Defense Logistics Agency
MANUAL

DLAM 4140.08-V1
September 16, 2015

Accountable Office: DLA Aviation, Air Force Customer Operations (QAA)

SUBJECT: DLA Retail Supply Chain Materiel Management Procedures: Air Force (AF) Supply Storage and Distribution

References: Refer to Enclosure 1

1. PURPOSE. This Manual:

a. Manual. This Manual is composed of several volumes, each containing its own purpose. The purpose of the overall Manual, in accordance with the authority in DLA Instruction 4140.08, is to implement policy, assign responsibilities, and provide procedures for the maintenance and disposition of DLA records.

b. Volume. This Volume implements DLAI 4140.08 (Reference (a)) and establishes procedures and assigns responsibilities for DLA's management of (retail) Supply, Storage, and Distribution (SS&D) functions in support of AF depot maintenance production line customers by executing DLA Aviation's order fulfillment, planning, procurement, technical/quality, and distribution processes and tools.

c. Documents DLA Aviation's roles, responsibilities, processes, and other initiatives and tasks agreed between DLA Aviation and the AF Sustainment Center (AFSC) or the AF Life Cycle Management Center (AFLCMC).

d. Augments AF policy published in the AFSCI Depot Maintenance Manual, AFMCI 20-103, and AFSCMAN 20-101.

2. APPLICABILITY. This Manual applies to:

a. DLA Finance, Aviation; DLA Distribution; and DLA Supply Chain Owners. Specifically, to DLA Aviation's (Business Process Support Directorate, Procurement Process Support Directorate, Customer Operations Directorate, Supplier Operations Directorate, Planning Directorate, and Engineering Directorate) and the DLA Industrial Support Activity (ISA) Divisions (Retail Accountable Officer, Business Process Support Division, Storage and Distribution Division, Materiel Management Division, and Planning and Support Division).

b. All phases of DLA retail supply chain materiel management, from identifying and defining a requirement (as applicable) for an item to be used at the Industrial Maintenance Production site to be managed as retail to providing the materiel to the customer, including all processes and procedures in the Enterprise Business System (EBS) and the applicable AF systems.

c. The AF will provide regulatory guidance and training relative to the operation, utilization, and/or managerial oversight of all non-DLA supply chain management systems required for the execution of Depot materiel support and logistics management by DLA Aviation at the ISA. All supporting Standard Operating Procedures, Job Aids, etc. developed by DLA Aviation's Business Process Support for use by the DLA workforce at the DLA ISAs in carrying out their retail management responsibilities will ensure adherence to AF Instructions, Regulations, Manuals, etc.

3. DEFINITIONS. Refer to Glossary, Part II

4. POLICY. Refer to DLAI 4140.08 dated March 11, 2015.

5. RESPONSIBILITIES. Refer to Enclosure 2.

6. PROCEDURES. Refer to Enclosures 3.

7. INTERNAL CONTROLS.

a. DLA Aviation ISA Commander monitors specific performance metrics through monthly analysis and status reports; periodic meetings of principals, led by DLA Aviation Richmond as Office of Primary Responsibility (OPR); routine communications between Business Process Analysts, Subject Matter Experts.

b. DLA Aviation Richmond, with DLA HQ assistance as needed, conduct annual retail site visits to monitor compliance with this manual. In cases of non-compliance, a follow-up visit will be scheduled within six months from the date of the original annual site visit.

8. RELEASABILITY. UNLIMITED. This Manual is approved for public release and is available on the Internet from the DLA Issuances Website.

9. EFFECTIVE DATE. This manual:

a. Is effective [insert date upon posting to the website].

b. Must be reissued, cancelled, or certified current within five years of its publication in accordance with DLAI 5025.01, DLA Issuance Program. If not, it will expire effective [insert date upon posting to the website] and be removed from the DLA Issuances Website.

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Date: 2015.09.16 13:54:03 -04'00'

Brig Gen Allan E. Day, USAF
Commander, DLA Aviation

Enclosures
1. References
2. Responsibilities
3. Procedures

Glossary

TABLE OF CONTENTS

ENCLOSURE 1

REFERENCES

(a) DLAI 4140.08, "DLA Retail Supply Chain Materiel Management Policy," March 11, 2015
(b) DoD 4140.1-R, "DoD Supply Chain Materiel Management Regulation," May 23, 2003
(c) DoD Directive 5134.12, "Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD(L&MR))," May 25, 2000, as amended
(d) DoDI 4140.01, "Supply Chain Materiel Management Policy," December 14, 2011
(e) DLAI 5025.01 "DLA Issuances Program," January 4, 2013
(f) DoD Instruction 8320.04, "Item Unique Identification (IUID) Standards for Personal Property," June 16, 2008
(g) Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, "DoD Guide to Uniquely Identifying Items," October 1, 2008[1]
(h) Military Standard 130 "Department of Defense Standard Practice: Identification Marking of U.S. Military Property," current edition
(i) DoD Instruction 4151.19, "Serialized Item Management (SIM) for Materiel Maintenance," December 26, 2006
(j) DoD 4120.24-M, "Defense Standardization Program (DSP) Policies and Procedures," March 9, 2000
(k) DoD 4140.01-M, "Defense Inactive Item Program," August 13, 1992
(l) DoD 7000.14-R, "Department of Defense Financial Management Regulations (FMRs)," Volumes 1-15, dates vary per volume
(m) DLM 4000.25 Volume 2, Supply Standards and Procedures, June 13, 2012
(n) DLM 4000.25-1, Military Standard Requisitioning and Issue Procedures (MILSTRIP), June 13, 2012
(o) DLM 4000.251-2, Military Standard Transaction Reporting and Accountability Procedures (MILSTRAP), June 13, 2012
(p) DLAI 3210, Organic Manufacturing, March 3, 2010
(q) US Code Title 10

ENCLOSURE 2

RESPONSIBILITIES

1. The COMMANDER, DLA AVIATION. The Commander, DLA Aviation must:

a. Develop and implement retail management procedures that enable the ISAs to complete their mission.

b. Provide resources, training, and functional Offices of Primary Responsibility to staff all retail management issues.

c. Ensure functional Office of Primary Responsibility will manage, review, and revise this manual and related checklists annually (on the anniversary of the publication date) or as required.

d. Establish and maintain a governance structure co-chaired with HQ DLA/J342 to enforce compliance and accountability.

2. The COMMANDER, DLA DISTRIBUTION. The Commander, DLA Distribution, shall:

a. Execute the policy and procedures in this DLAM.

b. Ensure all appropriate regulations and implementing procedures are revised to ensure compliance with this Instruction.

c. Support any retail requirement identified by the Military Service or PLFA if given funding for the appropriate level of work.

d. Maintain system designs and tables in Defense Standard System (DSS) which serves as DLA's primary warehouse and distribution management solution.

e. Ensure that storage and distribution support to the industrial maintenance customer at the operational site and the DLA ISA supporting that customer is the collocated distribution center's primary mission focus unless contingency operations dictate otherwise.

f. Support the DCO and the ISA in meeting the performance targets agreed upon among DLA Distribution HQ, the retail industrial customer, and the DCO with guidance from DLA HQ.

g. Maintain the accuracy of DSS inventory records as it is the inventory system of record and ensure the ability to update service/agency inventory management systems through interface as required.

h. Coordinate with the HQ DLA Enterprise Retail Process Owner on any changes in distribution processes or procedures that may affect DLA retail materiel management.

i. Plan and accomplish retail site visits with the support of DLA HQ J34 as required.

3. The COMMANDERS, DLA AVIATION ISA. The Commanders, DLA Aviation Industrial Support Activities, must:

a. Implement the retail support procedures described in this Manual at their respective retail support sites.

b. Locally procure retail items.

c. Manage performance through setting levels.

d. Control Stock Keeping Unit (SKU) mapping and protection levels.

e. Adjust demand plans.

f. Generate Stock Transport Order (STO) actions as required.

g. Chair a monthly meeting to review Emergency Retail Buy (ERB) / Retail Organic Manufacture (ROM) process metrics at their ISA to streamline, reduce flow days, and share best practices with other ISAs.

h. Ensure ISA end users leveraging procedures that involve the DLA Aviation, DLA Distribution, or AF Training Offices obtain appropriate training.

i. Ensure end users submit requests for EBS systems, policies, and procedures assistance via the Data Request Unit tool and leverage site business process analysts to assist in resolution of these issues as required.

4. The DIRECTOR, BUSINESS PROCESS SUPPORT, DLA AVIATION must:

a. Implement EBS procedures, systems, job roles, job aids, training documents, and all other documents pertaining to retail support operations as required.

b. Monitor the implementation of the procedures prescribed in this manual.

c. Ensure that supplemental guidance and procedures are in accordance with this manual.

ENCLOSURE 3

PROCEDURES

1. ORDER FULFILLMENT

a. General. In the retail environment, order fulfillment and management procedures will follow EBS procedures to the fullest extent possible. Standard EBS order fulfillment and management procedures used throughout DLA's supply chains will not be detailed in this section. Rather, this section addresses those instances where the retail environment cannot be operated by EBS procedures. Order fulfillment and management at the AF retail level is assigned to the DLA ISA's Materiel Management (MM) Division. A Customer Support Technician or Customer Support Specialist (CSS) normally is responsible. Orders will typically flow from service maintenance systems to DLA's EBS. In some instances, members of the ISA must intervene on behalf of their industrial customers.

b. Customer Direct (CD) Orders on Long Term Contract (LTC). LTC CD (Direct Vendor Delivery (DVD) type) orders are for items on Long Term Contract with a provider that can most readily anticipate and fulfill a customer's requirements. EBS will systematically flow requirements to the vendor of record, expecting that this vendor will most readily be able to meet those requirements. On occasion, the ISA will need to intervene because the vendor of record is not able to satisfy the requirement, or is not the most expeditious means for satisfying an urgent customer requirement. Refer to the Customer Support Specialist job aid or desktop procedures for detailed procedures on handling each of these issues bearing in mind that coordination with the customer and the Business Process Analysts (BPAs) may be necessary in order to provide an alternative support for immediate use if the LTC CD order will not do so.

(1) Items coded as 'ZDUL'. Items coded in EBS as 'ZDUL' allow for both DLA Direct (DD) and CD orders to generate. The CSS will work with the Integrated Supply Team (IST) that manages the LTC for possible contract cancellation discussions for potentially excess CD orders. If the CD orders should/could not be cancelled and are excess, the CSS inform the Service customer of the excess and they may or may not receive credit back through the DLA Material Returns Program (MRP).

(2) Zero balance with stock available at another ISA. When an item is out of stock at the ISA, all subsequent requisitions will generate as CD orders to the vendor of record. If stock is available at another ISA or location, the CSS will need to intervene to rapidly acquire the needed materiel. The CSS will work with the IST that manages the LTC for possible contract cancellation discussions for potentially excess CD orders. If the CSS determines that potentially excess CD orders should/could not be cancelled, the CSS inform the Service customer of the excess and they may or may not receive credit back through the DLA Materiel Returns Process.

(3) Zero Balance at the ISA with materiel available at another ISA that is at/below their protected stock level. Once an item is out of stock at the ISA, all subsequent requisitions will generate as CD orders to the vendor of record. If another ISA has available materiel, the CSS will need to intervene to rapidly acquire the needed materiel. If materiel is obtained from

another ISA, the CSS will to work with the IST that manages the LTC for possible contract cancellation discussions for the potentially excess CD orders.

(4) Zero balance at the ISA with commercial surplus available. As in the other three scenarios, all subsequent requisitions will generate as CD orders to the vendor of record. If acceptable materiel is available in commercial surplus, the CSS will intervene to obtain that materiel, if possible. The CSS will work with the IST to determine if potentially excess CD orders should be cancelled. If the CSS determines that potentially excess CD orders should/could not be cancelled, the CSS inform the Service customer of the excess and they may or may not receive credit back through the DLA Material Returns Program (MRP).

c. Backorder Management. All data and information will be reviewed and appropriate action taken based on standard backorder resolution work procedures to alleviate the backorder condition. Center of Parts Activity Alert 1300 (Backorders with stock on hand by clerk code) will indicate to the CSS that a customer backorder could potentially be satisfied from stock on hand at the depot. COPA alert 1800 provides notification to the CSS that a customer backorder could potentially be satisfied from stock on hand at the Depot in Courtesy Storage. Although there are conditions that would prohibit stock from releasing, there are instances where manual intervention is required to release the stock. All actions and updated status will be documented in the Resolution Checklist until the backorder is satisfied or cancelled.

d. Breach of Stock. When presented with a request to expedite a sales order and upon determining that materiel is available at an ISA, a CSS will initiate a Customer Relationship Management (CRM) ticket to request release of materiel to satisfy an urgent requirement. Materiel with a protected indicator of 04 can be used without requesting release from the ISA. Breach of stock will be performed IAW established criteria.

e. Materiel Release Denial. See the business rules outlined in the Customer Relationship Management Job Aid for specific guidance on denying a materiel release.

f. Customer Relationship Management (CRM). CRM is the means by which formal requests for assistance in resolving issues with DLA-managed materiel can be traced for resolution. The MM Division will adhere to the CRM processes defined in Special Customer Support Functions section of this manual. Additional information may be found in the site-specific ISA Standard Work annex identifying the procedures that will be accomplished to support this job role.

g. Exception Processing. Orders that "exception out" of systemic processing will be manually reviewed and corrected on an individual basis or because of a research project.

