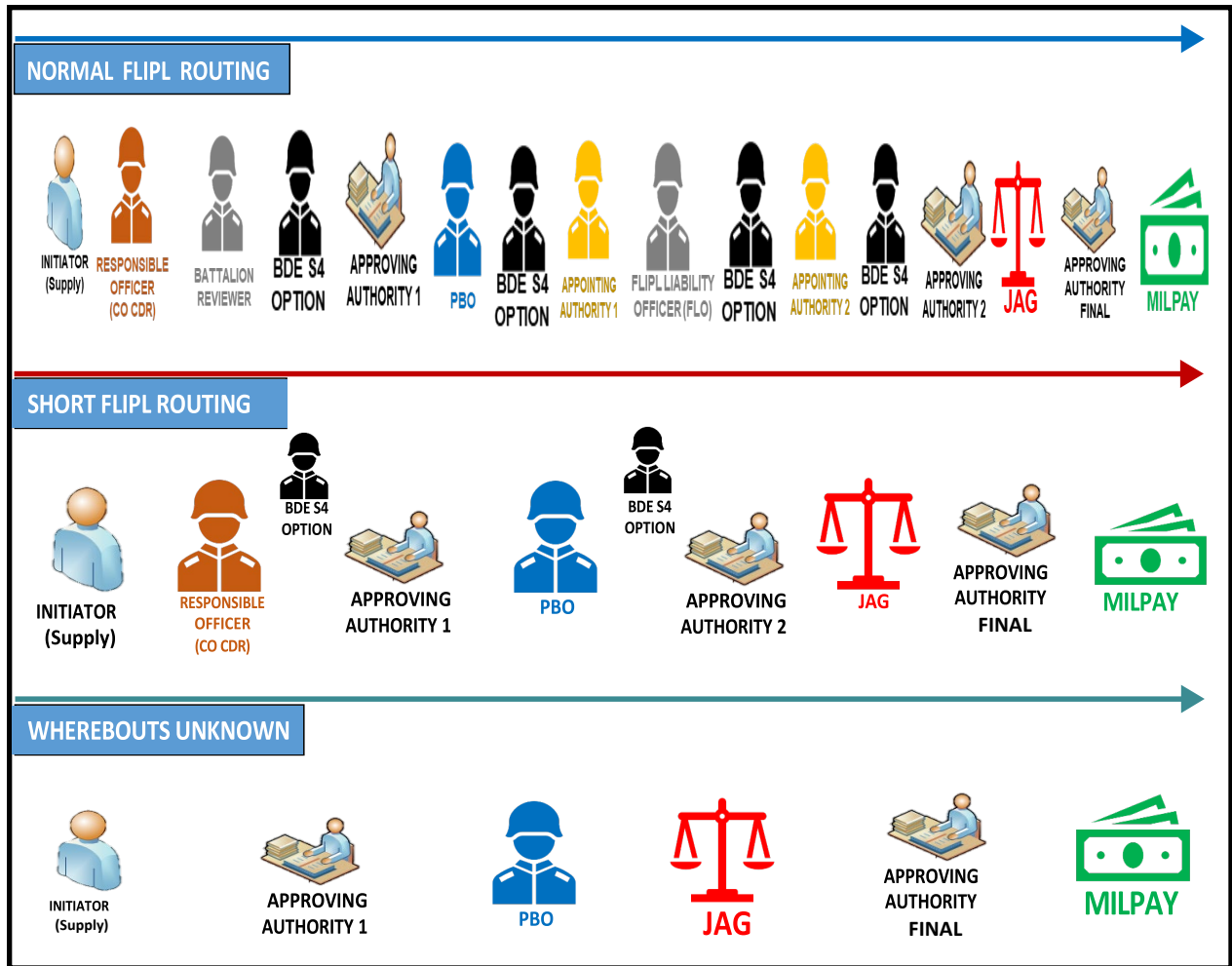
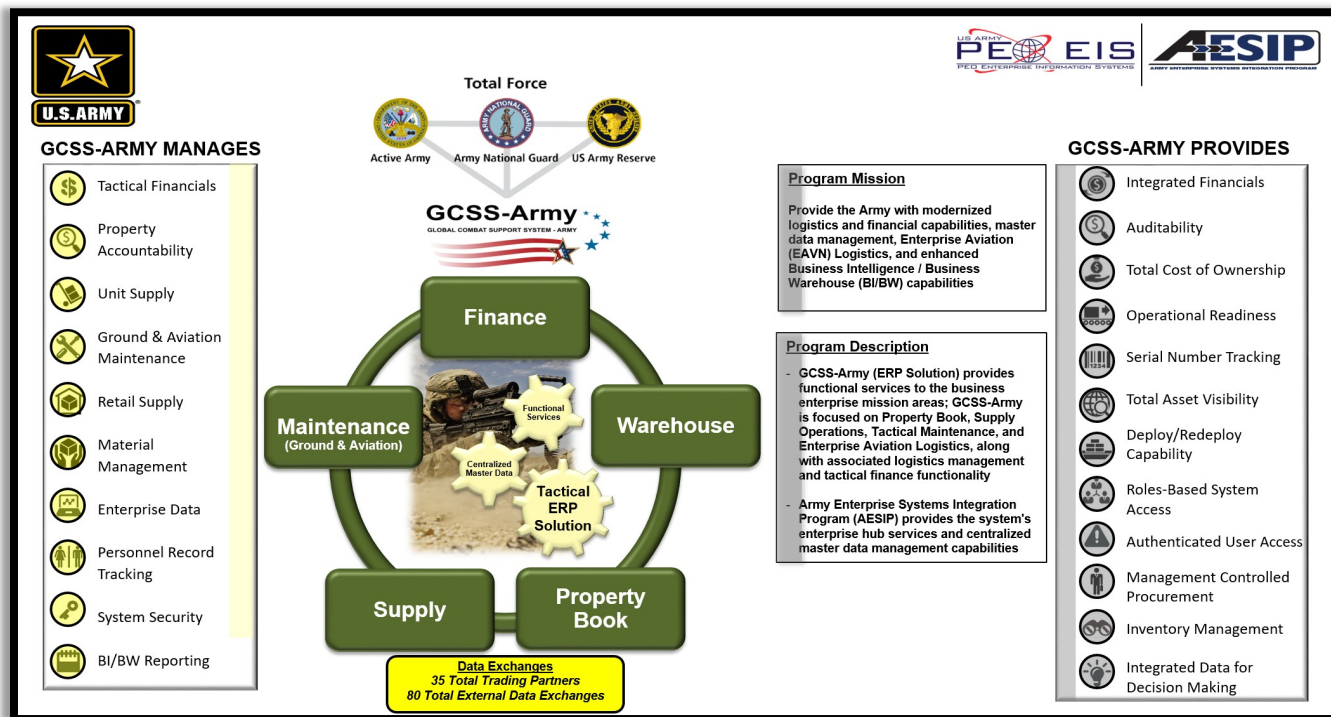


