**THE SECRETARY OF THE AIR FORCE**
**CHIEF OF STAFF, UNITED STATES AIR FORCE**
**WASHINGTON DC**

AUG 3 2017

MEMORANDUM FOR ALL AIRMEN

SUBJECT: Air Force Directive Publication Reduction

The Air Force has too many directive publications. They are often outdated and inconsistent, breeding cynicism when Airmen feel they cannot possibly follow every written rule. They are sometimes too rigid, slowing adaptation and discouraging new ideas. The result is distraction and inefficiency – when we specify the trivial, we lose focus on the important.

Over the next 24 months, we will systematically review, reduce, and clarify all Air Force directive publications. The men and women of the United States Air Force command history's most lethal force. Therefore, we trust you can make the right decisions based on our values, your training, the mission, and your experience. Where possible, instructions will allow commanders to exercise good judgment and waive requirements at the lowest appropriate level. The focus will be identifying best practices and concentrating on values, mission, and results.

At the end of this effort, there will be fewer publications and those that remain will be shorter. All publications will be current; approvals and authorities will reside at the lowest appropriate level; and all publications will be written clearly and concisely, without jargon or acronyms. Additionally, instructions rescinded or made optional by Headquarters Air Force will not be replaced by comparable instructions at lower levels of command. The intent is to be less directive, not to decentralize direction.

The Office of the Deputy Undersecretary of the Air Force for Management (SAF/MG) is the lead for this effort. Within the next year, their cross functional team will review and revise, or else rescind the most problematic instructions. Before September 2019, the team will review the remaining directive publications. To address the root cause of the current situation, we will also develop and implement an agile process that changes how publications are created, maintained, and disseminated.

Reviewing and revising publications is not your job, but no one knows how instructions impact the mission better than you. Your opportunity to be part of this institutional shift will come within the next several weeks when we circulate an Air Force wide survey. We encourage you to take part. We also encourage you to visit the Airmen Powered by Innovation portal. There, you can provide input on which publications should be prioritized for review.

We are honored to serve with you and respect your time and dedication. Thank you for helping us drive a culture of innovation and focusing on mission success – today and tomorrow.

Heather Wilson
Secretary of the Air Force

David L. Goldfein
General, USAF
Chief of Staff