(1) Exception processing for Industrial Product-Support Vendor (IPV) materiel orders.

(a) When an exception generates, item coding in the Item Record Management Code will be temporarily changed to allow a backorder to establish:

1. For Awaiting Parts (AWP), the end item is placed in AWP to provide visibility of all required parts.

2. A lateral support or emergency buy can be accomplished for an IPV item that cannot be supported by the IPV vendor, or for a shop that is not supported by the IPV vendor.

(b) Once action is complete, the temporary item coding will be reverted to the original coding to prevent further system orders.

(2) D035K Controlled Exception Processing.

(a) Standard edits are provided in D035K to ensure proper processing of input transactions. The computer programs respond to certain transactions with exceptions that interrupt the flow of the transaction, until resolved. These transactions are generated for approval, correction, information, or review.

(b) An exception suspends transaction processing. It normally affects an accountable balance and/or customer support. Exceptions are maintained on a suspended file in the D035K database until resolved. Clearing or deleting an exception transaction tells the computer to continue processing. When the exception is processed, the record is marked as "worked" and moved to a history file for reference.

(c) MM personnel will resolve transaction exceptions daily using the D035K CEX screen, and will monitor exceptions daily using the D050 Center of Parts Activity (COPA) system.

2. PLANNING

a. General. DLA ISAs will control the range and depth of stock required to support the Service customer by setting and adjusting levels and controlling demand plans for items used at the industrial site by exception and/or as applicable. Designate a National Item Identification Number (NIIN) as retail with the system and the DLA Aviation ISA Commander will work by exception and/or as applicable basis to make adjustments. DLA's primary identifier for providing industrial support is designating a SKU as retail via a retail switch setting in JDA. Designating a NIIN as retail remains the responsibility of each DLA Aviation ISA Commander. When appropriate, and where such guidance exists, the ISA will follow Service stock level guidance. For example, AF-managed items, levels are pushed to the retail site by the Readiness-Based Leveling System; modifying those levels requires an approved special level request (AF Form 1996). Stockage policy for other items, like locally stock-numbered items, can also be set by the Service. It is understood that there are certain requirements, processes, and procedures within the planning section that are not currently possible under existing system functionality. It is anticipated that this DLAM will serve as the impetus to drive the required system changes.

b. Levels Management. ISA levels will generally be computed under program control; however, DLA recognizes that DLA Aviation ISA Commanders must have great flexibility to adjust and set levels in support of the ISA mission. This section identifies: 1) the method by which levels are computed; and, 2) how and under what circumstances an ISA may modify system-generated levels such as Minimum Safety Stock (MINSS) and Industrial Protection levels.

(1) Validation.

(a) The planning system will use system-calculated levels when those levels are greater than the DLA Form 1913, Adjusted Stock Level, established by the ISA. ISAs will track and report associated costs.

(b) When the system recommends a level less than the DLA Form 1913 adjusted stock level, the system will generate a report. The DLA Aviation ISA BPA will determine the cause for this recommended level and take appropriate corrective action.

1. Proposed level decreases, to include those that occur at expiration of DLA Form 1913, will be reviewed by the DLA Aviation ISA Commander or designee each month as part of Demand Month End.

2. The DLA Aviation ISA Commander or designee will review the proposed changes and accept or reject each level change by demand month start.

a. If the DLA Aviation ISA Commander concurs with proposed changes, no action is required.

b. If the DLA Aviation ISA Commander or designee determines there is a continued need for the DLA Form 1913 adjusted stock level, they can extend the level for the length of time they determine to be appropriate by submitting another DLA Form 1913.

c. Regardless of Acquisition Advice Code (AAC) changes, levels will not drop below that identified in the DLA Form 1913.

d. Levels can be set to cover the total emergency retail (i.e., hybrid, backorder, future backorder) procurement quantity and set override expiration dates to cover the entire projected stock-out/future known backorders period.

(2) DLA Form 1913 Adjusted Stock Level.

(a) Levels established using DLA Form 1913 are retained in JDA through the expiration date approved by the DLA Aviation ISA Commander or designee.

(b) When no Retail SKU exists:

1. For requests involving 10 NIINs or less, the DLA Aviation ISA BPA will add the items to the BRAC Control table, in accordance with established policies and procedures, within 2 business days of receiving DLA Form 1913.

2. For requests involving more than 10 NIINs, the DLA Aviation ISA BPA will add the items to the BRAC Control table, in accordance with established policies and procedures, within a time frame to be determined by the DLA Aviation ISA BPA Supervisor and the ISA SS Supervisor, upon receipt of DLA Form 1913.

(c) The Supply Planner/Sustainment Specialist will be responsible for maintaining level overrides.

1. If the DLA Aviation ISA BPA determines that an item or level cannot be placed in the BRAC table, the BPA will inform the original DLA Form 1913 submitter, in writing, of the reason the requested change cannot be completed.

2. The DLA Aviation ISA BPA will annually analyze levels set via DLA Form 1913 and determine continued need through validation with submitter.

(d) The DLA Aviation ISA BPA will set the same expiration date for MINSS and Industrial Customer levels immediately upon establishing levels (and associated SKUs, where applicable) based on DLA Form 1913 requests.

(e) DLA Aviation BPAs will track and report the total unit cost, total inventory dollar value, and inventory turns for item levels changed based on approved DLA Form 1913s on a monthly basis. The report will be distributed to the ISA and Supply Chain BPAs, with a breakout of total inventory dollar value by Supply Chain.

(3) AF Form 1996 Adjusted Stock Level.

(a) The procedures noted below apply to: 1) the Customer Support Specialists (CSS)/Materiel Support Specialists (MSS) assigned to the MM Section; 2) the AF Depot Maintenance Production Planner; 3) the Sustainment Specialist (SS) assigned to the Planning & Support (P&S) Section; and, 4) the Special Levels Monitor. The duties of a Special Levels Monitor will be designated by the Planning and Support Division Chief to a Customer Support Manager, a Sustainment Specialist Supervisor, or a Sustainment Specialist, in writing.

(b) ISAs will follow AF procedures for processing special level requests for AF-managed items. Three demands over a 12-month period for a local stock number (LSN) item are sufficient to warrant evaluation for converting the item from locally procured or locally manufactured to centrally managed (LSN-to-NSN conversion). After two or more materiel demands within 180 days or after three materiel demands within a 12-month period, the ISA will:

1. Using AF Form 1996, establish a level in D035K sufficient to cover three years of expected demand.

2. Initiate acquisition through local manufacture or procurement. AF General Support Division (GSD) funds will pay for this acquisition.

(4) D035K System Levels. Semi-annually, DLA Aviation ISA BPA will compare the levels generated by the AF's Customer-Oriented Leveling Technique model with levels set by DLA's Inventory Policy Optimization (IPO) and Supply Chain Planning and Optimization (SCPO). The DLA Aviation ISA Commander may elect to use Customer-Oriented Leveling Technique levels. The DLA Aviation DLA Aviation ISA Commander may delegate to the Planning and Support Division Chief the authority to review and select levels. The DLA Aviation DLA Aviation ISA Commander or designee will initiate DLA Form 1913 when necessary.

(5) STO Management.

(a) ISAs will request a materiel movement program daily to ensure STOs generate to move on hand stock from the Strategic Distribution Platform to the industrial location (Forward Distribution Point). Dynamic Deployment will execute a materiel movement program daily for Retail to ensure STOs generate to move on hand stock to the industrial location. Dynamic Deployment will be configured to determine if the retail site will be in a stockout or stock low position within a specified period of time. If materiel is available to move within the network, a STO will be created.

1. When materiel is not available locally to fill an ISA stock deficiency, the system will check daily to see if there is serviceable stock on hand at a non-ISA Distribution Depot. If available, a STO will be generated to redistribute materiel to the ISA to fill the level.

2. Dynamic Deployment will be configured such that all wholesale materiel within the network can be moved with a STO to support the IA's requirements.

(b) ISA Planning and Support Sustainment Specialist will use a COPA report to identify cases where previous Stock Positioning efforts did not allow for on-hand stock to move to the local DD Plant to fill levels, and:

1. Engage with DLA Aviation ISA BPAs for support of a manual STO.

2. DLA Aviation ISA BPAs will submit a STO request to Stock Positioning via the Manu Mailbox.

3. Stock Positioning will complete STO requests within 3 business days.

4. Report and track ISA-generated STOs.

(6) Item Category Group Changes for AAC H Items. When an item's AAC changes to H and a retail switch exists, the Supply Planner of record or other responsible party for that item will ensure Item Category Group (ICG) changes from BANS to ZDUL.

(a) This ensures levels and retail switch remains.

(b) When requests for adjusted stock levels are submitted on AAC H items, the ISA Planning and Support Sustainment Specialist or other responsible party will notify the Supply Planning BPA of record, and include comments regarding AAC on the DLA Form 1913.

(c) The Supply Planning BPA will notify the appropriate BPAs to add the Inventory Management and Stock Positioning (IMSP) 01 logic to a NIIN or Header Level of the Outline Agreement for cases where AAC will be changed to H.

(d) When the DLA Aviation ISA Commander or designee concurs with allowing Retail SKUs to be dropped, the DLA Aviation ISA BPA will notify the Supply Planning BPA in writing.

c. Demand Planning. DLA Aviation ISA Commanders will determine requirements for all items used by their industrial customer, regardless of source of supply, and communicate those requirements to the Supply Chains. For the majority of the requirements the system generated values will be used. The DLA Aviation ISA Commander will work by exception and/or as applicable to make adjustments. This section identifies the processes for determining and communicating those requirements.

(1) Collaboration. Collaboration is a web-based process of strategic, operational and tactical time-based quantitative/qualitative information sharing between DLA and its applicable customers. The AF and DLA have a Joint Collaboration Agreement, which dictates that customers will use the collaboration process to submit projected constrained supply plans to DLA each month. Collaboration allows the customer and DLA to review and coordinate on actual projected requirements instead of relying on DLA to project solely on historical usage. The DLA Aviation ISA Demand Planners (DPs) are responsible for collaborating on retail customers requirements in support of aircraft and commodities maintenance activities at the Air Logistics Complexes (ALCs).

(a) Collaboration is a monthly process. The collaboration "window" is open for updates and for working exceptions three weeks out of the month. These exceptions are a look into the future alerting the ISA DP to potential forecast problems. The first week of the month, the AF Planning for DLA Managed Consumables (PDMC) Flight, which is responsible for submitting the forecast to DLA, works the exceptions. Upon completion, the DLA DP works the same exceptions, coordinating the work with the AF PDMC Flight. The third week of the monthly cycle is an opportunity for DLA DP and AF PDMC DPs to work together to determine what actions can and should be taken in relation to improving the forecast and ensuring forecast adjustments are accurate.

(b) Throughout the month, the DLA DP will work with their Sustainment Specialists (SS) to help determine if an item should or should not be part of the collaborative process. Together the ISA DP and the SS gauge differences between the forecast and the customer requirement. This is done through communication at all levels concerning all parts in support of Programmed Depot Maintenance (PDM) Modifications, and Commodity Retail requirements.

(c) The DLA DP uses tools within EBS to determine how the forecast has been performing; using these tools allows the ISA DP to inform the customer of possible areas for

Demand Plan Accuracy (DPA) improvement. The DLA Aviation ISA DP also accomplishes these tasks for DLA-sourced IPV items related to retail support. The Customer Collaboration Desk Guide provides systematic detailed instruction on how to accomplish the monthly collaboration process as an ISA DP.

(2) Demand Data Exchange (DDE).