Figure 7. eFLIPL Routing (Active Duty and USAR)



## Appendix J: GCSS-Army High-Level Operational Concept



### GCSS Army Supply Functions

Purpose: To audit property accountability from the user, sub hand receipt holder, and the primary hand receipt holder. Transparent reporting of component shortages, including end item shortages and excess. Tracks all requisitions to fill shortages by work orders.

#### Top 3 Supply Trends related to GCSS Army

- Ordering Hand Tools incorrectly.
- Documenting Component Shortages (PB01)/BOM comprehension
- Moving items from the MAT\_SIT to fill shortages (PB01)

#### Mitigation

- Conduct required CSDP SAVs/evaluations for adherence.
- Leverage COMET Team and Troop School training.
- Provide audit compliance training to all unit S4s.

### GCSS-A Maintenance Functions

Purpose: To track real-time equipment readiness, the total cost of ownership, services, parts ordered for equipment, on-hand, and cost associated with current and incoming stocks.

#### Top 3 Maintenance Trends related to GCSS Army

- CL IX Inventories do not account wall to wall for parts physical on-hand and in the system of record.
- SSL not demand supported (this logic will no longer apply to the BCTs)
- CL IX Items not ordered and properly consumed.

#### Mitigation

- Conduct CMDP/SAVs to gauge compliance and teach
- Provide Monthly 40hr block and add more in-depth training
- Provide Units specific training catered to their data as well as assisted visits to address their concerns.

## Appendix K: Requisitioning: Materiel and Resource Manager Controls

GCSS-Army has an internal control developed to ensure funds availability before incurring any obligation of funds. The funds' verification process is called ZPARK, where commanders verify that funds are available to cover the cost of materials: stock transport order (STO), purchase requisitions (PR), or purchase orders (PO). Once an order clears ZPARK, if a Release Strategy (RS) condition is met, GCSS-Army will hold the transaction pending management action before going to the supply support activity (SSA) to check for availability of stock.

