

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE
POLICY DIRECTIVE 23-1**



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Materiel Management

***SUPPLY CHAIN MATERIEL
MANAGEMENT***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This Department of the Air Force (DAF) Policy Directive (DAFPD) provides direction for DAF supply chain materiel management through implementation of Department of Defense Instruction (DoDI) 4140.01, *DoD Supply Chain Materiel Management Policy*. It is consistent with DoDI 1225.06, *Equipping the Reserve Forces*; DoDI 3110.05, *Readiness-Based Materiel Condition Reporting for Mission-Essential Systems and Equipment*; DoDI 4140.58, *National Guard and Reserve Equipment Report*; DoDI 4140.63, *Management of DoD Clothing and Textiles (Class II)*; DoDI 4140.73, *Asset Physical Accountability Policy*; DoDI 4160.28, *DoD Demilitarization Program*; DoDI 4161.02, *Accountability and Management of Government Contract Property*; DoDI 5000.64, *Accountability and Management of DoD-Owned Equipment and Other Accountable Property*; and Department of Defense Manual (DoDM) 4140.01, All Volumes, *DoD Supply Chain Materiel Management Procedures*, and designates Headquarters Air Force functional responsibilities providing a framework for DAF supply chain materiel management. It is consistent with Department of Defense Directive (DoDD) 3100.10, *Space Policy*; Air Force Policy Directive (AFPD) 63-1/20-1, *Integrated Life Cycle Management*, for product support, and DAFPD 24-6, *Distribution and Traffic Management*, for the packaging and movement of DAF materiel. This publication applies to all civilian employees and uniformed members of the Regular Air Force, Air Force Reserve, Air National Guard, United States Space Force (USSF), and those with a contractual obligation to abide by the terms of DAF issuances. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with

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SUMMARY OF CHANGES

The major changes include integration of USSF terminology and responsibilities, and updating applicable references. This document has been revised to comply with Department of Air Force Instruction (DAFI) 90-160, *Publications and Forms Management*, dated 14 April 2022.

1. Overview. This directive establishes policy for Department of the Air Force supply chain materiel management.

2. Policy. The Department of the Air Force will:

- 2.1. Use the supply chain operational reference processes of plan, source, make and maintain, deliver, and return as a framework for developing, improving, and conducting materiel management activities.
- 2.2. Consider all life cycle costs associated with materiel management, including acquiring, distributing, transporting, storing, maintaining, repairing, protecting, and disposing.
- 2.3. Identify supply chain strategies from supply chain characteristics and apply the strategy consistently.
- 2.4. Develop guidance that emphasizes supply chain responsiveness and prudent stewardship in supply chain planning, sourcing, maintenance, delivery, retention, and disposition of materiel.
- 2.5. Establish support strategies to meet customer materiel requirements.
- 2.6. Manage materiel resources from acquisition through disposition.
- 2.7. Establish wholesale and retail stockage objectives for peacetime and war reserve materiel readiness requirements.
- 2.8. Establish provisioning and replenishment objectives to optimize materiel availability and stewardship of costs, and minimize materiel excess/surplus and negative environmental, safety, and occupational health impacts.
- 2.9. Ensure all controlled inventory items to include nuclear weapons related materiel, classified, communications security, weapons, and other sensitive assets are accurately received, secured, stored, issued, demilitarized, disposed, accounted for, and reported to DAF and Department of Defense (DoD) agencies as required.
- 2.10. Ensure materiel in storage is maintained in a ready status that prevents property deterioration and loss.
- 2.11. Ensure materiel accumulation does not exceed authorized stock or retention limits.

- 2.12. Minimize the volume of materiel disposed as scrap or waste through cost-effective reclamation and reuse of materiel.
- 2.13. Maintain visibility of serviceable items transferred to Defense Logistics Agency Disposition Services; if available and when practical, reutilize items in lieu of initiating a new procurement.
- 2.14. Maintain positive inventory control and in-transit visibility of assets throughout all nodes of the supply chain.
- 2.15. Proactively prevent loss and ensure appropriate demilitarization of assets prior to disposal.
- 2.16. Ensure cost-effective recovery from surplus, scrap or residual materiel and maximize the reuse of critical, strategic, and precious metals.
- 2.17. Comply with Occupational Safety and Health standards, environmental regulations, technical orders, and safety data sheets. Reference AFPD 90-8, *Environment, Safety & Occupational Health Management and Risk Management*, for additional detail.