(a) DDE is the transaction used for submitting collaborative customer materiel requirements to DLA. This process uses system-to-system communication. Quantities are submitted monthly representing the net-total requirement at a particular Demand Forecasting Unit (DFU). The DDE can reflect a reduction or increase in requirements for stocked or non-stocked items. The goal of using the DDE process is to attain an accurate demand plan.

(b) The customer submits the DDE to DLA. The DLA DP guides the AF PDMC Flight on how and when DDEs should be submitted.

(c) The Demand Planner Instructor Guide provides an overview of Collaboration and its relationship to the forecast. The Customer Demand Planner Collaboration Instructor Guide is used to accomplish the collaboration process.

(3) Demand History Accounting. A DHA will be submitted to DLA when a materiel requirement for a DLA-managed part is satisfied outside the normal supply process. Because of the customer "buy around," DLA may determine the forecast should be increased to meet future customer demand.

(4) Retail Local Stock Number (LSN) Materiel.

(a) This sub-section addresses LSN replenishment. Key actions will ensure: LSNs, which have become new NSNs are linked correctly; NSN levels are established; and adequate stock is on hand to meet requirements.

(b) Upon being notified by the Cataloging Monitor (CM) or CSS that a LSN has changed to an NSN, the CM or CSS will ask the SS of record to take appropriate actions to ensure the new NSN is linked correctly and to establish retail levels by submitting a DLA Form 1913 Adjusted Stock Level. If there is no stock on hand or stock is insufficient to support maintenance requirements, the SS will immediately take action via the Emergency Retail Buy process to put assets on the shelf until DLA contracts are in place with delivery dates to meet requirements, and demand history is passed from the LSN to the new NSN.

(5) JDA. Planning & Support personnel review viability of JDA demand plans when conducting supportability analysis of commodity, aircraft/missiles, and whole engines parts requirements.

(a) DPA is evaluated based on forecasted maintenance requirements (i.e. Depot Supply Chain Management Analysis Tool (DSCM AT)) vice the NSNs historical demand data.

(b) Upon gaining notification of impending change of workload requirements for a given weapon system, the SS, in coordination with the AF Program Manager/Logistics Officer takes the necessary steps to contact the DP who will resolve any JDA forecasting inaccuracies including, but not limited to, demand plan adjustments or Collaboration process engagements. These steps may also include contacting the AF PDMC POC and DDE overrides.

(c) SS and Customer Support Managers (CSMs) collaborate with the assigned ISA DP for final determination of demand plan changes and actions required.

(d) Refer to the ISA Supportability Plan Standard Operating Procedure (SOP), the EBSv3 PL408 Sustainment Specialist Guide, AFMCI20-103, and AFSCM 20-101 for additional information.

d. Retail Stock Keeping Unit (SKU) and Demand Forecasting Unit (DFU). As noted in DLAI 4140.08 "Retail Supply Chain Materiel Management Policy," DLA Aviation ISA Commanders have the authority to adjust demand plans for items related to their activity, and to control retail SKU mapping and associated support levels. This section covers the processes for management and coordination of retail SKU establishment, retention, and removal.

(1) Retail Stock Keeping Unit (SKU).

(a) Retail designation for any NIIN will remain in place until the DLA Aviation ISA Commander removes the designation. DLA Aviation BPA will generate a report to provide to each DLA Aviation ISA Commander to review and concur/non-concur with any retail SKU projected to drop.

1. EBS will not recommend retail designation removal until an item has 24 months of no usage at the industrial site.

2. Items with retail designation will not revert to AAC "J" without the DLA Aviation ISA Commander's approval through this process.

(b) The Planning and Support Division will send the ISA's decision for the retail SKU to Business Process Support in time for the Demand Month End/Start cycle. The Planning and Support Division will consider all demand intelligence sources including, but not limited to, depot induction cycle times, current requirements, and any expected demand increases and/or decreases.

(c) MINSS level will not be less than one. EBS will generate a monthly report for each DLA Aviation ISA Commanders and they will review and concur/non-concur with changing MinSS to less than one. If there is non-concurrence, an override will be set by the DLA Aviation ISA BPA.

1. EBS will not recommend reducing MINSS levels to less than one until an item has 24 months of no usage.

2. The Planning and Support Division will consider all demand intelligence sources including, but not limited to, upcoming 24 month requirements, Depot induction cycle times, current requirements, and any expected demand increases.

3. The DLA Aviation ISA BPA will pull an EBS monthly report recommending SCPO and IPO increases and decreases for the DLA Aviation ISA Commander's review.

(2) Demand Forecasting Unit (DFU)

(a) ISA DPs may establish a Dominant DFU for all items, including those currently non-forecastable, regardless of AAC. Refer to the DP Job Aid for specific Dominant DFU establishment procedures.

(b) ISA DPs may provide demand intelligence and request an adjustment to any DFU demand plan related to their activity via the assigned DP for the Wholesale Integrated Process Teams (IPTs) and IPV DoDAACs. If the assigned DP does not concur with the change, the ISA DP may create a dominant DFU to support the requirement.

(c) DPA and Absolute Percent Forecast Error (APFE) for collaborative NSNs will be tracked and reported using existing processes for collaborative and non-collaborative NSNs.

(d) EBS will generate a monthly report to track the total number of retail SKU items at the ISA. DPs will review additions and deletions and specifically assess the total dollar value against the DLA Aviation ISA Commander's target obligation authority.

e. Retention Management (Excess and Disposal Processing). The DLA Aviation ISA Commanders will ensure all NIINS flagged as retail are reviewed to determine if any quantity should be protected as internal DLA Contingency Retention Stock (CRS). Annually, any retail flagged item not previously reviewed for protection and all those where protection was previously granted must be reviewed. Where a NIIN has internal DLA CRS protection, that quantity will be taken into consideration in the inventory stratification. Anytime inventory stratifies above that level, meaning Potential Reutilization Stock (PRS), the supply chains can process the PRS quantity for disposal. The supply chains may not process any disposal action on a retail flagged NIIN until the ISAs with associated retail SKUs have had an opportunity to review. The supply chains will provide recurring reports to the ISA Commanders to facilitate these reviews.

f. Supportability Management. Each DLA Aviation ISA Commander acts as the DLA Enterprise face for retail, and collaborates primarily with AFLCMC and AFSC personnel to ensure materiel supportability for aircraft PDM and non-PDM workload executed at the ALCs.

(1) Customer Support Manager (CSM).

(a) CSMs are the DLA Program Managers (PMs) for weapons systems, commodities, and back shop support at the ISA industrial activity. They coordinate with varying levels of employees and management within the DLA Enterprise to ensure materiel requirements are supportable in the year of planned program execution. Based on customer intelligence and supply data, the CSM will initiate milestones and goals, establish timeline for actions to be

completed, schedule meetings with appropriate individuals/offices, conduct follow-ups with the individuals or office, and provide strategic and operational feedback and updates to the customer when required. As the PM, CSMs conduct customer trend analysis and examine customer forecasting, requisitioning and usage by identifying trends for weapon system platforms and major programs. CSMs develop and present recommendations for corrective actions based on results of the analysis.

1. CSMs collaborate with assigned SSs to ensure supportability actions are executed as required for those items deemed unsupportable.

2. CSMs collaborate with their assigned DPs to ensure demand plans are aligned to support future requirements (i.e. DSCM AT) and DPA/APFE is improving.

3. Refer to the CSM Program Management Duties Standard Work Guide for additional detailed procedures to accomplish this task.

(b) CSMs function as co-leads for the AFSC DSCM IPT, whose focus is Strategic and Operational parts supportability for Aircraft and Commodity workloads at the ALCs. Refer to the Integrated Planning & Execution Sustainment Process (AFSCM 20-101) and Depot Supply Chain Manager (DSCM) Process (AFMC 20-103).

(c) CSMs will coordinate with the SS to ensure execution of supportability actions and feedback status on "RED" coded Industrial Product-Support Vendor (IPV) items without backorders that are projected to out of stock within 90 days. These are items that the IPV Support Analyst has tried unsuccessfully to resolve.

(d) For Emergency Retail Buys, the CSM will monitor that a PinPoint Delivery was established by the Priority Cell, with a minimum protect level of 3. This ensures materiel acquired through emergency procedures is received and stored under the ISA Plant Protection Levels and not inadvertently released to existing orders from other customers when materiel is received.

(2) Depot Supply Chain Management Integrated Process Team (DSCM IPT).

(a) As active members of the AF DSCM IPT, Planning & Support (P&S) personnel ensure depot maintenance parts supportability through effective demand planning, standard supportability analysis, and action planning. As DSCM IPT team members, P&S meets regularly with the appropriate supply chain and maintenance stakeholders to discuss and work supportability issues and associated support plans for those items deemed critical to task execution. The P&S CSM will provide a 60-Day DSCM IPT Assessment hand-off to DLA Materiel Management Branch summarizing supportability status and outstanding materiel issues for planned aircraft inductions and planned commodity repairs.

(b) DLA DSCM IPT members receive escalated materiel supportability issues from Materiel Management for operational supportability analysis and action. For more detailed procedures, refer to Depot MX Supportability Agreement Annex to AF/DLA Performance Based Agreement, DSCM Technical Manual and Process Guide, Logistics Requirements Determination Process, Cross Process Guidance-Supportability Process Transition Points, Integrated Planning

& Execution Sustainment Process (IPEX SP) AFSCM 20-101, and Depot Supply Chain Manager Process (AFMC 20-103).

(c) The CSM prepares, inputs, and coordinates support plans and timelines for resolution documented in the aircraft Task Risk Analysis and Materiel Supportability chart and the exchangeable Supportability chart briefed monthly to AFSC. For more detailed procedures, refer to AFSC Aircraft Maintenance Group Lexicon, (ISA CSM): Aircraft Task & Materiel Supportability Risk Analysis Chart Preparation Standard Work Guide SOP and ISA CSM: (Exchangeable 180 Day End Item Supportability Review Chart Preparation Standard Work Guide SOP.)

(3) Logistics Requirements Determination Process. DLA MM and P&S personnel execute tactical, operational, and strategic supportability actions on DLA-managed parts and other supply parts (local manufacture, local purchase, etc.) to ensure scheduled maintenance tasks in the Aircraft Missile Requirements (AMR) Work Spec and AMR Brochure are supportable.

(a) MM executes tactical supportability actions on AF and DLA-managed parts, and other Source of Supply Parts.

(b) P&S executes strategic and operational supportability actions on DLA-managed parts, and creates documented mitigation plans for unsupportable parts. Supportability actions include, but are not limited to, demand planning, conducting parts supportability analysis, and execution of parts Supportability Plans/Checklists per DLA guidance. For more detailed procedures, refer to the Supportability Plan Standard Work Guide and Logistics Requirements Determination Process Handbook.

g. Redistribution. Redistribution of materiel from an alternate location to fill an ISA level is accomplished via a STO. A STO is typically generated to move materiel from a Distribution Depot (DD) to the DD collocated with an ISA to fill established levels. A STO can also be generated from one ISA to another, provided the Breach of Stock process is utilized to obtain approval for redistribution of stock below the protected level. The materiel movement program will check stock on hand balances in the system during nightly fulfillment and replenish the Retail sites as determined by the business rules. A dynamic levels program is executed daily to ensure a STO generates to move on hand stock to the industrial location in anticipation of upcoming demands, when the plant level for a retail item is not full with stock on hand AND there is stock available in the network.

h. Sustainability. DLA Aviation ISA Commanders have the freedom and flexibility to take management actions as necessary to respond to readiness issues and backorder prevention for materiel requirements.

(1) Customer Relationship Management (CRM) Ticket Process.

(a) CRM is an enterprise system designed to provide a new alternative to facilitate customer communications, transactions and collaboration, and identify/meet critical customer warfighter readiness requirements. P&S personnel create, find, reassign, escalate and respond to a Service Ticket within Customer Operations. For more detailed procedures, refer to Volume 7, Chapter F, and Customer Relationship Management. The CRM ticket process is covered in

"CRM 7.0 Delta Training PowerPoint-Overview," "CRM 7.0 Delta Training PowerPoint-Service," and "CRM 7.0 Delta Training PowerPoint-Service Addendum."

(b) Key touch points such as Supply Planners, Product Specialists, Resolution Specialists and Contract Administrators are identified within EBS for each NSN. Therefore, it is in the best interest of the customer to work directly with these POCs and their supervisory chain (as required) without the generation of a CRM ticket.

(c) Certain processes mandate CRM submittal. These include: Any correspondence with DLA Post Awards (whether a contract is DCMA administered or not), status requests to Contract Administrators on PRs in the Work in Progress (WIP) that are 33 days old and items managed by Land and Maritime with a Technical Block.

