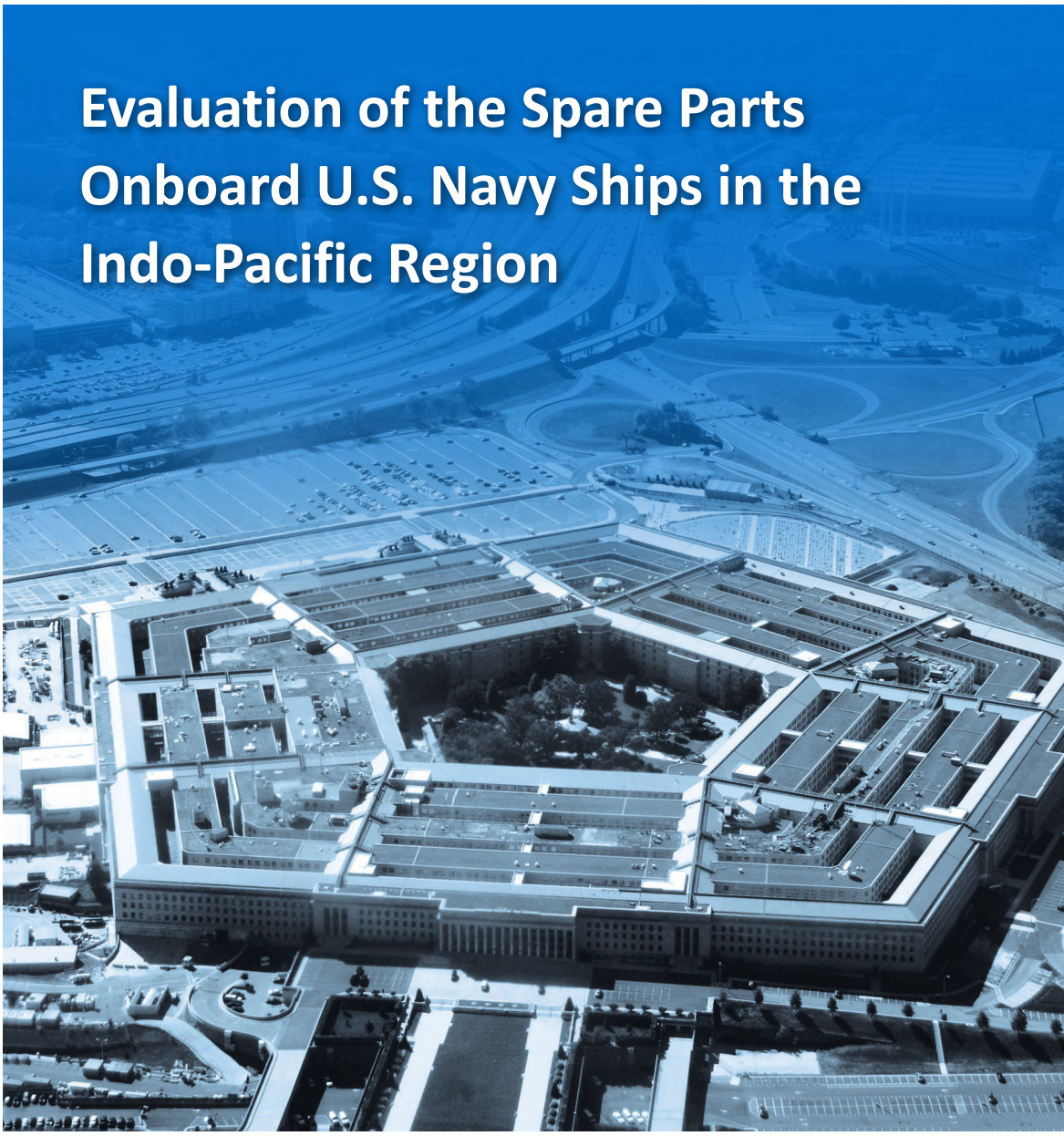
Report No. DODIG-2025-100

INSPECTOR GENERAL

U.S. Department of Defense

MAY 14, 2025

Evaluation of the Spare Parts Onboard U.S. Navy Ships in the Indo-Pacific Region



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INSPECTOR GENERAL
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Results in Brief

Evaluation of the Spare Parts Onboard U.S. Navy Ships in the Indo-Pacific Region

May 14, 2025

Objective

The objective of this evaluation was to assess the effectiveness with which the U.S. Pacific Fleet managed spare parts required on forward-deployed ships in the Indo-Pacific region. Specifically, we reviewed ships' annual inventory results, performed an inventory review, and assessed Navy personnel's understanding of the process for the Coordinated Shipboard Allowance List (COSAL) feedback report.

Background

Effectively managing spare parts carried onboard Navy ships is important to successfully complete a ship's mission. The COSAL defines a ship's allowance for spare parts required to operate and maintain systems and equipment onboard. The COSAL enables the ship to have a self-supporting capability for 90 days without replenishing the spare parts.

Finding

Supply officials for the nine U.S. Seventh Fleet ships we reviewed effectively performed annual inventories of spare parts onboard during FY 2024 as required, reporting a combined average inventory accuracy of 99.9 percent after identifying inventory discrepancies and taking necessary corrective actions. We reviewed the inventory of a nonstatistical sample of about 100 COSAL line items for each of the nine ships. We determined that the inventory accuracy was between 83 and 95 percent, which is below the minimum inventory accuracy of 98 percent needed to

Finding (cont'd)

ensure the ships' readiness. According to Navy officials, the inventory discrepancies occurred because they:

- did not know where the parts were,
- did not update the inventory record after issuing spare parts, or
- did not have an opportunity to remove excess line items from the ships.

In addition, we sent a questionnaire to Navy officials who assist in COSAL maintenance and supervise the work centers that submit fleet COSAL feedback reports to correct COSAL errors. Of the 77 Navy officials who responded to our questionnaire, 52 officials did not know the purpose of and process for submitting COSAL feedback reports.