3. Roles and Responsibilities.

3.1. The Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ) will:

- 3.1.1. Ensure that DAF policy guidance:
 - 3.1.1.1. Addresses end-to-end DAF supply chain requirements and responsibilities.
 - 3.1.1.2. Complements and supports life cycle support solutions to balance support goals, total supply chain costs, and performance factors.
- 3.1.2. Oversee DAF supply chain sourcing and acquisition strategies that:
 - 3.1.2.1. Promote supply chain resiliency.
 - 3.1.2.2. Seek to minimize life cycle costs.
 - 3.1.2.3. Offer best-value selection among organic and commercial support alternatives.
- 3.1.3. Ensure DAF supply chain information technology acquisition strategies are integrated with enterprise information technology strategies and are designed to facilitate DoD-wide asset visibility of materiel throughout the DoD supply chain.
- 3.1.4. Ensure a DAF enterprise impact assessment is accomplished for programmatic source of supply selection.
- 3.1.5. Develop supply chain risk management strategies to maintain the integrity of products, services, people, and technologies, and ensure the undisrupted flow of product, materiel, information, and finances across the lifecycle of a weapon or support system.
- 3.1.6. Establish requirements for the exchange of information between materiel and acquisition managers.
- 3.1.7. Facilitate exceptions to normal disposition policy if unique or extenuating circumstances exist (e.g., contingency operations, base closures, etc.).

3.1.8. Ensure supply chain guidance adheres to diminishing manufacturing sources and materiel shortages objectives.

3.2. The Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ) will:

3.2.1. Provide space-focused input to SAF/AQ (DAF lead) in the development and implementation of DAF supply chain policy that provides direction to ensure enterprise business practices, employment of organic and commercial support, management processes, and integrated product support. SAF/SQ retains decision/approval authority for execution of such policy for space systems and programs.

3.2.2. Oversee DAF space enterprise supply chain sourcing and acquisition strategies that:

3.2.2.1. Promote supply chain resiliency.

3.2.2.2. Seek to minimize life cycle costs.

3.2.2.3. Offer best-value selection among organic and commercial support alternatives.

3.2.3. Develop supply chain risk management strategies focused on DAF space enterprise supply chain sustainment by maintaining the integrity of products, services, people, and technologies, and ensuring the undisrupted flow of product, materiel, information, and finances across the lifecycle of a weapon or support system.

3.2.4. Ensure supply chain guidance adheres to diminishing manufacturing sources and materiel shortages objectives as identified in DoDM 4140.01, Vol. 3, DoD Supply Chain Materiel Management Procedures: Materiel Sourcing.

3.3. Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4) will:

3.3.1. Provide implementing materiel management guidance that provides the direction and oversight necessary to meet DAF supply chain objectives.

3.3.2. Develop policy and implementing guidance that provides the direction and oversight necessary to meet end-to-end supply chain requirements.

3.3.3. Exercise enterprise oversight of materiel management, requirements, and stockage direction.

3.3.4. Ensure development of DAF workforce competencies for materiel management.

3.3.5. Assign staff as necessary to assist the Defense Materiel Readiness Board.

3.3.6. Coordinate with SF/COO on all policy and guidance that applies to the United States Space Force.

3.4. Major Command and Field Command Commanders will:

3.4.1. Ensure the management and control of materiel within production, manufacturing, repair, modification, overhaul, and testing functions performed at either:

3.4.1.1. Organic or private sector facilities or

3.4.1.2. Through public and private collaboration at those facilities.

3.4.2. Ensure item accountability and visibility throughout the life cycle of an asset.

3.4.3. Promote and enforce supply discipline.

3.4.4. Ensure proper storage of materiel.

3.5. **The Air Force Materiel Command Commander;** in addition to those responsibilities in [paragraph 2.4](#), will:

3.5.1. Implement methods and maintain models for computing enterprise requirements including additive requirements for consumable items to sources of supply other than the Air Force.

3.5.2. Oversee centralized execution of DAF enterprise materiel management operations and asset redistribution. **Exception:** Not applicable to air reserve components.

3.6. **The Air Education and Training Command Commander;** in addition to those responsibilities in [paragraph 2.4](#), will provide formal training for supply chain personnel to meet operational requirements.

FRANK KENDALL
Secretary of the Air Force

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoDD 3100.10, *Space Policy*, August 30, 2022

DoDI 1225.06, *Equipping the Reserve Forces*, June 28, 2022

DoDI 3110.05, *Readiness-Based Materiel Condition Reporting for Mission-Essential Systems and Equipment*, August 31, 2018

DoDI 4140.01, *DoD Supply Chain Materiel Management Policy*, March 6, 2019

DoDI 4140.58, *National Guard and Reserve Equipment Report*, June 28, 2022

DoDI 4140.63, *Management of DoD Clothing and Textiles (Class II)*, June 7, 2019

DoDI 4140.73, *Asset Physical Accountability Policy*, June 4, 2021

DoDI 4160.28, *DoD Demilitarization Program*, August 31, 2018

DoDI 4161.02, *Accountability and Management of Government Contract Property*, August 31, 2018

DoDI 5000.64, *Accountability and Management of DoD Equipment and Other Accountable Property*, June 10, 2019

DoDM 4140.01, All Volumes, *DoD Supply Chain Materiel Management Procedures*

AFI 20-110, *Nuclear Weapons-Related Materiel Management*, May 26, 2021

AFI 33-322, *Records Management and Information Governance Program*, 28 July, 2021