3. ACQUISITION SOURCING

a. General. Retail procurement via the Aviation Emergency Contracts Support Branch (ECSB) has been significantly transformed to streamline and reduce process flow times. The ISA Commander shall approve Retail Surplus Buys, New Manufacture, and Retail Organic Manufacturing (RSB, New Man and ROM). Funds associated with the particular items will be obligated regardless of supply chain in these situations. All processes will meet federal and defense acquisition audit readiness and supply accountability requirements.

b. DLA Emergency Retail Buy. DLA Emergency Retail buy will be accomplished when material is not available and a work stoppage exists or alteration to an operation's critical pay is imminent, and/or will result in a financial impact to the AF Depot Maintenance. Emergency procurements requiring Engineering Support Activity (ESA) approval will be sent to the Air Force using the DLA Form 1912, as agreed to in the Technical Quality / Engineering Annex of the Air Force / DLA Performance Based Agreement and all others will be sent to an ECSB PS for review and evaluation for wholesale usage. Funds associated with the particular items will be obligated regardless of supply chain in these situations. DLA Form 1912 will be used for all Aviation Supply Chain Items; other Supply Chains may require other forms and will be procured via their emergency processes as applicable. Send emergency procurements requiring Engineering Support Activity (ESA) approval to the AF using the DLA Form 1912, as agreed to in the Technical Quality / Engineering Annex of the AF / DLA Performance Based Agreement. Refer to the ISA CSS and SS Desktop Procedures and Job Aids for more specific details on executing emergency procurements via the ERB, ROM, or New Man processes.

c. Alternate Sourcing. When normal procurement sources are unable to meet maintenance production requirements, the ISA will pursue alternate sources of supply. Alternate sources may include (but not be limited to) Aerospace Maintenance and Recovery Group (AMARG) requests, lateral support from another AF activity, DLA Disposition Services, IPV spot buys, Blanket Purchase Agreements, part-numbered buys, and organic manufacture. AMARG is the last and least preferred option for alternate sourcing.

(1) Aerospace Maintenance and Recovery Group (AMARG) Requests.

(a) AMARG, located at Davis-Monthan AFB, Arizona, is the primary storage location for DoD aircraft excess to current operational mission requirements. AMARG performs preservation, storage, aircraft flight withdrawal, aircraft overland shipment, reclamation, disposal functions, and overflow depot maintenance for the AF in accordance with DoD and AF instructions, directives, and technical guidance.

(b) DLA reclamation action is limited to submitting AMARG priority reclamation requisitions. ISAs will follow the AF Reclamation of AF Property process. Refer to AFMCI 23-111, Chapter 4, for specific details on this process. All AMARG requests will be coordinated through the designated DLA Aviation POC.

(c) The appropriate DLA supply representative will initiate AMARG Form 44 and route this form through the applicable aircraft System Program Manager (SPM), System Support Manager (SSM), or Enterprise Information Manager for AMARG removal authority and donor aircraft selection. DLA provides funds to AMARG for removal, inspection, packaging, and shipment of DLA managed NSNs.

(2) Lateral Support.

(a) Lateral Support means obtaining an item that is not readily available through the normal Source of Supply channel from another worldwide AF field level activity or legacy Enterprise Solution-Supply account to support mission requirement. Since lateral support is a transfer of materiel from one AF retail requisitioning account to another AF retail requisitioning account, no billing occurs.

(b) DLA Aviation ISAs will follow the AF Lateral Support process. DLA Aviation ISAs are not authorized to approve lateral shipments to another service. All services must follow IMSP Breach of Stock policy

(3) DLA Disposition Services.

(a) ISAs will follow the DLA Disposition Services' guidance for the Reutilization, Transfer, and Donation program, as found in DLAI 4160.14, Chapter 5, for all reutilization of excess property.

(4) IPV Spot Buy Process.

(a) Currently, through the DLA Troop Support IPV contract vehicle supporting all 3 ISAs, there is an alternate sourcing process termed the "Spot Buy" (SB). The SB should be used to procure NSNs currently on the IPV contract for which there is a future known backorders in DLA-sourced materiel, known as the Schedule of Items (SOI), but NSNs not on the IPV contract, known as "Non-SOI" NSNs, may also be procured if unobtainable by the ISA's Priority Cell.

(b) For Non-SOI items, the COR will coordinate with the IPV contractor and submit a Spot Buy request; SOI SBs are generated by the IPV contractor.

(c) The IPV contractor then initiates a SB request (for SOI or Non-SOI items), assign a SB serial control number for tracking purposes, and forward the SB request to DLA Aviation IPV Contracting Officer Representative (COR) Office and AF customer for validation of need.

1. All SB packages must show Acquisition Advice Code (AAC) and current BIN Authorized Quantity (AQ) for inclusion in the validation process.

2. Verification of current IPV-DoDAAC backorders, identification of CWT bin outages (Customer Wait Time, meaning maintenance customer has provided official outage notification), ANDON (Air Force process, official alert of work-stop situation) and what level of visibility/scrutiny outage is currently receiving (i.e., NSN constraint has been elevated for briefing at applicable production meetings with AF/DLA leadership) should be included in package.

(d) Once validated and solicited on the IPV contractor's bid board, the SB package (consists of proprietary vendor developed forms as agreed to in the contract) will be forwarded to DLA Troop Support Contracting Officers for contracting processing/approval.

(e) 2nd Look Process

1. DLA COR Office will conduct further work/review including:

a. Analysis and execution within DLA order management process (CSI/FAT)

b. Analysis of cost and DLA due-in posture, to include Retail Buy venue feasibility.

c. If research directs that SB is still required, obtain an impact statement from the customer in order to proceed with spot buy. (Note: impact statement MUST be obtained through customer.)

d. Annotate all actions for disapproved spot buys received in Spot Buy log.

(f) DLA COR Office returns disapproved spot buy package with newly obtained customer impact statement and relative data discovered through 2nd Look research process, to the initiating IPV contractor for resubmission to DLA Troop Support contracting officer.

(g) DLA Troop Support contracting officer reviews 2nd Look SB package with additional information/impact statement from customer. Contracting officer will notify IPV contractor and DLA COR office of approval/disapproval decision.

1. If approved, IPV buyer will proceed with establishing contract and delivery.

2. If disapproved, DLA Aviation may escalate the urgency of the requirement to senior leadership, if necessary. Any additional information/signature should be forwarded to the IPV contract personnel.

(h) DLA Aviation IPV COR office sends Spot Buy Log to the IPV Program Office at DLA Troop Support and Air Force, on the 10th of each month.

(5) Blanket Purchase Agreement.

(a) A Blanket Purchase Agreement is a simplified method of filling anticipated repetitive needs for supplies or services by establishing "charge accounts" with qualified sources of supply. Blanket Purchase Agreements are designed to reduce administrative costs for small purchases by eliminating the need for issuing individual purchase documents. In other words, the Blanket Purchase Agreements are used for repetitive materiel requirements, but the exact date of need and quantity are unknown. A Blanket Purchase Agreement is an agreement, not a contract, between the government and a contractor, which sets the stage for expedited buying. All of the conditions of sale are negotiated when the Blanket Purchase Agreement is initially established.

(b) Blanket Purchase Agreements and other similar contracting sourcing are often decentralized and, for this reason, each ISA may develop their own local supplements for implementing these alternate sourcing methods.

(c) Refer to Appendix 3.D.(6).1 of the AF-Managed Blanket Purchase Agreement (BPA) Process Guide for more specific details on using BPAs.

(6) Local Manufacture-coded Source of Supply (SOS) JBD Items.

(a) Certain items can be coded as Organic Manufacture (OM) Source of Supply (SOS) in the D035K system. DLA Aviation helps manage these items by monitoring their D035K-generated levels and by ensuring OM requests are created using the Form 206, Temporary Work Request to Organic Manufacture, to keep these levels filled.

(b) The ISA CSS will identify NSNs sourced by OM (through either a conventional stock number or a locally assigned P-number), will monitor overall asset posture and stock positioning, and will initiate and submit a Form 206 for organic manufacture, as needed, to maintain appropriate stock levels. Refer to the ISA CSS desktop procedures for job aid for more specific details on this procedure.

4. STORAGE AND DISTRIBUTION MANAGEMENT

a. ISA will follow the DLA Distribution Standard Operating Procedures for the storage and distribution of materiel IAW DLAI 4140.08 dtd 11 March 2015, Enclosure 3, para 4 a. thru n.

5. TECHNICAL AND QUALITY PROCESSES

a. General. This section addresses the technical and quality processes that are required for each Industrial Site Activity (ISA). These processes include procedures for researching part numbers and loading item records into the various DoD systems (DSS, D035K, EBS, etc.). Other process steps include answering Supply Discrepancy Reports (SDRs), assisting on Product Quality Deficiency Reports (PQDRS), requesting Engineering Authority support for retail buys,

assigning materiel condition codes to suspend discrepant materiel, and other special conditions requiring a high degree of inspection.

b. File Maintenance. All accountable and auditable official and unofficial documents will be retained in accordance with the records management schedule.

(1) Part Number Research. Personnel conducting file maintenance operations will follow the regulatory requirements as outlined he ISA Standard Work (SW) documents.

(2) Item Record Loads. Personnel conducting item record loads will follow the regulatory requirements outlined in the DLA Aviation Retail ISA Standard work guide or SOP.

(3) Local Stock Number Assignments (LSN). Personnel conducting LSN assignments will follow the regulatory requirements outlined in the DLA Aviation Retail ISA Standard work guide or SOP.

c. Discrepancy Reports. PQDR management includes PQDR exhibits, turn-ins, shipments, and credit for FB20XX requisitions for AF GSD Stock Fund account reimbursement. DLA Aviation participates in the Web Supply Discrepancy Report (WebSDR) process for materiel receipt discrepancies for materiel that is AF-owned but DLA-managed.

(1) Product Quality Deficiency Report (PQDR). Personnel processing PQDRs will follow the regulatory requirements as outlined in DoD 4000.25-2M, and the DLA Aviation Retail ISA Standard work guide or SOP.

(2) Web Supply Discrepancy Report (WebSDR). Personnel processing WebSDRs will follow the regulatory requirements as outlined in DLAR 4155.24, DoD 4000.25-2M, and the DLA Aviation Retail ISA Standard work guide or SOP.

d. Local Purchase Technical Support Request (DLA Form 1912). DLA AF ISAs will prepare and submit DLA Form 1912s for all Non-Critical and CAI Items Buy Packages to DLA AVN ECSB Product Specialists for evaluation and approval; and to the appropriate AF ESA for all Critical Safety Item and Life Support Items for engineering approval for full retail emergency acquisition requirements, to include backorder or known future backorder quantities. In addition to the information below, ISA personnel will also comply with procedures outlined in the DLA Local Emergency Purchase Engineering Support Process for AF Industrial Sites, DLA Managed items.

(1) DLA ISA personnel will use DLA Form 1912 for all Aviation Supply Chain Items to obtain DLA AVN ECSB Product Specialist and/or AF ESA engineering approval for emergency acquisitions to fill existing backorders, and to cover projected materiel support shortages for industrial site maintenance operations. Other Supply Chains may require separate forms and they will be procured via their emergency processes as applicable.

(a) Emergency acquisitions include purchasing previously owned, traceable, government materiel, new manufacture items currently available from approved sources, and organic manufacture requests to an AF industrial site maintenance manufacturing source.

(b) Materiel acquired using DLA Form 1912 may be used to fill ISA customer

backorders or it may be placed in storage in anticipation of future use by the ISA maintenance customer.

(2) Using DLA Form 1912 to obtain DLA Aviation ECSB Product Specialist and AF ESA engineering approval does not preclude requirements to obtain concurrent authorization from other Military Services' ESAs when: a) those Services are also registered users of the materiel; and b) the acquisition will result in placing materiel into DLA- owned inventory, even if acquired for exclusive use of the AF ISA to support their local customer.

e. Special Conditions Requirements. DLA Aviation ISA personnel may encounter several special conditions when managing technical and quality materiel aspects. These conditions may include but not be limited to Critical Safety, Safety of Flight, First Article Test, and Form, Fit, Function (FFF) requirements. Personnel processing or managing materiel requiring the use or implementation of special conditions will follow the regulatory requirements.