This occurred because the Navy did not establish mandatory training or provide reminders to ship personnel that specifically describe the purpose of COSAL feedback reports and requirements for submitting the reports.

As a result, the Navy did not have assurance that the 10 ships we reviewed in the Indo-Pacific region had all of the required spare parts onboard to support the equipment and weapon systems necessary to maintain operational readiness. In addition, Navy officials may not have consistently submitted COSAL feedback reports as needed. Without all of the required spare parts onboard, ship maintenance personnel may not be able to fully maintain their systems.

Recommendations

We recommend that the Commander, Naval Surface Force, U.S. Pacific Fleet:

- conduct a review of inventory discrepancies we identified and implement corrective actions as appropriate,
- develop and implement a training plan for COSAL feedback reports for the appropriate ship personnel, and

Recommendations (cont'd)

- provide appropriate ship personnel with regular reminders that describe the purpose of COSAL feedback reports and requirements for submitting the reports.

Management Comments and Our Response

The Force Supply Officer, responding for the Commander, Naval Surface Force, U.S. Pacific Fleet, agreed with the recommendations. Specifically, the Force Supply Officer's comments addressed the specifics of the recommendations; therefore, they are resolved but will remain open. We will close the recommendations when we verify that management implemented actions to address them. Please see the Recommendations Table on the next page for the status of the recommendations.

Recommendations Table

Management	Recommendations Unresolved	Recommendations Resolved	Recommendations Closed
Commander, Naval Surface Force, U.S. Pacific Fleet	None	1.a, 1.b, 1.c	None

Please provide Management Comments by August 14, 2025.

Note: The following categories are used to describe agency management's comments to individual recommendations.

- **Unresolved** – Management has not agreed to implement the recommendation or has not proposed actions that will address the recommendation.
- **Resolved** – Management agreed to implement the recommendation or has proposed actions that will address the underlying finding that generated the recommendation.
- **Closed** – The DoD OIG verified that the agreed upon corrective actions were implemented.


INSPECTOR GENERAL
INTEGRITY
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OFFICE OF INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500

May 14, 2025

MEMORANDUM FOR COMMANDER, U.S. PACIFIC FLEET
COMMANDER, U.S. SEVENTH FLEET
COMMANDER, NAVAL SURFACE FORCE, U.S. PACIFIC FLEET
AUDITOR GENERAL, DEPARTMENT OF THE NAVY

SUBJECT: Evaluation of the Spare Parts Onboard U.S. Navy Ships in the Indo-Pacific Region (Report No. DODIG-2025-100)

This final report provides the results of the DoD Office of Inspector General's evaluation. We previously provided copies of the draft report and requested written comments on the recommendations. We considered management's comments on the draft report when preparing the final report. These comments are included in the report.

This report contains three recommendations that are considered resolved and open. The Force Supply Officer, responding for the Commander, Naval Surface Force, U.S. Pacific Fleet, agreed with the recommendations and provided planned actions that address the intent of the recommendations. We will close the recommendations when we receive documentation showing that the agreed-on actions are completed.

Please provide us with your response within 90 days concerning specific actions in process or completed on the recommendations. Send your response to [redacted]

If you have any questions, please contact [redacted]

Bryan Clark

Bryan T. Clark
Assistant Inspector General for Evaluations
Programs, Combatant Commands,
and Operations

Contents

Introduction

Objective

The objective of this evaluation was to assess the effectiveness with which the U.S. Pacific Fleet managed spare parts required on forward-deployed ships in the Indo-Pacific region. Specifically, we reviewed ships' annual inventory results, performed an inventory review, and assessed Navy personnel's understanding of the process for the Coordinated Shipboard Allowance List (COSAL) feedback report.

Background

Effectively managing spare parts carried onboard Navy ships is important to successfully complete a ship's mission and allows ship personnel to operate, repair, and overhaul equipment and systems while at sea. According to Naval Supply Systems Command (NAVSUP) P-488, "Coordinated Shipboard Allowance List Use and Maintenance Manual," the COSAL is the primary means of defining a ship's allowance for spare parts required to operate and maintain systems and equipment onboard.[1] Naval Sea Systems Command Policies and Procedures Manual 9090-1500, "Provisioning, Allowance, and Fitting Out Support," states that the COSAL enables the ship to have self-supporting capability for 90 days without the need for replenishing spare parts.[2]

Maintaining the COSAL

COSAL maintenance is important to total fleet readiness because it ensures ships have what they need to complete their missions. Ship personnel must ensure that the COSAL is accurate and up-to-date by processing recurring updates from the Navy and correcting errors. This ensures that the ship has the spare parts needed to maintain the equipment onboard. According to NAVSUP P-488, proper maintenance of a ship's COSAL is the responsibility of both maintenance and supply personnel and is vital to adequately support installed shipboard equipment. Specifically, COSAL maintenance includes reporting changes in the equipment installed onboard, processing changes, correcting errors in the COSAL, and detecting inconsistencies between the COSAL and other ship records. Ship personnel must ensure that the COSAL is accurate and current by processing recurring updates from the Automated Shore Interface and correcting errors to ensure that the ship has the spare parts needed to maintain the equipment onboard.[3]

[1] NAVSUP P-488, "Coordinated Shipboard Allowance List Use and Maintenance Manual," July 15, 2014.

[2] Naval Sea Systems Command Policies and Procedures Manual 9090-1500, "Provisioning, Allowance, and Fitting Out Support," Chapter 1, "Supply Support Overview," February 1, 1990 (Revised February 2010).

[3] According to the NAVSUP P-488 and Naval Sea Systems Command Policies and Procedures Manual 9090-1500, the Automated Shore Interface process provides automatic COSAL data updates to the ship's Relational Supply system.