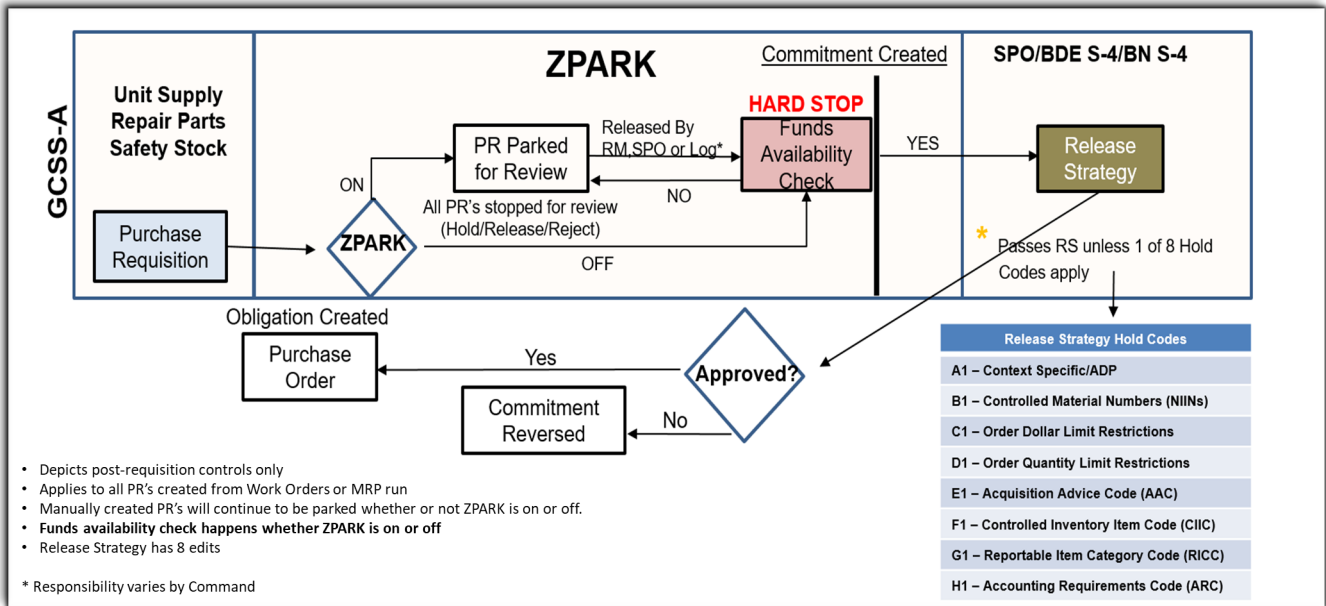


Figure 8. ZPARK Process

## Appendix L: A Tale of Two Hand Receipts: ("Inventory and adjust losses at the lowest level, when losses occur")

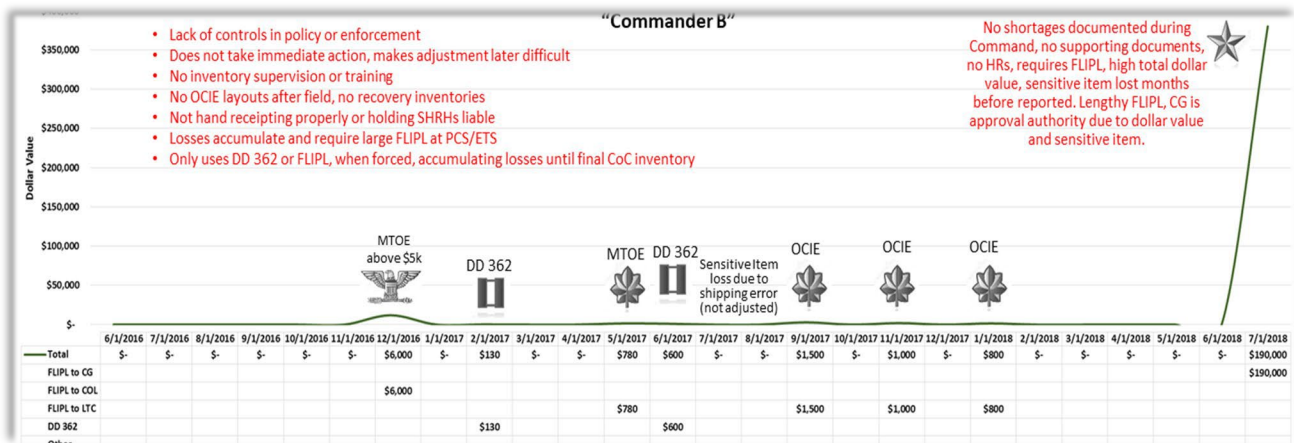
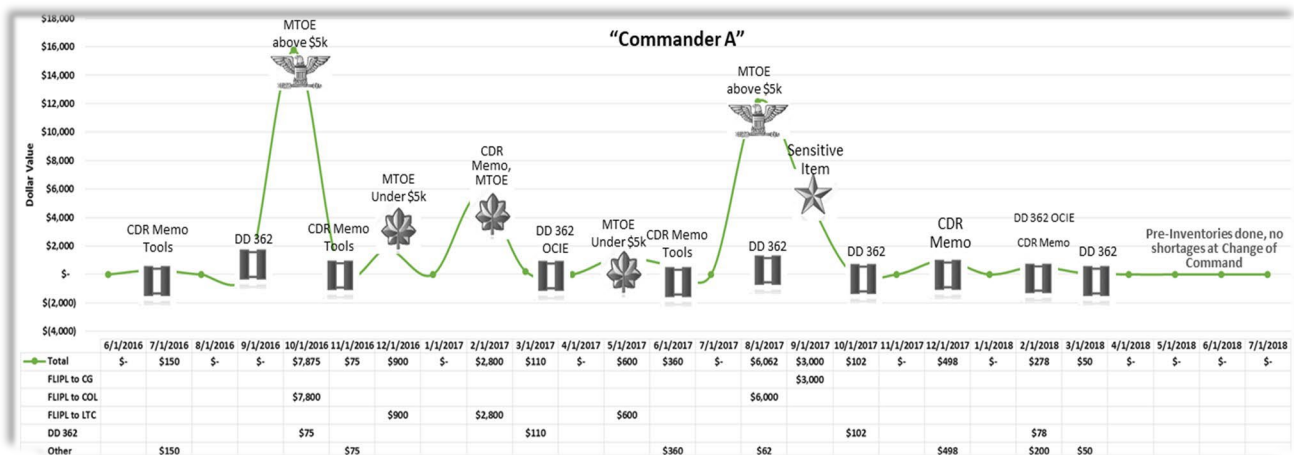
In the first scenario, "**Commander A**" had a well-established culture of responsibility integrated into operations, with recovery inventories, squad, and team leaders who knew the importance of pre-combat checks. Additionally, a climate where individuals did not fear reporting losses to the Commander—they knew they'd receive fair treatment in loss depreciation or relief of liability.