6. FINANCIAL MANAGEMENT

a. General. All DLA financial management decisions for the retail environment must follow standard EBS processes and policies and, where applicable, standard AF processes to the fullest extent possible, when using GSD funding. Further, standard processes will be used when executing funding requirements for retail supply support. Some examples are (but not limited to) when working AAC L local purchase items, non-DLA managed local manufacture (AFMC Form 206), D035K special levels (AF Form 1996), DLA materiel levels (DLA Form 1913), materiel turn-in credits, and other funding requirements. All transactions will be transparent for Audit Readiness.

b. Working Capital Fund and Local Recovery Rate. This section provides a general overview of DLA's funding mechanisms.

(1) Funding Source. DLA provides goods and services to its customers using a DoD business practice called the Defense Working Capital Fund (DWCF). Under the DWCF, DLA receives no up-front funding from Congress for the items it sells. Rather, DLA relies on customer orders to provide the "cash" to pay for the internal costs of doing business. Public law (Title 10, Section 2208 of the U.S. Code) and the DoD Financial Management Regulation (FMR), Volume 2B, Chapter 9 require the DWCF to recover the full costs of the goods and services provided to the customers.

(2) Revolving Fund. DLA provides goods and services to its customers using the DWCF. "The DWCF was established to satisfy recurring Department of Defense (DoD) requirements using a buyer-and-seller approach. The customers of the DWCF are the generators of requirements and justify the need for appropriated funds to the Congress. These organizations in many instances are not the entity that executes the requirement. In some instances, the "customers" or "buyers" contract with DoD "provider" or "seller" organizations that have expertise in the service or product required, and operate under business management principles. Unlike profit-oriented commercial businesses, the DWCF goal is to break even over the long term. The DWCF establishes selling prices in the budget that are normally stabilized or fixed during execution to mitigate the impact of unforeseen fluctuations that would affect customers'

ability to execute the programs approved by the Congress." Source FMR DoD 7000.14-R Financial Management Regulation Volume 2B, Chapter 9 December 2014.

(3) Stabilized Pricing. DoD FMRs dictates that DLA follows a standard pricing policy. Each NSN item price to the customer is stabilized for the fiscal year, meaning each year, on October 1, the item price is updated and then maintained for the entire fiscal year – regardless of actual market conditions or the price DLA must pay its suppliers for those same goods. There are limited exceptions for situations such as first time buys and unit of issues changes. Thus, during the annual pricing update, the customer price is calculated using the most current procurements and the applicable cost recovery rate.

(4) Cost Recovery Rate (CRR). CRR is the authorized mechanism DLA uses to recover costs. The CRR is a percentage added to the acquisition cost of items to allow recovery of the full costs of doing business.

(5) Local Recovery Rate (LRR). LRR is a percentage added to the standard customer selling price (advertised in Federal Logistics Information Services for materiel ordered by specific retail management sites (identified by DoDAAC). This currently applies to DLA Aviation Industrial Sites at Warner Robins, Oklahoma City and Ogden. DLA charges one composite LRR to customers at the SS&D sites.

c. Retail General Support Division (GSD) Management. The DLA Aviation ISA Commander has specific financial responsibilities for stock fund management support to the GSD. Refer to the ISA Financial Management Desktop Procedures and Job Aids for the detailed procedures used to manage those responsibilities and properly account for all GSD Support funding.

d. Local Purchase Technical Support Request (DLA Form 1912). For Aviation Supply Chain, DLA AF ISAs will prepare and submit DLA Form 1912s for all Non-Critical and Critical Application (CAI) Items Buy Packages to DLA AVN ECSB Product Specialists for evaluation and approval; and to the appropriate AF ESA for all Critical Safety Item and Life Support Items for engineering approval for full retail emergency acquisition requirements, to include backorder or known future backorder quantities. Other Supply Chains may require separate forms and they will be procured via their emergency processes as applicable. In addition to the information below, ISA personnel will also comply with procedures outlined in the DLA Local Emergency Purchase Engineering Support Process for AF Industrial Sites, DLA Managed items.

e. DLA Form 1913 Processes and Procedures. The following specific uses or management requirements pertain to the DLA Form 1913.

(1) Requesting a new item be stocked at a co-located DLA Distribution Depot where it is not currently stocked.

(2) Requesting a change in SSC Max (in DSS)/Plant Min SS (in EBS) on an exception-only basis due to frequent stock-outs or other emergent requirements.

(3) The ISA Site Approving Authority/Designee will be responsible for maintaining a record of approved/disapproved DLA 1913 forms in order to comply with audit readiness.

(4) DLA Form 1913 levels approved and established by the DLA Aviation ISA will be tracked and reported by associated total unit costs.

(5) The DLA Aviation ISA will track and report total dollar value of inventory and inventory turns and/or sales based on 1913 approvals.

f. Quarterly Stock Levels, Sales, and Inventory Tracking. DLA Supply Chain financial managers will track adjusted levels impacts quarterly to ensure that increased levels are not ultimately growing excess inventory. Financial managers will review the following reports to determine whether or not the adjusted levels are supported by retail level sales.

(1) Track inventory growth versus sales at forward locations via:

(a) Receipts versus issues ($)

(b) Inventory ($) baseline (current fiscal year (FY)) versus inventory $ quarterly thereafter

(c) Inventory ($) versus sales

(2) These reports will need to be developed in order to track these metrics. There are currently no reports that provide materiel obligation information by site; these will need to be developed in order to track ISA obligations against "targets".

(3) ISAs will be prepared to justify retaining increased stock levels if the above reports show that overall retail inventory levels are increasing.

g. Funding ISA Retail Buys. ISAs will be assigned specific materiel obligation authority (OA) targets for ISA retail support buys. This includes, but is not limited to, procurement requirements associated with changes in retail levels, and emergency buys.

(1) Obligation Authority (OA) Targets. DLA Aviation will establish a Not To Exceed (NTE) materiel OA target for each DLA Aviation ISA Commander's retail buys by Supply Chain. These targets will be jointly developed by Aviation Planning, Customer Operations, and Supplier Operations, and approved by the Aviation Commander/Deputy Commander. These OA targets will also be provided to the other Supply Chain Commander/Deputy Commander for approval and inclusion in identifying the materiel OA budget requirement.

(2) Procedures.

(a) Prior to the beginning of each FY, DLA Aviation will establish a materiel obligation authority target, by Supply Chain, for each DLA Aviation ISA Commander to use to procure DLA-managed (Budget Code 9 - SMS) items for retail requirements. Emergency retail buys are used to support current backorders, a validated retail offset quantity or a combination of backorders and retail offset buys. Buys may include procurement of surplus materiel, commercial new manufacture, and/or organic manufacturing.

(b) DLA Aviation ISA Commanders, with assistance from DLA Aviation J-8 and Business Process Support (BA) will track their obligations against the target to ensure they stay within their target and within an appropriate burn down rate. DLA Aviation ISA Commanders will review this data monthly and brief the Aviation Commander (and other Supply Chain Commanders as appropriate).

(c) If a DLA Aviation ISA Commander requires a target increase, they will submit their request, along with justification for the increase and projected increase requirement, to the Aviation Commander and other Supply Chain Commanders, as appropriate, for final approval. This could result in a re-allocation of overall Aviation Materiel OA or even a request to DLA HQ for additional OA.

(d) DLA Aviation ISA Commanders will ensure all processes are followed according to the guidelines established in DLA/DoD Policy, the Federal Acquisition Regulations and other regulations, legal, and audit readiness requirements.

(3) Levels. The DLA Aviation ISA Commander will track the dollar value of levels requested against the materiel obligation target. DLA Aviation ISA Commanders will ensure prudent use of their levels setting authority; just as they have authority to increase levels, DLA Aviation ISA Commanders have an obligation to decrease levels when demand decreases. DLA Aviation ISA Commanders must also consider the potential impacts of DFU creation and the resulting potential for materiel obligation on their materiel OA target. Some DFUs will not result in a cost increase, but only in materiel movement.

h. Budget Codes (Applies to non-DLA managed items). A Budget Code (BC) is a one-position alpha/numeric character which correlates investment items to budget programs from which procurement of the particular items is funded, or to identify expense items to the various divisions of the AF stock fund. This code appears on the "Item Maintenance Update" and the "New Item" pages within D143C.

(1) The BC identifies whether items are centrally procured, considered investment items such as equipment, or Supply Maintenance Activity Group funded such as consumables. The technical authority AF Equipment Specialist/Item Manager/Program Manager (AF ES/IM/PM) is responsible for assigning a BC during initial cataloging actions. BCs assigned to non-cataloged items must be compatible with the Routing Identifier Code (RIC) and the Expendability Recoverability Reparability Category (ERRC) Designator. Proper signal codes and fund codes must be used when requesting lateral support for DLA (SMS) managed NSNs. The signal code (record position 51) in "A" series documents has two purposes; it designates the fields containing the intended consignee (ship-to), and the activity to receive and effect payment of bills, when applicable. If the proper signal code is not used, it may cause incorrect billing for an item. AF fund codes are designed for coding documents at certain levels in lieu of using the appropriation or funds symbol. See table below:

Fund Code	**Symbol**	**Appropriation/Fund**
61	97X4930.0030	Fuels Division, AFWCF
63	97X4930.0050	AF Academy Division, AFWCF
6C	97X4930.FCTC	General Support Division, AFWCF
64	97X4930.FC04	Materiel Support Division, AFWCF

(2) Financial Accountability. Budget code assignment determines the agency responsible for collection/payment of bills and how receipt processing and requisitioning actions are accomplished.

(3) Financial Responsibility. The DLA CSS must ensure they use the proper budget code (retrieved from D043A) when loading the NSNs into D035K and NAVAIR Industrial Materiel Management System (NIMMS) to ensure proper billing and accounting.

(4) Financial Balancing. Each day, the DLA CSS will correct all rejects and exceptions within the D035K system. Each month, the ES will assign the proper budget code and fund code. Also each month, the GSD Stock Fund Manager will resolve open Bill-Not-Received (BNR) or Received-Not-Billed (RNB) errors generating from FIABS/D035J.

(5) Financial Measurement/Threshold. Prior to cataloging items, the ES will review each part number and determine which agency will manage the assets. Once the management agency is determined, the ES will determine each item's appropriate budget program along with the budget code and fund code to be assigned during cataloging.

(6) Financial Metrics. The GSD Manager will report the number of BNR/RNB rejects associated to budget code errors due to improper loading of an NSN in D035K

(7) Reporting to the DLA Aviation ISA Commander. Each month, the GSD Manager will report the year-to-date total number of open/closed BNR or RNB actions identified or resolved. This will include on-order, in-transit, and payable accounts with totals by type detail for each Supply Maintenance Activity Group division. The listing (L01) is provided "daily" and goes through every item record detail set (regardless of budget code). The GSD Stock Fund Manager will review "Budget Code 9" high-dollar values on this listing and perform corrective changes.

(8) Operations Compliance. The DLA Aviation ISA Commander will ensure operations compliance with the Under Secretary of Defense (Comptroller) /Chief Financial Officer's FIAR guidance. Success will be demonstrated through a financial statement audit performed by independent auditors resulting in an unqualified audit opinion on the ISA's financial statements.

(9) Funding Documentation. The DLA Aviation ISA Commander will maintain all documentation related to fund cite expenditures and metrics/reports in support of GSD spending. Further, the DLA Aviation ISA Commander will communicate with the AFMC on corrective actions to improve the GSD account's overall health.

(10) GSD Funding. The DLA Aviation ISA Commander coordinates with HQ AF Materiel Command (HQ AFMC) for fiscal obligations supporting depot activities. These activities include requirements for level changes associated to Budget Code 9 items, requesting additional funding to support changes in production workloads, and ensuring fund sites and applicable funding authorization letters are available in support of AF Form 206 requests for Local Manufacturing (AAC F) and Local Purchase (AAC L).

(11) Credit Reimbursement. The Air Force budget office reconciles credit return requests with actual credit receipts for the maintenance resource control centers and the GSD stock fund. The Air Force may reach out to the DLA Aviation ISA Commander for assistance.

(12) Systematic Financial Transactions. DLA Aviation ISA Commanders will evaluate the sufficiency and accuracy of documentation to support financial transactions, account balances, and financial statement line items, and take corrective action as required.

(13) Inventory Reconciliation (Internal Control). The DLA Aviation ISA Commander will ensure the monthly inventory reconciliation (i.e. Military Analysis Repository System (MARS) reports, History-OO/OC/WR, AMCL8A Proposed Adjustments) is annotated, signed and maintained IAW Audit Readiness Evidential Matter requirements.