As the head of a ship's supply department, the supply officer (SUPPO) is responsible for ensuring that the supply and maintenance personnel maintain the COSAL. The maintenance and material management coordinators (3MCs) and leading logistics specialists assist the SUPPO in performing automated COSAL maintenance. The division officer (DIVO) supervises work centers that work with the supply department to submit COSAL feedback reports to correct COSAL errors the maintenance personnel identify.[4]

A ship's maintenance and supply personnel can use fleet COSAL feedback reports (COSAL feedback reports) to: (1) notify the in-service engineering agency, Naval Sea Logistics Center, and NAVSUP Weapon System Support of Allowance Parts List (APL) errors in the COSAL, (2) recommend allowance changes for spare parts and equipment, and (3) recommend adding parts to APLs. According to NAVSUP P-488, submitting a COSAL feedback report may result in fleet-wide corrective action affecting COSAL requirements for multiple ships because other ships using similar equipment may have a similar error. The Figure on page 3 shows the different roles and responsibilities for the individuals tasked with managing spare parts based on Navy publications, instructions, and websites.[5]

[4] The work centers in the division operate the shipboard maintenance and material management system to ensure optimum material readiness of the ship. The work center personnel accomplish maintenance requirements for equipment installed onboard.

[5] Commander, U.S. Fleet Forces Command Instruction 4790.3, "Joint Fleet Maintenance Manual," January 15, 2021 (Revision D, Change 1).

NAVSUP P-485, Volume I, "Operational Forces Supply," August 20, 2024 (Revision 7).

Office of the Chief of Naval Operations Instruction 3120.32D, "Standard Organization and Regulations Manual," July 16, 2012.

www.navy.com, accessed December 12, 2024.

www.mynavyhr.navy.mil, accessed November 26, 2024.

Figure. Roles and Responsibilities for Managing Onboard Spare Parts

SUPPO	Logistics Specialist	3MC	DIVO
• Head of the Supply Department • Configuration manager for the Automated Shore Interface process • Ensures all maintenance and repair parts and equipment are ordered and received on time	• Manages inventory of repair parts and general supplies that support ships, squadrons, and shore-based activities • Maintains supply database for material stocked in shore-based warehouses and shipboard storerooms • Ensures Automated Shore Interface processing errors impacting stock records are corrected	• Ensures the timely processing of Automated Shore Interface configuration and logistics data • Reviews all COSAL feedback reports for verification and validation and serializes and submits the COSAL feedback reports • Maintains accountability of submitted COSAL feedback reports and related actions until the ship receives corrected or new Planned Maintenance System documentation • Ensures COSAL feedback report originators and work centers know that corrective actions are implemented based on the results of feedback report submissions	• Supervises the performance of the work centers carrying out the shipboard maintenance and material management system to ensure material readiness. The work centers work with the supply department to submit COSAL feedback reports to correct COSAL errors they identify.

Note: According to NAVSUP P-485, configuration refers to the equipment installed onboard.

Source: The DoD OIG, based on information from the Navy.

Relational Supply Inventory Record System

According to NAVSUP P-488, Relational Supply (RSupply) is the automated inventory record system that enables ships to receive baseline and subsequent COSAL updates. In addition, ships use RSupply to access and manage COSAL data, including the item name, unit of issue, allowance quantity, on-hand quantity, and stock-due quantity for spare parts onboard. Ship personnel use RSupply to order, receive, and issue necessary supplies and reconcile supply and inventory records with the shore infrastructure. According to NAVSUP P-485, supply officials update RSupply by entering individual transactions interactively into the system at terminals or through batch job processing.

Fleet COSAL Feedback Reports

According to NAVSUP P-488, COSAL feedback reports allow fleet maintenance personnel to request adjustments to the APL. The APL is a document that lists the technical characteristics of equipment, logistic and supply information, and significant spare parts needed to repair and maintain the equipment. A COSAL contains all APLs associated with the ship. Specifically, the ships' COSAL development process uses APLs to compute authorized allowances for repair parts onboard. Therefore, each ship must have an accurate and complete APL, and the ship's allowances must be ordered, received, and stored onboard the ship.

Work centers and supply support supervisors use COSAL feedback reports to correct APL deficiencies, which impact the spare parts published in a ship's COSAL, by notifying the in-service engineering agency and NAVSUP Weapons System Support for review and corrective action.

According to NAVSUP P-485, work centers and supply support supervisors must submit COSAL feedback reports to address the following common COSAL errors.

- Parts listed in the technical manual are not listed on the APL.
- The part number in the technical manual differs from the part number on the APL.
- The APL does not include a technical manual or includes an incorrect technical manual.
- Characteristics data on the APL is missing or incorrect.[6]
- The APL includes incorrect references or stock numbers.
- An error occurred in the source maintenance or recoverability code.[7]
- An error occurred in the allowance note code.[8]
- The quantity of equipment or component is incorrect.
- A maintenance-significant item is not listed on the APL.
- The allowed quantity is insufficient to perform the planned preventive maintenance.

[6] The characteristics data for an APL includes a description of the system or equipment, specific instructions and notes, and the commercial and government entity for the system or equipment.

[7] Source, maintenance, and recoverability codes communicate maintenance and supply instructions to the various logistics support levels and commands for the logistics support of systems, equipment, and end items.

[8] Note codes are assigned to individual parts to identify a unique requirement of individual parts.

U.S. Pacific Fleet

According to the U.S. Pacific Fleet website, the U.S. Pacific Fleet is the world's largest fleet command, responsible for advancing security and enhancing stability in the Indo-Pacific region.[9] The Indo-Pacific region is home to more than half of the world's population and accounts for two-thirds of global economic growth. The Commander, Naval Surface Force, U.S. Pacific Fleet (COMNAVSURFPAC), is a type commander for U.S. Pacific Fleet.[10] The U.S. Seventh Fleet is subordinate to U.S. Pacific Fleet and is the operational commander responsible to maintain a continuous forward presence in the Indo-Pacific. See Table 2 in Appendix A for the name and class of the 10 U.S. Seventh Fleet ships we visited. The selected ships were in port and available for us to visit; however, we could not verify the inventory of one ship for which RSupply was not available at the time of our visit.