In the second example, "**Commander B**" maintained an equally high training tempo but lacked a fundamental responsibility climate. Insufficient inventory and receipt controls, no organizational culture of adjusting for losses, and the use of FLIPLs or statements of charges as the only method to account for loss led to a reluctance to report losses, no action unless it was unavoidable.

By the end of a command tour, Commander B faced two years of accumulated end-item and component shortages, resulting in a six-figure FLIPL requiring general officer approval, overshadowing many otherwise successful accomplishments.

The lesson:

- Know your options.
- Establish a strong culture of responsibility at all levels.
- Build inventories into realistic training rhythms.
- Adjust for losses early and often!



## Appendix M: Useful links and References

Command Supply Discipline Program & Property Accountability Knowledge Center

<https://www.milsuite.mil/book/community/spaces/sustainnet/quartermastercommunity/propertyaccountability/command-supply-discipline-program-property-accountability-knowledge-center/overview>

- Property Accountability Virtual Playbook Training for Incoming Commanders
- SSA Terrain Walk Training

Electronic Financial Liability Investigation of Property Loss (eFLIPL) and FLIPL Knowledge Center

<https://www.milsuite.mil/book/community/spaces/sustainnet/quartermastercommunity/propertyaccountability/flipl/eflipl>

GCSS-Army Training and Certification system (GTRAC)

<https://gcss.army.mil/training/GTRAC>

GCSS-Army End User Manual Plus

[https://www.gcss-army.army.mil/GCSS-ARMY/EUMLaunch/garmy\\_jump1.html](https://www.gcss-army.army.mil/GCSS-ARMY/EUMLaunch/garmy_jump1.html)

Bill of Material Training Video

<https://vimeo.com/582109177>

War on Excess Training Video

<https://vimeo.com/560492913>

Commander's Actionable Readiness Dashboard Training

<https://gcss.army.mil/Training/c@rd/C@RD%20Access%20Options/story.html>

Logistics Training Division GCSS-Army Training Videos

<https://vimeo.com/usarmycascomttd>

Publication Tailored Index Report by UIC

<https://liw.logsa.army.mil/lmr#!/query/publications>

Electronic Technical Manuals (ETMs) at United States Army Materiel Command (USAMC) Logistics Data Analysis Center (LDAC) website:

<https://liw.logsa.army.mil/etmapp#!/etm/home>

CIF Installation Support Modules (ISM)

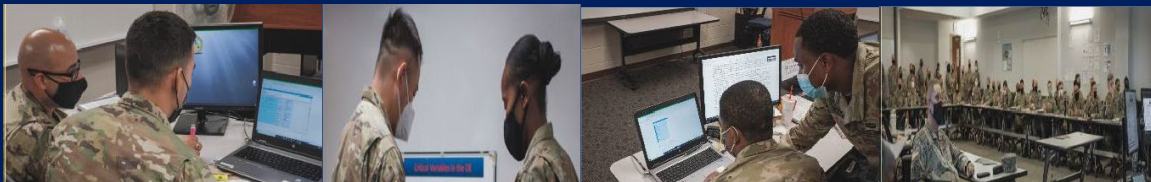
[https://ism.army.mil/ism/SelfServiceServlet?nav.nav\\_id=ssMyClothing](https://ism.army.mil/ism/SelfServiceServlet?nav.nav_id=ssMyClothing)

HQDA G4 Property Accountability Monthly Newsletter

<https://www.milsuite.mil/book/community/spaces/sustainnet/quartermastercommunity/propertyaccountability/g-4propertyaccountabilityteam>



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