(14) ISA Budget Requirements. The DLA Aviation ISA Commander will take actions as required to improve budget processes/controls and visibility of budgetary transactions, thereby producing a more effective use of resources and improving fiscal stewardship. This will ensure funds appropriated, expended, and recorded are reported accurately, reliably and within established timeframes.

i. AMCL-8A Reconciliation (Internal Control). The DLA Aviation ISA Commander will ensure that ISA staff members conduct a monthly reconciliation between the Wholesale and Retail Receiving and Shipping System (WARRSS/D035K) and the DLA DSS. This supports the reconciliation process between the systems and the storage activity where the property management records for DLA and AF-owned inventory resides. This AF process supports the reconciliation process between the systems and the storage activity where the property management records for DLA and AF-owned inventory resides.

(1) Financial Accountability. The AMCL-8A monthly reconciliation, performed by the Site Business Process Support Branch, will run to correct out-of-balance inventory and associated dollar value discrepancies between DSS and D035K. When proposed inventory adjustments are taken in DSS and those adjustments were caused by an unprocessed, duplicate, or otherwise improperly posted transaction, the accounting adjustment and (as appropriate) the incorrectly posted 'supply' transaction must be reversed. The owner/manager must maintain proper audit trails to reflect posting of the correct supply transaction.

(2) Financial Responsibility. The AFMC Form 37, Programming Checklist, is not required when adjustments are bringing D035K in balance with DSS for adjustments that are cleared, changed, or deleted by the proposed AMCL-8A reconciliation transactions. DLA Aviation ISA Materiel Management (MM) and Storage & Delivery (S&D) Divisions along with the Retail Accountable Officer (RAO) will ensure all adjustments over $500.00 are researched and corrected using actual receipt/issue documents. The RAO and the S&D Division will ensure that all inventory activities and documentation supporting adjustments are accomplished, to include working the applicable D035K MV & N Exceptions that generated from the reconciliation. Documentation is located in the Electronic Document Management System (EDMS).

(3) Financial Balancing. Complete and accurate processing of the reconciliation ensures proper inventory management and accurate financial reporting. If a proposed adjustment impacts the DSS inventory balance, the MM Division will request assistance from the storage

activity RAO. The RAO will identify supply transaction processing errors, specifically focusing on data transmission and system logic validation to resolve database mismatch causes. RAO will work with DLA Distribution AO for any corrections in DSS.

(a) The AMCL-8A DSS and D035K reconciliation ensures the dollar values of both systems match and maintains inventory transactional accuracy. The D035K is the AF's primary data system to provide depot-level operations materiel support. This system processes end item and associated piece parts receipts and issues to the AF Production shops. This system also directs movement of materiel into and out of storage and maintains records for materiel stored at depot maintenance facilities. When an adjustment is proposed and a receipt is required, the AF General Ledger will be balanced when the receipt is processed. Posting the receipt matches to the bill at DFAS, generating payment to the vendor.

(b) DSS is the designated inventory management system for inventory records. The AMCL-8A accepted inventory adjustments are processed to correct the inventory balance in D035K and associated dollar values to match DSS. Inventory management processes and system updates maintain inventory accuracy and properly identify erratic demand, changing maintenance practices, and aid in decisions on either procuring or repairing end items. Inventory errors between these systems directly affect the wholesale item manager's quarterly computations and the AF scheduler's ability to accurately program work into the production repair facility.

(4) Financial Measurement/Threshold. Proposed inventory adjustments below the $500 dollar threshold will automatically be accepted. Proposed inventory adjustments over $500 will be fully researched by the DLA ISA RAO or by the Storage & Delivery Inventory/COSIS Team. When the research is complete and the determination is made that the adjustment is valid, the proposed D8/D9 transaction is accepted. Any required inventory adjustment paperwork will be initiated by the DLA ISA RAO or by the Storage & Delivery Inventory/COSIS Team and signed, filed and staged for upload in the Electronic Document Management System (EDMS).

j. Inter-Service Support Agreement (ISSA). DLA Aviation Installation Support will negotiate and fund an ISSA with the host base for each DLA Aviation ISA. The ISSA will be fully coordinated with the DLA Aviation ISA Commander and staff. All funding requirements must be included in the LRR calculation during the AF ALCs budget process. ISSAs will be completed in accordance with DoDI 4000.19 "Support Agreements" and AFI 25-201 "Intra-Service, Intra-Agency, And Inter-Agency Support Agreements Procedures". DLA Aviation Installation Support will reimburse the host installation for support categories identified in the ISSA Agreements Reimbursements Report Attachment. The DLA Aviation ISA Commander will submit funding requests for non-labor (i.e., vehicles, safety, infrastructure, real property improvements) requirements to DLA Aviation Installation Support as needed.

7. SPECIAL CUSTOMER SUPPORT FUNCTIONS

a. General. The section addresses those unique service processes managed by DLA Aviation at the ISAs as they relate to DLA's retail environment, as well as Customer Relationship Management (CRM) and Customer Support Management (CSM) functions. DLA Aviation ISAs will work closely with their AF touch points to clearly define these processes and assign areas of

responsibilities. The ISAs will follow Service guidance where such guidance exists. When Service guidance is vague, the ISAs will develop procedures to clearly define the process and assign a job role to support that process.

b. Due-In From Overhaul (DIOH). The DIOH Monitor or appropriate MM personnel will follow guidance published in the DLA D035K Wholesale and Retail Receiving and Shipping System Functional Training, Chapter III, D035K Special Processes.

c. Due In From Maintenance (DIFM) / Due Out To Maintenance (DOTM) Management. The DIFM / DOTM Monitor or appropriate MM personnel will use the AF D035K Wholesale and Retail Receiving and Shipping System for managing repair cycle assets under the exchange program control. Repair cycle assets are identified as ERRC 'C' and 'T' and are either funded and owned by the MSD or are unfunded investment materiel assets. The DIFM/DOTM Monitor will follow guidance published in the DLA D035K Wholesale and Retail Receiving and Shipping System Functional Training, Chapter III, D035K Special Processes.

d. Industrial Product-Support Vendor (IPV). DLA designed the IPV program in partnership with the Air Logistics Complexes (ALCs) to streamline the supply chain, reduce multiple levels of inventory, reduce total logistics costs, and increase parts support to depot industrial customers. The MM Division will comply with guidance in the DLA Aviation Retail ISA Standard work guide or SOP details the overall processes required to provide enhanced retail materiel support to the mechanics on the production floor and reduce the time required to accomplish workload. The DLA Aviation Retail ISA Standard work guide or SOP details the overall processes required to provide enhanced retail materiel support to the mechanics on the production floor and reduce the time required to accomplish workload. The P&S Division will comply with the IPV Contract for supportability, including initiating all supportability actions. P&S will also follow all Planning and Collaborative processes in relationship to the IPV contractor.

e. Contractor Inventory Control Point (C-ICP). The C-ICP process is designed to streamline the induction of C-ICP end items, supply support for repairs, turn-in and shipment of repaired or reclaimed end items, and excess reporting. These procedures contain, but are not limited to, the data input requirements of the D035K Maintenance Express Table and Part Number Requisitioning process. The DLA Aviation Retail ISA Standard work guide or SOP provides detailed procedures for the Customer Support Specialist (CSS) and Sustainment Specialist (SS) personnel supporting a C-ICP/Depot Maintenance Partnership workload.

f. Depot Maintenance Inter-Service Support Agreement (DMISA). DMISA is the AF wholesale program under which the AF performs maintenance on items owned and used by other military services. The DLA Aviation Retail ISA Standard work guide or SOP provides detailed procedures for the CSS.

g. Customer Relationship Management (CRM). CRM is an enterprise system designed to provide an alternative to facilitate customer communications, transactions, and collaboration, and to identify and fulfill critical customer readiness requirements. As part of EBS, CRM provides visibility of customer information, requirements, and satisfaction. Further, CRM establishes standard processes and strategies for use across the Enterprise for Service, Account, and Opportunity Management, Customer Outreach, and Analytics. The CSS and SS assigned to the CRM job role will refer to the Customer Relationship Management (CRM) 7.0SVC400 - Service

Management Guide when submitting or responding to a Service Ticket within Customer Operations.

h. Customer Support Manager (CSM). DLA Aviation ISA CSMs at the three AF ALCs serve at a DLA Program Management-level position within the Planning and Support Division. CSMs are the primary DLA PMs for weapon systems, commodities, and back shop support at the ISAs. CSMs are responsible for program level interaction, including operational and strategic planning and supportability and program management support, with the AFLCMC or AFSC program offices that directly support the depot maintenance lines and back shops at their location. Supply Chains will provide the same level of support to a CSM as they provide to a Weapon System Program Manager (WSPM). CSMs will refer to the DLA Aviation Retail ISA Standard work guide or SOP for additional details and specific procedures to follow when serving as the primary PM for the weapon system, and when communicating, coordinating, assisting as necessary, and serving as the DLA Aviation Lead in Integrated Process Teams (IPTs).

i. Awaiting Parts (AWP) Management. The ISA AWP Monitor will follow guidance published in the DLA D035K Wholesale and Retail Receiving and Shipping System Functional Training, Chapter III, D035K Special Processes. The ISA AWP Monitor will also refer to the DLA Aviation Retail ISA Standard work guide or SOP for detailed procedures for the Customer Support Technician / Materiel Support Technician. AWP prevention/mitigation will be executed under direction of AFSCMAN 21-102 Chap. 18

j. Mission Capable (MICAP) Processing. The MM Division will comply with guidance published in the DLA D035K Wholesale and Retail Receiving and Shipping System Functional Training Manual, Chapter IV. The DLA Aviation Retail ISA Standard work guide or SOP provides additional detailed procedures for MICAP processing.

k. Contingency Operations Conditions. Due to the number of systems that can impact ISA support, all contingency operations will be coordinated through the ISA's Business Process Support Branch. The Business Process Support Branch will comply with guidance published in the Training for Base Realignment and Closure D035K System Changes manual. The DLA Aviation Retail ISA Standard work guide or SOP provides additional detailed procedures for processing support requirements during contingency operations conditions.

8. MISCELLANEOUS RETAIL MANAGEMENT FUNCTIONS

a. General. This section outlines ISA procedures that do not naturally fit into other sections.

b. Data Analysis Support for Metrics and Reports. The analysis and metrics described below are shared across DLA and with our customers and mission partners to promote customer satisfaction and to meet warfighter retail needs. Further, these metrics help the DLA Aviation ISA Commander proactively lead and manage his/her staff.

(1) Performance-Based Agreement Support. DLA Aviation ISA Commanders or designees will be given the opportunity to participate in all conversations addressing proposed changes to PBA metrics. DLA requires comprehensive metrics and analysis to effectively manage the ISA

and stay within the available resource constraints. The AF / DLA Performance-Based Agreement tracks Materiel Availability (MA), Unfilled Orders (UFOs), Materiel Receipt Acknowledgement (MRA) for Direct Vendor Delivery (DVD), Order Response Time (ORT) at the ALCs, and Mission Capable (MICAP) hours and incidents at both operational bases and ALCs. DLA collects and reports appropriate data to support this Agreement. Additionally, DLA Aviation ISA Commanders review other metrics that assist in meeting the PBA goals and in improving overall support to the maintenance customer. These metrics include backorder age and reduction targets, Net Industrial Issue Rates, Shop Service Center (SSC) Fill rates, Delivery Response Time, AWP end-item and age reduction targets, IPV empty bins and work stoppages, Emergency Procurement performance, and budget, safety, and manpower reports.

(2) Data Collection and Reporting. DLA data collection and reporting is normally centralized. DLA uses data from EBS, DSS, and D035K first, if it is available. Other sources might include DO43, Logistics Installation and Mission Support-Enterprise View (LIMS-EV), DSCM AT, ROCIT, EMIS, MOMMAS, Pappas, G004L, WEBFLIS, and EMALL. DLA currently manages the Center of Parts Activity (COPA), which combines EBS, DSS, and D035K data in order to narrow the scope to issues that require attention. DLA Aviation ISA Commanders will use standard reports available through normal DLA systems (e.g., EBS, DSS, and COPA) whenever such reports exist. In DLA Aviation, the Business Process Support Directorate, Research, Review, and Analysis Division, BAEC Branch collects and reports data for the ISAs.

c. Customer Focused Metrics.

(1) Backorder Age Reduction.

(a) Target is a calculated reduction in DLA-managed backorders for the current fiscal year based on command level guidance.

(b) Definition and methodology – the percentage of backorders that are less than 180 days old. Backorders that are outside of the goal are accessible via the Backorder Tab in COPA.

(2) Order Response Time (ORT).

(a) Target – percentage DLA-managed maintenance orders must be filled within 2 days IAW current PBA.