[9] U.S. Pacific Fleet Webpage, "Command History," https://www.cpf.navy.mil/About-Us/Command-History/, accessed April 9, 2025.

[10] Commands in a fleet are grouped by similar types, such as surface ships, submarines, air forces, and expeditionary forces, and are assigned to type commanders for administration purposes. COMNAVSURFPAC's mission is to deliver and sustain full-spectrum naval power in support of fleet and operational commanders, lead surface warfare policy and standardization issues with a fleet-focused perspective, and develop the professional expertise of U.S. surface warriors.

Finding

U.S. Seventh Fleet Ship Officials Generally Managed Spare Parts Effectively but Could Improve

Supply officials for the nine U.S. Seventh Fleet ships we reviewed effectively performed annual inventories of onboard spare parts during FY 2024, reporting a combined average inventory accuracy of 99.9 percent after identifying inventory discrepancies and taking necessary corrective actions. We reviewed the inventory of a nonstatistical sample of 100 COSAL line items for each of the nine ships and determined that the inventory accuracy was between 83 and 95 percent, which is below the minimum inventory accuracy of 98 percent. According to the logistics specialists and SUPPOs, the line items we reviewed did not match the on-hand quantities in RSupply because logistics specialists and SUPPOs:

- did not know where the parts were,
- did not update the RSupply inventory record after issuing spare parts, or
- did not have an opportunity to remove excess items from the ships.[11]

In addition, we sent a questionnaire to Navy officials who assist in COSAL maintenance and supervise the work centers that submit COSAL feedback reports to correct COSAL errors. Of the 77 Navy officials who responded to our questionnaire, 52 officials did not know the purpose of and process for submitting COSAL feedback reports.[12]

This occurred because COMNAVSURFPAC did not establish a mandatory training process or provide reminders that specifically describe the purpose of COSAL feedback reports and requirements for ship personnel responsible for submitting the reports.

As a result, COMNAVSURFPAC officials did not have assurance that the 10 ships we reviewed in the Indo-Pacific region had all of the required spare parts onboard to support the equipment and weapon systems necessary to maintain operational readiness. In addition, the DIVOs and 3MCs may not have consistently submitted COSAL feedback reports as needed. Without all of the required spare parts onboard, ship maintenance personnel may not be able to fully maintain their systems.

[11] We considered the line items to be excess items if our inventory review found that their actual quantities onboard exceeded the on-hand quantities in RSupply inventory records.

[12] See Appendix B for our methodology of assessing DIVOs', 3MCs', and logistics specialists' understanding of the purpose of and process for submitting COSAL feedback reports.

Ships' Supply Officials Effectively Performed Inventories of Spare Parts in FY 2024

Supply officials for the nine ships we reviewed effectively performed annual inventories of spare parts onboard during FY 2024, reporting a combined average inventory accuracy rate of 99.9 percent after identifying inventory discrepancies and taking necessary corrective actions. According to NAVSUP P-485, ship supply officials must perform physical inventories throughout each fiscal year to ensure that the recorded inventory in RSupply matches the actual quantities physically available onboard. NAVSUP P-485 requires ship supply officials to report physical inventory results monthly to the Office of the Chief of Naval Operations under the Continuous Monitoring Program.

Physical inventories help supply officials determine any stock discrepancy that would require replenishment and reconcile the differences between the physical counts and RSupply records balance. According to NAVSUP P-485, the minimum inventory accuracy goal for all inventoried parts is 98 percent. The nine ships we reviewed provided the U.S. Pacific Fleet with quarterly physical inventory accuracy reports and an annual report for FY 2024. These reports included the total number of line items inventoried and the inventory accuracy rate.

The Supply Records Did Not Always Match the Quantities We Observed on the Nine Ships

The on-hand quantities for spare parts in RSupply did not always match the quantities we observed during our physical inspections. According to NAVSUP P-485, when ship supply officials perform annual physical inventories, the goal is to meet at least a 98-percent inventory accuracy rate. NAVSUP P-485 also states that ship readiness is negatively impacted if supply personnel cannot physically find the spare parts listed in the inventory record. Therefore, for the purposes of our inventory review, we concluded that inventory accuracy of less than 98 percent could adversely affect the readiness of the ship, which needs to have a maximum self-supporting capability for 90 days without replenishing the spare parts. For the nine ships we reviewed, between 5 and 17 percent of the line items that we reviewed per ship did not match the on-hand quantities in the RSupply inventory record, resulting in an inventory accuracy between 83 and 95 percent.[13] Table 1 shows our physical inspection results.

[13] For each ship, we initially tried to physically validate the on-hand quantity of 100 sample line items selected from each ship's COSAL. If a line item's actual on-hand quantity did not match the on-hand quantity in RSupply, we marked it as a discrepancy.

Table 1. Number of Sample Line Items with Inventory Discrepancies[14]

No.	Ship Name	Total Line Items Reviewed*	Line Items with Discrepancies	Inventory Accuracy Percent
1	USS Warrior	98	5	94.9
2	USS Higgins	96	5	94.8
3	USS Blue Ridge	98	7	92.9
4	USS New Orleans	99	10	89.9
5	USS Robert Smalls	98	10	89.8
6	USS Patriot	97	13	86.6
7	USS Chief	96	12	87.5
8	USS Rafael Peralta	100	14	86.0
9	USS San Diego	100	17	83.0
	Total	**882**	**93**	

* We could not observe all 100 line items in our sample for seven of the nine ships because some of the selected line items were stored off the ship or in a storage area with limited access while the ships were in port performing maintenance. Therefore, our modified sample contained 882 line items.

Source: The DoD OIG.

