



**DMT**

## Depot Maintenance Transformation

*“Improving production, processes, and support to provide customers with responsive, predictable, and affordable products and services”*

### **FACT SHEET**

#### ***Why transform?***

Depot maintenance and repair is a core competency of the Air Force and a vital element of Agile Combat Support. The Air Force Depot Maintenance Strategy delivered to Congress laid out three key requirements to transform the public sector depots into “world class” Maintenance, Repair, and Overhaul (MRO) operations and service providers: recruit, train and retain a high quality workforce, implement innovative depot maintenance processes, and sustain a robust, modern, properly sized infrastructure

As the Air Force fleet ages additional depot level work is required resulting in longer turnaround times and higher cost. We must increase aircraft availability with timely deliveries and fewer assets in depot status plus we must ensure our products and services are affordable.

#### ***What is DMT?***

Building upon the foundation laid by the Depot Maintenance Reengineering and Transformation (DMRT) effort, Headquarters Air Force Materiel Command (AFMC), Directorate of Logistics, chartered a Business Process Reengineering (BPR) team, to integrate process improvement efforts on the shop floor with production support processes and to determine the most effective MRO information system enabler. The team, comprised of maintenance, financial and supply managers from HQ AFMC, all three Air Logistics Centers (ALCs), AMARC as well as other stakeholders such as Defense Logistics Agency and Defense Contract Audit Agency, took a “Lean” approach to integrate process improvements on the shop floor with production support processes. They conducted numerous benchmarking visits to both DoD and private sector operations, conducted value stream mapping and analysis, and developed a future state and action plan that feeds into an overall Lean deployment plan

and implementation strategy. Results and successes will continue to help define standard policies and processes through spiral deployment and these future state standards will continue to be exported across each ALC in FY06-07. AFSSO21 implementation further expands process improvement efforts across the AF. DMT efforts are being linked to corresponding activities in an AFMC-wide horizontal approach.

#### ***What is different in the future state?***

We will continue to develop a standard continuous process improvement approach under AFSSO21 with a “Lean” focus on production and production support. Transformed maintenance will have: production line with 5S (sort, straighten, scrub, standardize, and sustain), reconfigured into product cells, and constructed a tailored logistics support plan that will provide all material and tools at point of use. We will have enterprise processes that will be more effective and efficient; pro-active planning and scheduling of workload in anticipation of customer requirements; proper alignment of responsibility, authority, and accountability under a single manager; right-sized and state-of-the-art facilities and equipment. Our information systems will be simple, responsive, and easily provide accurate data. We will develop a professional, flexible workforce that is well trained and has a culture that thrives on continuous improvement. We will collaborate with customers to ensure the requirement is clearly defined and our products and services meet their demands. We will collaborate with suppliers to develop effective logistics support to the shop floor.

#### ***Interested in learning more?***

For more information, we invite you to visit our website at:

<https://www.my.af.mil>