(b) Definition and methodology – measures the supply chain responsiveness to AF ALC customer demands for DLA items. Each month's population includes AF Maintenance document (M-doc) orders created in that reporting month, both filled and remaining on backorder at month end. Age is determined from the Julian date in the Maintenance document through the issue date (date stock is located on base). Age buckets are tracked based on fill response time.

(3) Delivery Response Time.

(a) Target – IAW current PBA from the time a maintenance order is placed to the time the order is delivered to the customer.

(b) Definition and methodology – the total time that it takes for maintenance order to be delivered to the customer once the order is released in DSS. This metric measured each time segment, including pick time, manifest time, expeditor delivery time, expeditor check-in time, and the time for physical movement to the maintenance customer.

(4) Awaiting Parts (AWP) Response Time and End Item Reduction.

(a) Target – percentage IAW current PBA of orders that are put into AWP status must be filled within 90 days.

(b) Definition and methodology – uses the same methodology as ORT. The ORT clock for AWP response time begins once an item is put into an AWP status and ends once the end item is complete. The End Item AWP metric also measures those end items where DLA is the only SOS impacting the AF-managed End Item NSN. Both Line Replaceable Units (LRUs) and Shop Replaceable Units (SRUs) are counted as "End Items." SRUs are AF-managed NSNs that are components of a Line Replaceable Unit. If a Line Replaceable Unit has a backorder for a DLA piece part that is not in a component SRU, it is counted. If a component SRU also has a backorder for a DLA piece part, it is counted. This methodology does NOT in any way double count.

(5) Shop Service Center (SSC) Fill Rate.

(a) No target – tracking for research purposes in conjunction with the Delivery Response Time Metric.

(b) Definition and methodology – measures the availability of ordered items regardless of SOS in a forward located SSC. In order to pass, an order must be filled by available stock in an SSC vice a DLA Distribution location or world-wide in the DLA network. This data is pulled directly from DSS via QMF and is compiled and submitted to each ISA's MSS group monthly for review and action.

(6) Shop Service Center (SSC) Replenishment Rate.

(a) DD will replenish SSC stock outs within 72 hrs.

(b) Definition and methodology – measures the responsiveness of DLA Distribution to the SSC. This data is pulled directly from DSS via QMF and is compiled and submitted to each ISA's MSS group monthly for review and action.

(7) Urgent Procurement.

(a) Target – 17 days from submission to completion.

(b) Definition and methodology – measures DLA's Urgent Procurement actions by average time required to ensure industrial materiels are on site. The individual times tracked are Priority Cell time, Forward Presence Product Specialist time, Engineer time, ALS time and Contractor delivery time.

(8) Range and Depth.

(a) No target – tracking for research purposes in conjunction with the ORT Metric.

(b) Definition and methodology - Depth is the percentage of Retail SKUs with levels that have Stock on Hand greater than or equal to the Depot MINSS Quantity for that month. Range is the percentage of Retail SKUs with levels that have at least one on hand at month-end.

(9) MICAP Hours.

(a) Individual reduction targets set across different aircraft and ISA.

(b) Definition and methodology – measures DLA's MICAP actions by number of hours once a backorder has been upgraded to MICAP status until the requisition has been satisfied. The methodology uses LIMS-EV to calculate the amount of hours from when a maintenance action is upgraded to MICAP status to when the order is actually satisfied by calculating how long it took to completely satisfy the MICAP.

(10) COPA Metrics and Tools.

(a) Shop Service Center (SSC) Tab. This module gives 'stoplight' alerts for SSC asset posture including the total number of items and value. Some examples of SSC alerts include candidates for SSC stockage, items with no usage, items in transit, and items with excess materiel.

(b) Customer Support Specialist (CSS) Tab. This module gives pre-planned actions and 'stoplight' alerts that quickly identify problem items needing attention. This proactive approach narrows the daily workload for the CSS community and other users. Some examples of CSS alerts include all backorders greater than 30 days old, backorders with assets on hand, backorders with positive Y-store balances, and backorders with AAC Y or V.

(c) Sustainment Specialist (SS) Tab. This module gives 'stoplight' alerts for the SS community and other users. These alerts focus on instances where the stock on hand is at zero or below the Plant levels and a delinquent Purchase Requisition exists.

(d) Materiel Analysis Repository System (MARS) Tab. This module contains 800+ canned reports. These reports can be either printed or downloaded. Reports include historical demand activity, local manufacture reports, MICAP hour reports, NIIN history, Transaction history, LSN information, and other supply related reports.

(e) Metrics Tab. This module contains the automated ORT tool. This tool provides the ability to view ORT by PD, Branch, Section, AAC, SOS, SSC, CSS, and individually by NIIN. It also provides age bucket breakouts.

(f) Backorders Tab. This module gives the health of backorders with a cascading view (executive summary to CSS). Using this, DLA Aviation can more effectively determine backorder bottlenecks and resolve backorders with unexplored stock on hand.

(g) National Item Identification Number (NIIN) Lookup Tool. This module allows users to view information relating to an item combining AF and DLA data such as the AF and DLA AACs, all AF and DLA balance & levels data, all alerts, and historical usage. Every NIIN throughout COPA is hyperlinked back to this module.

(h) Supply Supportability Tool (SST) Tab. This module gives demand data and is used to compute monthly metrics such as stockage and issue effectiveness.

(i) Parts Analysis Reporting Tool System (PARTS) Tab. This module gives users the ability to manage items within a specific shop.

(j) 1996 Adjusted Stock Level Tab. This module gives users the ability to manage AF special level items and the associated revalidation process.

(k) Materiel Supportability Tool Tab. This module gives supportability for the aircraft, commodities and electronics communities. For aircraft, the historical issues are combined with the current PDM schedule to provide a supportability viewpoint. Planned and unpredictable issues can be viewed by each aircraft throughout the PDM process.

(11) Requesting a Data Pull. The Data Request Unit system is used to submit, assign, and update data requests. You must submit Data requests through each individual command chain for approval and are assigned to a Demand/Supply Chain Analyst for completion via the system.

d. Retail Accountable Officer (RAO) Materiel Management and Accountability. The ISA RAO is responsible for coordinating with the DLA DD AO on all matters involving the SSC sites.

(1) Inventory Workload. Due to counts being performed at the NSN level (which impacts both the DD and the SSC sites), workload must be scheduled and coordinated with both the DD AO and RAO. SSC site workload will be monitored by the RAO. The RAO will schedule all inventory workload for AF-owned materiel in the SSC Sites, and will schedule and monitor all NAVAIR Industrial Materiel Management System store inventories. S&D personnel will conduct physical inventories for all AF-owned inventories stored in NAVAIR Industrial Materiel Management System stores and maintain required documentation for two years. The RAO will monitor and report suspended materiel stored in the retail account to customers, and will monitor any D035K exceptions affecting inventory balances and ensure the correct office is working the exception within required timeframe.

(2) Post-Count Validation / Pre-Adjustment Research (Internal Control). Post-Count Validation and Pre-Adjustment Research will be monitored by the RAO to ensure all picks, stows, denials and inventory adjustments were processed correctly. The RAO will communicate with S&D personnel and the DD AO on research.

(3) Denial Research. All Zero Stows in the SSC Sites will be approved by the RAO.

(4) Causative Research. The RAO will approve causative research to ensure in-depth research is properly conducted on all adjustments being processed, and to determine if any

reversals need to be processed to correct the balances. The RAO will communicate with S&D personnel and the DD AO on research.

(5) WebSDR. The Stock Fund Manager will supervise the receipt and research of WebSDRs from the AF WebSDR Monitor to determine if the GSD Stock Fund was adversely affected. The Stock Fund Manager will also supervise submission of WebSDR Type 7 credit requests on FB20## requisitions to ensure proper reimbursement to the GSD Stock Fund account for discrepant materiel received.

(6) Location Surveys and Reconciliations. The location survey workload is generated and scheduled by sub-work area, which are comprised of warehouse locations. At the beginning of each fiscal year, DSS generates the YE8B-1 report that contains all current sub-work areas that need to have location surveys performed. Coordination between the DD AO and RAO will need to occur to ensure the SSC locations are surveyed to meet the annual requirement. The Retail AO will be responsible for building and scheduling all SSC site sub-work area workload. All location surveys for locations within the DD will be performed by DD personnel. All location surveys for locations within the SSC site will be performed by S&D personnel. Retail AO will initiate location survey schedule. SSC site workload will be created by Retail AO in DSS. Locations surveys of SSC site locations will be performed by S&D personnel. RAO is required to schedule and log all SSC location surveys for audit purposes.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AAC	Acquisition Advice Code
AF	Air Force
AFI	Air Force Instruction
AFLCMC	Air Force Life Cycle Management Center
AFMCMAN	Air Force Materiel Command Manual
AFSC	Air Force Sustainment Center
AFSCI	Air Force Sustainment Center Instruction
ALC	Air Logistics Complexes
APFE	Absolute Percent Forecast Error
AWP	Awaiting Parts
BNR	Bill Not Received
BPA	Business Process Analyst
CD	Customer Direct
C-ICP	Contractor Inventory Control Point
COPA	Center of Parts Activity
COSIS	Care of Supplies in Storage
CRM	Customer Relationship Management
CRR	Cost Recovery Rate
CSM	Customer Support Manager
CSS	Customer Support Specialist
DD	Distribution Depot or DLA Direct or DoD Form
DDC	DLA Distribution Center
DFU	Demand Forecasting Unit
DIFM	Due In From Maintenance
DLA	Defense Logistics Agency
DLAI	DLA Instruction
DLAM	DLA Manual
DoD	Department of Defense
DOTM	Due Out To Maintenance
DP	Demand Planner

DPA	Demand Plan Accuracy
DSCM	Depot Supply Chain Management / Manager
DSS	Distribution Standard System
DWCF	Defense Working Capital Fund
EBS	Enterprise Business System
ECSB	Emergency Contracts Support Branch
ESA	Engineering Support Activity
ERB	Emergency Retail Buy
ESD	Electrostatic Discharge
IPO	Inventory Policy Optimization
IPT	Integrated Process Team
IPV	Industrial Product-Support Vendor
ISA	Industrial Support Activity
IST	Integrated Supply Team
KCC	Kind, Count and Condition
LRR	Local Recovery Rate
LSN	Local Stock Number
LTC	Long Term Contract
MICAP	Mission Capable
MINSS	Minimum Safety Stock
MM	Materiel Management
MSS	Materiel Support Specialist
NIIN	National Item Identification Number
NSN	National Stock Number
OA	Obligation Authority
ORT	Order Response Time
P&S	Planning & Support
PDM	Programmed Depot Maintenance
PDMC	Planning for DLA-Managed Consumables

PM	Program Manager
PQDR	Product Quality Deficiency Report
RAO	Retail Accountable Officer
ROM	Retail Organic Manufacturing
RNB	Received not billed
SCM	Supply Chain Management
SCPO	Supply Chain Planning and Optimization
SDR	Supply Discrepancy Report
SKU	Stock Keeping Unit
SOP	Standard Operating Procedure
SOS	Source of Supply
SPM	System Program Manager
SQCR	Storage Quality Control Report
SRU	Shop Replaceable Unit
SS	Sustainment Specialist
SSC	Shop Service Center
SS&D	Supply, Storage and Distribution
STO	Stock Transport Order
WAWF	Wide Area Work Flow
WSPM	Weapon System Program Manager

PART II. DEFINITIONS

Acquisition. Obtaining logistics support, supplies, or services under an acquisition agreement or under a cross-servicing agreement. This includes purchasing (whether for payment in currency, replacement-in-kind, or by exchange for equal value), renting, leasing, or any method of temporarily obtaining logistics support, supplies, or services

Care of Supplies in Storage (COSIS). A program composed of a set of processes and procedures whose purpose is to ensure that materiel in storage is maintained in ready-for-issue condition or to prevent uneconomic deterioration of materiel. With proper COSIS, supplies and equipment in storage will be preserved and maintained in a issuable condition through inspection and actions taken to correct any forms of deterioration and to restore packaging to ready-for-issue (RFI) condition. COSIS includes the in-storage visual inspection, minor repair, preservation, and packing of materiel, and all intra-depot materiel movement to perform those tasks. Note: COSIS does not include the cost to repair the asset, unless minor repair is accomplished within the one-hour routine COSIS action.

Collaboration. A process used by customers to provide actual projected requirements to DLA instead of relying solely on historical usage (sites working with the supply chain). Requires a Joint Collaboration Agreement.