During our physical inspection of 882 line items for the nine ships, we found that the quantities of 93 line items did not match the on-hand quantities in the RSupply inventory records, resulting in a combined inventory accuracy of 89.5 percent. Specifically, the quantities for 45 of 93 line items were either fewer or greater than the on-hand quantities in the RSupply inventory records. For example, one ship's RSupply inventory record showed seven electrical solenoids onboard; however, we identified only three onboard during our physical inspection.[15]

The remaining 48 of 93 line items did not have any items available in the storerooms even though the RSupply inventory records showed that they were in stock. For example, one ship's RSupply inventory record showed that it had a spare circulating fan available onboard; however, we found that the ship did not have a circulating fan available. Because the RSupply inventory record showed that the part was in stock, the logistics specialists did not reorder the part. In addition, if a work center submitted a request for the part, logistics specialists could not immediately fulfill the request. Therefore, these 48 line items pose a high risk to equipment readiness because the ships would not be able to satisfy repair or maintenance part requests from work center maintenance personnel while deployed at sea.

[14] Inventory discrepancies occur when the stock record does not match material in storage.

[15] A solenoid is an electrical device that converts electrical current into mechanical motion.

Logistics Specialists and SUPPOs Misplaced Parts, Did Not Update RSupply, or Did Not Remove Excess Items

For the inventory discrepancies that we identified, logistics specialists and SUPPOs said that they misplaced parts, did not update RSupply, or did not remove excess parts from the ship. Logistics specialists and SUPPOs for seven ships stated that some discrepancies occurred because they misplaced parts. For example, a logistics specialist for one ship stated that they did not know where the loop clamps were and that the parts might have fallen into another drawer.[16]

In addition, logistics specialists and SUPPOs for four ships said that some discrepancies occurred because they did not update the quantity in the RSupply inventory record after issuing spare parts. For example, the logistics specialists of one ship stated that they issued a sleeve bearing and re-ordered that item; however, the on-hand quantity in the RSupply inventory record did not show the part was issued because the supply personnel did not update RSupply after the issuance.[17] Finally, logistics specialists and SUPPOs for five ships stated that they did not have an opportunity to remove excess inventory of some parts from the ship. For example, one ship had an excess of four O-rings, and logistics specialists said that they would be unable to offload the excess O-rings because offloading would cost more than the O-rings themselves.[18]

NAVSUP P-485 states that when supply officials identify inventory discrepancies during their inventory reviews, they must perform research for all discrepancies to verify whether an inventory variance caused the discrepancy. This research includes the consideration of recent transactions, unprocessed or rejected documentation, search of adjacent or temporary storage location areas, and certification of catalog data. To ensure the nine ships we reviewed have the spare parts required to operate and maintain systems and equipment onboard and reach the minimum inventory accuracy of 98 percent, COMNAVSURFPAC officials should conduct a review of all inventory discrepancies we identified during our review to determine whether an inventory variance occurred that resulted in the discrepancy and implement corrective actions.

[16] A loop clamp is a clamp designed to surround other items, such as cables, conduit, pipes, hoses, or tubes, and to fasten together or to another object or structure.

[17] A sleeve bearing is a tubular-shaped item designed to reduce friction and carry a kinetic load on the surfaces parallel to the axis of a bore.

[18] An O-ring is a ring-shaped seal primarily made of rubber elastomeric material. O-rings provide an affordable and reliable means of sealing machinery components.

DIVOs and 3MCs Did Not Always Understand the Purpose of and Process for Submitting COSAL Feedback Reports

For the 10 ships we reviewed, 50 of 73 DIVOs and 2 of 4 3MCs did not understand the purpose of and process for submitting feedback reports to correct errors on the COSAL. We distributed questionnaires to the DIVOs and 3MCs on the 10 ships we reviewed and requested responses regarding their understanding of the purpose of and process for submitting COSAL feedback reports.[19] For example, the DIVO on the USS Rafael Peralta and 13 of the 15 DIVOs on the USS Higgins who responded to the questionnaire stated that they did not understand the COSAL feedback report process.

NAVSUP P-485 requires ship personnel to submit COSAL feedback reports for all COSAL issues related to unlisted repair parts, technical manual errors, missing data, wrong nomenclatures, and wrong manufacturers listed. Specifically, ship personnel should submit COSAL feedback reports to correct COSAL errors such as spare parts not listed on the APL. However, according to the DIVOs and 3MCs who returned questionnaires, they did not always understand the purpose of and process for submitting COSAL feedback reports. See Appendix B for a discussion of the questionnaire responses.

COMNAVSURFPAC Did Not Establish a Training Process for Submitting COSAL Feedback Reports or Provide Reminders

COMNAVSURFPAC officials did not establish a training process or provide reminders to ship personnel that describe the purpose of and requirements for submitting COSAL feedback reports. We sent questionnaires to all 10 ships to assess the personnel's understanding of the COSAL feedback report process and received 77 responses. Of the 77 responses we received from DIVOs and 3MCs, 60 stated that they did not receive training on COSAL feedback reports. For example, according to a DIVO for the USS San Diego, the DIVO did not receive any training on the purpose of and process for submitting COSAL feedback reports and did not understand the requirements and process for preparing and submitting the reports.

[19] We sent the questionaries to 105 email addresses covering the DIVOs and 3MCs for all 10 ships we reviewed. However, we could not determine the number of DIVOs and 3MCs that received the questionnaires because some email addresses were group email addresses, and some were forwarded to other officials for response.

According to a COMNAVSURFPAC official, the Afloat Training Group provides training to ship personnel on an as-needed basis. The official further explained that the training group provides on-the-spot training if the training group finds that the ships' personnel are not completing COSAL feedback reports. A U.S. Pacific Fleet official stated that although COSAL feedback report training is offered and provided to ships, the training is not mandatory. The U.S. Pacific Fleet official stated that COMNAVSURFPAC officials provided in-person COSAL feedback report training to work center supervisors and repair parts petty officers for the USS Rafael Peralta and USS Higgins from July 2024 through August 2024; however, the training was invitational and voluntary. To ensure that all responsible ship personnel understand the purpose of and process for submitting COSAL feedback reports, COMNAVSURFPAC officials should implement a COSAL feedback report training plan for the DIVOs and 3MCs of the U.S. Pacific Fleet so that they submit the reports as required to maintain an accurate COSAL.