AFJMAN 23-210, *Joint Service Manual for Storage and Materials Handling*, April 12, 1994

AFPD 20-1/63-1, *Integrated Life Cycle Management*, August 7, 2018

AFPD 90-8, *Environment, Safety & Occupational Health Management and Risk Management*, December 23, 2019

DAFI 90-160, *Publications and Forms Management*, April 14, 2022

DAFMAN 90-161, *Publishing Processes and Procedures*, April 15, 2022

DAFPD 24-6, *Distribution and Traffic Management*, October 12, 2022

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFJMAN—Air Force Joint Manual

AFPD—Air Force Policy Directive

DAF—Department of the Air Force

DAFI—Department of the Air Force Instruction
DAFMAN—Department of the Air Force Manual
DAFPD—Department of the Air Force Policy Directive
DoD—Department of Defense
DoDD—Department of Defense Directive
DoDI—Department of Defense Instruction
DoDM—Department of Defense Manual
FLDCOM—Field Command
MAJCOM—Major Command
OPR—Office of Primary Responsibility
USAF—United States Air Force
USSF—United States Space Force

Office Symbols

AF/A4—Deputy Chief of Staff, Logistics, Engineering and Force Protection
SAF/AQ—Assistant Secretary of the Air Force for Acquisition, Technology and Logistics
SAF/AQD—Deputy Assistant Secretary of Logistics & Product Support
SAF/SQ—Assistant Secretary of the Air Force for Space Acquisition and Integration
SF/COO—Space Chief Operations Officer

Terms

Commodity—A homogenous grouping of materiel items. (e.g., a grouping such as that designated by a Federal Supply Class).

Cooperative Logistics Supply Support Arrangement—An agreement between a military department and a purchaser; setting forth the terms and conditions under which the Department of Defense will provide supply support of common weapons systems on an equal basis with United States Forces in accordance with the purchaser's Force Activity Designator and the Uniform Materiel Movement and Issue Priority System.

Consumable Items—Consumable items are components that are not repaired or condemned higher than the base level after removal from an end item.

Department of the Air Force (DAF)—DAF includes the United States Air Force (USAF) and USSF and all entities under both services, i.e., reserve, guard, major/field command (MAJCOM/FLDCOM), wing/delta, group/garrison and below. With regard to publications and forms control numbers, "DAF" is used to reflect applicability to both the USAF and USSF at all levels, e.g., DAFI 90-160 or DAF Form 847.

Demilitarization—The act of destroying the military offensive or defensive advantages inherent in certain types of equipment or materiel to prevent its unauthorized use.

In-Transit Visibility—The ability to track the identity, status, and location of Department of Defense units and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers, medical patients, and personal property from origin to consignee or destination across the range of military logistics operations.

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

Materiel Manager—Any Department of Defense activity or agency that has been assigned materiel management responsibilities for the Department of Defense and participating federal agencies. The term includes responsibilities performed by either wholesale materiel managers or retail materiel managers: managing, cataloging, demand and supply planning, requirements determination and definition, procurement, distribution, overhaul and repair of reparable materiel, and disposal of materiel.

Nuclear Weapons Related Materiel—Classified or unclassified assemblies and subassemblies (containing no fissionable or fusionable material) identified by the Military Departments that comprise or could comprise a standardized war reserve nuclear weapon (including equivalent training devices) as it would exist once separated/removed from its intended delivery vehicle. A delivery vehicle is the portion of a weapon system that delivers a nuclear weapon to its target. This includes cruise and ballistic missile airframes as well as delivery aircraft.

Positive Inventory Control—The ability to identify and account for materiel and to be cognizant of the condition and location of these items in near real time. Assets are tightly controlled and in secure areas. For controlled materiel, positive inventory control is maintained at the serial number level. **Note:** Reference AFI 20-110, *Nuclear Weapons-Related Materiel Management* for a more specific definition in the context of nuclear weapons related materiel.

Precious Metals—Federal Supply Class 9660 items that are gold, silver, platinum, or palladium granulation and sponges, rhodium, ruthenium, iridium, and osmium recovered from items, such as photographic and x-ray film, spent photographic fixing solution, military accouterments, such as insignia, crucibles, special wires, silver cell batteries, missile and electronic scrap, turnings, desalter kits, brazing alloys, solder, and dental scrap.

Source of Supply—Any organization (government or commercial) exercising control over materiel.

Supply Chain—The linked activities associated with providing materiel from a raw material stage to an end user as a finished product in its final disposition.

Supply Chain Risk Management—The systematic process for managing risk by identifying, assessing, and mitigating actual or potential threats, vulnerabilities, and disruptions to the DAF supply chain from beginning to end to ensure mission effectiveness.

War Reserve Materiel—Stock required to sustain operations for the scenarios authorized for sustainability planning in the combatant commander war plans and war mobilization planning documents.