Cost Recovery Rate (CRR). A percentage added to the acquisition cost of items to allow recovery of the full costs of doing business.

Critical Application Item. An item that is essential to weapon system performance or operation, or the safety of operating personnel as determined by the Military Services.

Critical Safety Item. Any item containing a critical characteristic whose failure, malfunction, or absence may cause a catastrophic or critical failure resulting in loss or serious damage to the weapon system or end item, unacceptable risk of personal injury, or loss of life.

Customer Direct (CD). A channel of materiel support where materiel is purchased upon receipt of a customer's funded Sales Order, and is sent to the customer directly from the supplier. The supplier holds the inventory.

Customer-Oriented Leveling Technique. The US Air Force's inventory planning and level setting model for consumable materiel.

Customer Relationship Management (CRM). A customer-focused strategy that uses people, processes and tools to set and meet mutual expectations that optimize value for both the customer and DLA. Provides a new alternative to facilitate communications, transactions, and collaboration to customers by identifying critical customer requirements in terms of Warfighter readiness.

Demand. An indication of a requirement, a requisition, or similar request for an item of supply or individual item. Demands are categorized as either "recurring" or "non-recurring."

Demand Chain Owner. The activity responsible for the integration between demand and supply processes, a structure between the integrated processes and customer segments, and working relationships between marketing and supply chain management. Manages relationships between suppliers and customers to deliver the best value to the customer at the least cost to the demand chain as a whole. Demand chain management is similar to supply chain management but with special regard to the customers. Use of the term in this DLAI refers to the DLA activities that are responsible for the retail management and operations performed at the Industrial Support Activities (ISAs) in support of the retail industrial customer.

Demand Forecasting Unit (DFU). Level at which the forecast is created. Contains four data elements: Demand Unit (Item), Location, Demand Group, Model.

Demand Planning. Activities normally occur in support of a multi-step operational supply chain rrequirements, it is the process of gathering data, determining how the Demand Plan will be created, generating the Demand Plan, and providing the Demand Plan to the appropriate organization.

Directive-Type Memorandum. Issuance serves the same purpose as a DLAI or DLAM but is issued for time-sensitive actions that affect current or future issuances.

Distribution. The operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time."

Distribution Center (DC). Facility in the DLA Distribution Network that performs receiving, and storage and distribution functions for goods in support of customer orders. Also referred to as a warehouse. May also perform other services to customers on a fee-for-service basis.

Distribution Standard System (DSS). DLA's primary warehouse and distribution management solution that manages all functional business processes of DLA's warehouse operations. Primary integration points with EBS are stock positioning through Supply Chain Planning and Optimization (SCPO) supply planning functionality, and processing of a Materiel Release Order (MRO) to fill customer requisitions.

DLA Direct (DD). A channel of materiel support where DLA owned materiel held in a warehouse is sent to the customer from a warehouse upon receipt of a customer's funded Sales Order.

DLA Form 1912, Local Purchase Technical Support Request. Form used to document and also provide traceability of technical, quality, and engineering decisions for items purchased by DLA using the Retail procurement process at AF Industrial sites.

DLA Form 1913, Adjusted Stock Level. Form used to request a special stock level be manually set for retail item, and retained for a specific amount of time by setting an override with an expiration date.

DLA Instruction (DLAI). Establishes policy, impacts DLA employees (civilian, military, and contractors), assigns responsibilities, and implements overarching procedures within a functional area IAW assigned mission and functions.

DLA Issuance. A document used by DLA to formally establish policy, assign responsibilities, and implement procedures. The set of documents that qualifies as a DLA Issuance are DLAIs, DLARs, DTMs, and DLAM.

DLA Manual (DLAM). A DLA Issuance that provides general procedures for implementing policy established in DLAIs. DLAMs must include the specific, procedural information formerly published in various DLA publications.

Emergency Retail Buy (ERB). Emergency local procurement actions made when materiel is not available for Defense Logistics Agency (DLA) managed buys and a work stoppage exists or alteration to an operation's critical path is imminent IAW unusual and compelling guidance outlined in FAR Subpart 6.302-2.

Enterprise Business System (EBS). EBS is DLA's primary information technology solution designed to manage the system processes of Order Fulfillment, Planning, Technical and Quality

Assurance, Acquisition and Financial. Identifies areas for key process improvement, improves analysis, and offers greater agility in monitoring and tracking operational and fiscal performance. The overall modernization objectives for EBS include improving customer support and providing better access to DLA's portfolio of business systems and processes.

Industrial Product-Support Vendor (IPV). A contracting process that provides commercial products to regionally grouped military and federal customers from commercial distributors using electronic commerce.

Kind, Count Condition (KCC).

a. Kind: There are two forms of determining the 'Kind' of materiel; (1) An inspection of the bare item verifying the part-number against the assigned NSN, or (2) A verification that the documentation corresponds with the identification label IAW MIL-STD-129 marking requirements.

b. Count: A count of the total number of items.

c. Condition: An inspection verification of the general physical appearance of all packages or verification of the characteristics of the bare item.

Inventory. Materiel titled to the U.S. Government, held for sale or issue, held for repair, or held pending transfer to disposal. Also referred to as "materiel."

Inventory Policy Optimization (IPO). A JDA (Manugistics) module that assesses the effect of inventory investment decisions on customer wait time, unfilled orders, and fill rates in order to optimize safety stock across multiple echelons of operating inventory to ensure right level of service to customers.

Industrial Support Activity (ISA). A DLA activity that supports the maintenance lines at a service industrial site. A DLA Demand Chain Owner manages it.

Local Stock Numbered Item (LSN). An item that has not been cataloged with a NSN, procured locally for the ISA, and managed by a uniquely assigned number. Also used for Unit of Use materiel.

JDA. The parent company for Manugistics modules SCPO (Supply Chain Planning and Optimization) and IPO (Inventory Policy Optimization) software packages. It stands for the company's founder James D. Armstrong.

Local Recovery Rate (LRR). A percentage added to the standard customer selling price (advertised in Federal Logistics Information Services) for materiel ordered by specific retail management sites (identified by DoDAAC).

Long-term Contract (LTC). Reduces the contractor's administrative burden and results in stable production runs, thereby incentivizing contractors to do business with the Department of Defense (DoD). Also referred to as an Outline Agreement.

Materiel Management. That phase of military logistics that includes managing, cataloging, demand and supply planning, requirements determinations, procurement, distribution, overhaul, and disposal of materiel.

Military Interdepartmental Purchase Request. This form (DD FORM 448) is used by a DoD activity (the requesting activity) to place an order for supplies or non-personal services with a "servicing agency" that could be either another DoD activity (an Internal DoD Action) or a non-DoD federal activity (a Direct or Assisted Acquisition).

National Item Identification Number (NIIN). Unique nine character code assigned to each item of supply purchased, stocked, or distributed within the Federal Government.

Organic Manufacturing (OM). Organic manufacturing is an in-house capability to produce quality products for the customer. It provides a safety net for responding quickly to contractor defaults on programs critical to defense readiness.

Order Response Time (ORT). Measures the percent of retail customer sales orders filled within two days.

Other service/agency managed item. An item for which a service or agency other than DLA is responsible for the management and operation of effective and economical supply support. A military service or agency is the SoS. Also referred to as non-DLA managed item.

Policy. The set of basic principles or rules and associated guidelines, formulated and enforced by the DLAHQ or PLFA Director / Commander, to direct and limit its actions in pursuit of long-term DLA activity goals.

Procedures. Standard, detailed steps that prescribe how to perform specific tasks in support of one or more policy statements that are written in an approved DLAI, DLAR, or Directive-Type Memorandum.

Product Quality Deficiency Report (PDQR). Submitted when materiel is issued and found to be defective. Initiate action to repair, replace, or provide credit for defective materiel.

Purchase Order (PO). A legal document identifying the supplies or services being purchased from a commercial or governmental agency. Document may take the form of a SF1449, DD1155, etc.

Purchase Requisition (PR). Authenticated document prepared by a supply office, stating the requirements in quantities and delivery dates for materiel or services and authorizing the acquisition of stated materiel and services.

Request for Engineering Support. Request sent to the Service Engineering Support Activities for assistance, including, but not limited to: developing, validating and approving technical data packages; approving sources including organic manufacture; criticality determination; developing and reviewing engineering criteria and providing technical guidance and decisions required in the management and procurement of an item.

Requisition Alert (RA). A notification from Navy industrial sites to DLA of their requirements in advance of the funded requisition, thereby allowing DLA to procure and position materiel appropriately to support prompt order fulfillment. An unfunded requisition providing advanced forecasting for Procurement and/or Stock Transfers, triggers fulfillment and prepositioning of stock at the SS&D site.

Retail. Level of inventory below the wholesale level, either at the consumer level for directly providing materiel to ultimate users or at the intermediate or region level for supplying consumer levels or ultimate users in a geographical area. In this manual, it refers to a level of DLA held at the consumer level for the purpose of directly providing materiel to ultimate industrial maintenance users.

Retail Industrial Customer. A specific customer at a service industrial site, identified in EBS as a customer for which DLA is responsible for supporting, in part or in total, the retail requirements for Supply, Storage, and Distribution in support of the local maintenance customer.

Retail Organic Manufacturing (ROM) Request. In support of retail, a request to DoD organic manufacturing sources for items that are not obtainable from private industry on the required need date.

Retail Stock Level. The level of stock for a retail item that is set, either systemically or manually, to meet the retail industrial customer's requirement IAW DLAI 4140.09.

Retail Stock Buy (RSB). Procurement action seeking supportability of any quantity (offset quantity) beyond the initial emergency local p quantity.

Safety Stock (SS). Target level of inventory set to compensate for unexpected increases in demand or delays in the acquisition process.

Sales Order. A requisition from a customer. A retail sales order is a requisition from a customer that has been identified in EBS as a retail customer.

SAP. The German Company "Systems, Applications and Products in Data Processing," SAP is a COTS ERP (Commercial-Off-the-Shelf Enterprise Resource Planning) System. SAP manages the supply chain and handles all integration across the EBS application programs.

Source of Supply (SoS). A Military service or federal agency designated to receive and process requisitions as a part of the management and operation of effective and economical supply support to its customers.

Standard Operating Procedure (SOP). A document used by DLA to capture standard, detailed steps that prescribe how to perform specific tasks within an office, section, or division within DLA.

Statement of Work (SOW). A formal document that captures and defines the work activities, deliverables, and timeline a vendor must execute in performance of specified work for a client.

Stock Keeping Unit (SKU). Level at which supply plans are created; designates an item at a specific location (item/location combination).

Stock Transport Order (STO). A requisition to physically internally move (redistribute) materiel from one location to another within the materiel owner's distribution network.

Storage Quality Control Report (SQCR). A manual form (DD Form 1225) or its electronic equivalent used to document and request approval of reimbursable work associated with special inspections and reimbursable COSIS actions. When prepared in the DSS under DLMS, the SQCR is transmitted to DAAS for forwarding to the applicable Service/Agency system. At this time, only DLA has fully implemented the DLMS interface. Pending DLMS implementation, the SQCR will be transmitted via email or fax.

Subject Matter Expert. The point of contact for expertise in a specific area or process.

Supplier Relationship Management. Also referred to as EProcurement. Single contract writing tool that meets the unique automation and regulatory needs of DLA's complex high-volume acquisition and contracting operations. Provides real time master data synchronization of supplier and materiel information. Provides for real time processing during award build

Supply Chain Owner. The linked activities associated with providing materiel from a raw materiel stage to an end user as a finished product, delivering the best value according to the demand of the customers. Use of the term in this DLAI refers to the DLA activities that are responsible for the management and operation of effective and economical supply support of specific items.

Supply Chain Planning and Optimization (SCPO). An advanced JDA planning tool composed of suite of supply chain management software applications managing the interactions in the flow of products from raw material through the manufacturing process and finally to the delivery of finished goods to the customer.

Supply Discrepancy Report (SDR). An electronic transmission or manual form used to report a supply discrepancy.

Supply Maintenance Activity Group (SMAG). The Air Force wholesale and retail activity committed to transformational initiatives to improve meeting customer demands and lowering cost.

Supply Planning. Activities normally occur in support of the stocked items and are focused on the development and implementation of inventory plans, which most effectively mirror customer demand patterns by time period and by location.

Supply, Storage and Distribution (SS&D). The concept integrates previously separate wholesale and consumer-level ("retail") operations to streamline materiel flow and eliminate redundant activities and inventories at specific service industrial locations.

Sustainment. The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment.

Unit of Use. Materiel is packaged according to the amount to be used/issued at any given time.