In addition, a U.S. Pacific Fleet official stated that COMNAVSURFPAC did not provide reminders that describe the purpose of COSAL feedback reports and requirements for submitting the reports. According to the official, COMNAVSURFPAC's force supply officers distributed quarterly supply newsletters to ships' commanding officers to remind the supply personnel about the supply requirements and provide them with advice on improving supply processes and mitigating recurring problems. However, the official said that the quarterly newsletters did not address the purpose of and requirements for submitting COSAL feedback reports. To ensure that all responsible ship personnel understand that COSAL feedback reports are available to correct COSAL errors, COMNAVSURFPAC should provide reminders to the responsible ship personnel that describe the purpose of COSAL feedback reports and requirements for submitting the reports, such as in the COMNAVSURFPAC force supply officers' quarterly newsletters.

COMNAVSURFPAC Did Not Have Assurance That the 10 Ships We Reviewed Had All Required Spare Parts Onboard

COMNAVSURFPAC officials did not have assurance that the 10 ships we reviewed in the Indo-Pacific region had all of the required spare parts onboard to support the equipment and weapon systems necessary to maintain operational readiness. In addition, DIVOs and 3MCs may not have consistently submitted COSAL feedback reports as needed. According to a DoD official, the Indo-Pacific region is a priority theater for the DoD. Having effective inventory of parts onboard ships contributes to the success of COMNAVSURFPAC ship missions. Without all of the required

spare parts onboard, ship maintenance personnel may not be able to maintain their systems, such as propulsion or navigational equipment, without replenishment for 90 days, which is the Navy's performance goal for COSALs.

Recommendations, Management Comments, and Our Response

Recommendation 1

We recommend that the Commander, Naval Surface Force, U.S. Pacific Fleet:

a. Conduct a review of all inventory discrepancies we identified during our review to determine whether an inventory variance caused the discrepancy and implement corrective actions.

COMNAVSURFPAC Comments

The Force Supply Officer, responding for COMNAVSURFPAC, agreed and stated that all inventory accuracy discrepancies identified during the team's visit to ships in Japan have been reconciled.

Our Response

Comments from the Force Supply Officer addressed the specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close this recommendation when we receive documentation to verify that COMNAVSURFPAC reconciled all inventory discrepancies identified during our evaluation.

b. Implement a Fleet Coordinated Shipboard Allowance List feedback report training plan for the division officers and maintenance and material management coordinators of the U.S. Pacific Fleet so that they submit Fleet Coordinated Shipboard Allowance List feedback reports as required to maintain an accurate Fleet Coordinated Shipboard Allowance List.

COMNAVSURFPAC Comments

The Force Supply Officer, responding for COMNAVSURFPAC, agreed and stated that COMNAVSURFPAC will implement a COSAL feedback report plan for all DIVOs and 3MCs no later than September 30, 2025.

Our Response

Comments from the Force Supply Officer addressed the specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation when we verify that COMNAVSURFPAC implemented a COSAL feedback report training plan for all DIVOs and 3MCs.

c. Provide written reminders to the appropriate ship personnel that describe the purpose of Fleet Coordinated Shipboard Allowance List feedback reports and requirements for submitting the reports, such as in the Commander, Naval Surface Force, U.S. Pacific Fleet force supply officers' quarterly newsletters.

COMNAVSURFPAC Comments

The Force Supply Officer, responding for COMNAVSURFPAC, agreed and stated that COMNAVSURFPAC will include COSAL feedback report submission requirements and procedures in the quarterly Force Supply Officer's newsletters no later than August 31, 2025.

Our Response

Comments from the Force Supply Officer addressed the specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation when we verify that COMNAVSURFPAC published a quarterly newsletter that includes COSAL feedback report submission requirements and procedures.

Appendix A

Scope and Methodology

We conducted this evaluation from July 2024 through April 2025 in accordance with the "Quality Standards for Inspection and Evaluation," published in December 2020 by the Council of the Inspectors General on Integrity and Efficiency. Those standards require that we adequately plan the evaluation to ensure that objectives are met and that we perform the evaluation to obtain sufficient, competent, and relevant evidence to support the findings, conclusions, and recommendations. We believe that the evidence obtained was sufficient, competent, and relevant to lead a reasonable person to sustain the findings, conclusions, and recommendations.

This evaluation's scope covered the U.S. Pacific Fleet's management of spare parts carried onboard forward-deployed Navy surface ships assigned to the U.S. Seventh Fleet in the Indo-Pacific region. Specifically, we visited the 10 ships assigned to the U.S. Seventh Fleet that are listed in Table 2.

To assess how effectively the Navy managed spare parts required on forward-deployed ships in the Indo-Pacific region, we:

- reviewed Navy policies and guidance;
- interviewed Navy officials;
- conducted site visits to Yokosuka, Japan, and Sasebo, Japan, in September 2024; and
- sent questionnaires to the DIVOs and 3MCs for all 10 ships we visited in Japan.

We interviewed Navy officials from the following organizations to gain insight on the management and maintenance of the required inventory of spare parts and COSALs on forward-deployed ships in the U.S. Seventh Fleet's areas of responsibility.

- Naval Sea Systems Command
- NAVSUP Weapons System Support
- U.S. Pacific Fleet Command
- COMNAVSURFPAC

We conducted site visits to U.S. Fleet Activity Yokosuka in Yokosuka, Japan, and U.S. Fleet Activity Sasebo, in Sasebo, Japan, and visited 10 forward surface ships from September 16, 2024, to September 25, 2024.

Table 2. Forward Surface Ships We Reviewed

Ship Name	Site Visit Location	Ship Class
USS Higgins	Yokosuka, Japan	guided-missile destroyer[1]
USS Robert Smalls	Yokosuka, Japan	guided-missile cruiser
USS Rafael Peralta	Yokosuka, Japan	guided-missile destroyer
USS Blue Ridge	Yokosuka, Japan	amphibious command ship[2]
USS Warrior	Sasebo, Japan	mine countermeasure ship[3]
USS San Diego	Sasebo, Japan	amphibious transport dock ship[4]
USS Patriot	Sasebo, Japan	mine countermeasure ship
USS Chief	Sasebo, Japan	mine countermeasure ship
USS New Orleans	Sasebo, Japan	amphibious transport dock ship
USS Pioneer	Sasebo, Japan	mine countermeasure ship

[1] Guided missile destroyers are warships that provide multi-mission offensive and defensive capabilities.

[2] Amphibious command ships provide command and control for fleet commanders.

[3] Mine countermeasure ships play a critical role in maintaining maritime security by locating, identifying, and neutralizing underwater mines, ensuring safe passage for naval and commercial vessels in potentially hazardous waters.

[4] Amphibious transport dock ships are warships that embark, transport, and land elements of a landing force for a variety of expeditionary warfare missions.

Source: The DoD OIG.

We reviewed the Navy policies and guidance for spare part management and COSAL maintenance. In addition, to determine the parts allowance for each ship, we obtained the most current COSALs for all 10 ships we visited, including all updates to the COSAL as of August 2024 and September 2024. Although we visited 10 ships, we excluded the USS Pioneer from our inventory review because the USS Pioneer's RSupply was unavailable during our visit because of the fiscal year closeout process. Therefore, we reviewed the inventory of nine ships.

The ships we reviewed had the following universe of COSAL line items.

- USS Higgins (11,345)
- USS Robert Smalls (10,665)
- USS Rafael Peralta (9,727)
- USS Blue Ridge (11,767)
- USS Warrior (4,284)
- USS San Diego (12,395)
- USS Patriot (4,643)
- USS Chief (4,513)
- USS New Orleans (826)

From the universe of the line items in each COSAL, we selected a nonstatistical, random sample of 100 line items to conduct our physical inspections during our site visits to Yokosuka, Japan, and Sasebo, Japan. To select our nonstatistical random sample of 100 line items, we used the RAND (random) function in a spreadsheet to assign a random number to each line item in each ship's COSAL and randomized the line items by sorting the randomly assigned numbers in ascending order.[20] We then selected the first 100 unique line items from each ship's COSAL as our sample.

During our site visits, we interviewed SUPPOs and logistics specialists from all 10 ships we visited who are responsible for obtaining spare parts, maintaining the inventory of spare parts, and maintaining the COSAL. In addition, we conducted a physical inspection of 100 nonstatistical sample line items per ship that we selected from nine ships' COSALs to determine whether the on-hand quantities in RSupply matched the quantities onboard.[21] We could not observe all 100 line items for seven of the nine ships because some of the selected line items were stored off the ship or in a storage area with limited access while the ships were in port performing maintenance. Therefore, we observed a total of 882 line items for the nine ships we visited. We asked SUPPOs and logistics specialists to determine the causes for any discrepancies we identified during our physical inspections.

Between October 2024 and December 2024, we sent questionnaires to the DIVOs and 3MCs for all 10 ships we visited to determine their understanding of the COSAL feedback report process. See Appendix B for more information about the questionnaires.

Use of Computer-Processed Data

We used computer-processed data to perform this evaluation. Specifically, the U.S. Pacific Fleet officials provided us with COSAL data, including on-hand quantities in the inventory record, for all nine ships we reviewed. The U.S. Pacific Fleet officials extracted the COSAL data from each ship's RSupply inventory record. We used COSAL data, including on-hand quantities in the inventory records, to select a nonstatistical sample of line items and determine whether physical quantities onboard matched the inventory records. According to the U.S. Pacific Fleet official, each ship used RSupply to access their COSAL data for their inventory management.

[20] The RAND function generates an evenly distributed, random, real number greater than or equal to zero and less than one. A new random real number is returned every time the worksheet is calculated.

[21] Although we visited 10 ships, we excluded the USS Pioneer from our inventory review because the USS Pioneer's RSupply was unavailable during our visit. Therefore, we reported the inventory review for 9 ships.

Even though the U.S. Pacific Fleet official confirmed that the COSAL and RSupply inventory records data for the nine ships they provided to us were reliable, we performed additional steps during our evaluation that further validated the data. Specifically, we assessed the reliability of the data by requesting that each ship's logistics specialists review our non-statistical sample of line items from the COSAL data and confirm the location and quantity for each line-item using their most recent COSAL data in the RSupply inventory record. In addition, we discussed our physical inspection results with logistics specialists on each ship to compare our physical inspection results with their most recent COSAL data in RSupply. Therefore, we determined that the computer-processed data was sufficiently reliable for the purposes of selecting a sample of line items for review and to determine whether physical quantities onboard matched the quantities in the RSupply inventory record.

Prior Coverage

During the last 5 years, the Government Accountability Office (GAO) issued one report discussing COSAL effectiveness, feedback reports, and sailor training.

Unrestricted GAO reports can be accessed at http://www.gao.gov.

GAO

Report No. 24-106525, "Actions Needed to Improve Support for Sailor-Led Maintenance," September 2024

The GAO found that the Navy did not meet its goal of supplying 65 percent of items, parts, and materials onboard when requested as part of its COSAL. According to the GAO, the Navy refers to this as a gross effectiveness target for its COSAL. Overall, the ships in the active battle fleet had about 50 percent of requested parts and materials onboard when needed. The GAO examined the possibility that the Navy may be failing to acquire the required parts and materials onboard ships and analyzed whether the Navy updated COSALs after the most recent depot maintenance periods. The GAO reviewed 115 ships' data and found that most ships had outdated COSALs. The GAO report also stated that if sailors discover items on their shipboard allowance list that are inaccurate or outdated, they can submit a feedback report to request an allowance update.

However, sailors told GAO auditors that the shipboard allowance update process takes more time than desired and that they sometimes did not receive a response confirming that changes were made. Navy officials confirmed that some COSAL feedback reports were sent to email addresses belonging to individuals who were no longer responsible for processing them. In addition, the GAO found that the Navy had not ensured that shipboard allowance lists were updated and accurate. Specifically, NAVSUP officials could not guarantee that updated information from the lists would be incorporated into ship documentation. The GAO made seven recommendations to the Navy, including to ensure that shipboard allowance lists are updated and accurate.

Appendix B

Between October 2024 and December 2024, we sent questionnaires to the DIVOs and 3MCs for all 10 ships we visited to determine their understanding of the COSAL feedback report process. We requested a list of email addresses for all DIVOs and 3MCs on the 10 ships and sent the questionaries to 105 email addresses. However, we could not determine the number of DIVOs and 3MCs that received the questionnaires because some email addresses were group email addresses, and some were forwarded to other officials for response. We received 77 responses from DIVOs and 3MCs for all 10 ships.

We asked DIVOs and 3MCs whether they: (1) received training on COSAL feedback reports and (2) understood the purpose of and submission process for COSAL feedback reports, including if they understood their responsibilities for submitting the reports. We received responses to our questionnaire from four 3MCs, one each from the USS New Orleans, USS Patriot, USS San Diego, and USS Warrior. Specifically, the 3MCs for the USS New Orleans and USS San Diego stated that they did not understand the COSAL feedback report process. Table 3 lists the number of DIVOs by ship who did not understand the COSAL feedback report process. As Table 3 demonstrates, 50 (68.5 percent) of 73 respondents did not understand the COSAL feedback report process.

Table 3. Questionnaire Responses from Ship Personnel

Ship Name	Number of Questionnaire Responses from DIVOs	Number of DIVOs Who Did Not Understand the Process
USS Blue Ridge	1	0
USS Higgins	15	13
USS New Orleans	8	5
USS Pioneer	3	2
USS Rafael Peralta	1	1
USS Robert Smalls	11	8
USS Patriot	1	0
USS San Diego	25	18
USS Warrior	7	2
USS Chief	1	1
Total	**73**	**50**

Source: The DoD OIG.

Management Comments

Commander, Naval Surface Force, U.S. Pacific Fleet

DEPARTMENT OF THE NAVY
COMMANDER, NAVAL SURFACE FORCE
UNITED STATES PACIFIC FLEET
2841 RENDOVA ROAD
SAN DIEGO, CALIFORNIA 92155-5490

IN REPLY REFER TO
4400
Ser N01/ 338
6 May 25

From: Commander, Naval Surface Force, U.S. Pacific Fleet
To: Office of Inspector General, 1000 Navy Pentagon, Room 4D652, Washington, DC 20390-1000

Subj: EVALUATION OF THE SPARE PARTS ONBOARD U.S. NAVY SHIPS IN THE INDO-PACIFIC REGION

Ref: (a) DODIG Report No. D2024-DEV0PA-0150.000 of 10 Apr 25

Encl: (1) COMNAVSURFPAC Comments on Draft Audit Report: Evaluation of the Spare Parts Onboard U.S. Navy Ships in the Indo-Pacific Region (Report No. D2024-DEV0PA-0150.000) Recommendations

1. Per reference (a), enclosure (1) is submitted.

2. For any questions, please contact Commander, Naval Surface Force, U.S. Pacific Fleet (N41), [redacted]

C. D. SCHEMM
By direction

Copy to:
CPF N41

Commander, Naval Surface Force, U.S. Pacific Fleet (cont'd)

COMNAVSURFPAC Comments on Draft Audit Report: Evaluation of the Spare Parts Onboard U.S. Navy Ships in the Indo-Pacific Region (Report No. D2024-DEV0PA-0150.000) Recommendations

Comments on the DODIG recommendations pertaining to COMNAVSURFPAC commands are provided below.

Recommendation 1.a:
Conduct a review of all inventory discrepancies we identified during our review to determine whether an inventory variance caused the discrepancy and implement corrective actions.

COMNAVSURFPAC Comment: Concur.
The COMNAVSURFPAC Force Stock Control Officer validated that all inventory accuracy discrepancies identified during the DODIG team visits to ships in Japan have been reconciled.

Recommendation 1.b:
Implement a Fleet Coordinated Shipboard Allowance List feedback report training plan for the division officers and maintenance and material management coordinators of the U.S. Pacific Fleet so that they submit Fleet Coordinated Shipboard Allowance List feedback reports as required to maintain an accurate Fleet Coordinated Shipboard Allowance List.

COMNAVSURFPAC Comment: Concur.
Not later than 30 September 2025, COMNAVSURFPAC will implement a Fleet COSAL Feedback Report (FCFBR) plan for all division officers and maintenance and material management coordinators.

Recommendation 1.c:
Provide written reminders to the appropriate ship personnel that describe the purpose of Fleet Coordinated Shipboard Allowance List Feedback Reports and requirements for submitting the reports, such as in the Commander, Naval Surface Force, U.S. Pacific Fleet force supply officers' quarterly newsletters.

COMNAVSURFPAC Comment: Concur.
Not later than 31 August 2025 COMNAVSURFPAC will include FCFBR submission requirements and procedures in quarterly Force Supply Officer newsletters.

ENCL (1)

Acronyms and Abbreviations

3MC	Maintenance and Material Management Coordinator
APL	Allowance Parts List
COMNAVSURFPAC	Commander, Naval Surface Force, U.S. Pacific Fleet
COSAL	Coordinated Shipboard Allowance List
DIVO	Division Officer
NAVSUP	Naval Supply Systems Command
SUPPO	Supply Officer

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Legislative Affairs Division
703.604.8324

Public Affairs Division
public.affairs@dodig.mil; 703.604.8324

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DEPARTMENT OF DEFENSE | OFFICE OF INSPECTOR GENERAL

4800 Mark Center Drive
Alexandria, Virginia 22350-1500
www.dodig.mil
DoD Hotline 1.800.424.9098