



SECRETARY OF THE AIR FORCE
WASHINGTON

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MEMORANDUM FOR DISTRIBUTION C

SUBJECT: AIR FORCE DIRECTIVE PUBLICATIONS REDUCTION

As the Chief of Staff and I addressed in our memo to Airmen last week, the Air Force has too many directive publications. This memorandum kicks off the publications reduction effort, outlining the process and the role of the Headquarters Air Force staff. The Office of the Deputy Under Secretary of the Air Force for Management (SAF/MG) will lead the effort. All Headquarters Air Force organizations will be tasked by SAF/MG for support. This effort has multiple phases, and we have identified our measures of merit below:

- ✓ 100% of the 1,155 Air Force Instructions will be reviewed.
- ✓ The number of publications and total pages of instructions will be significantly reduced.
- ✓ All publications will be current.
- ✓ Approvals and authorities will reside at the lowest appropriate level.
- ✓ All publications will be written clearly and concisely, without jargon or acronyms.
- ✓ Publications rescinded or made optional by Headquarters Air Force will not be replaced by comparable instructions at lower levels of command.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 for Airmen, not to decentralize direction.

Airman Input

In the next month, the Airmen Powered by Innovation Portal will collect inputs for which directive publications should be prioritized for review. Our intent is to review and revise or rescind the most problematic directive publications first. The Airmen Powered by Innovation Portal will remain open during the entire period of this effort to continually capture airmen's input. Additionally, SAF/MG will issue an Air Force survey to identify characteristics the field wants to see in the future publications process.

Four Phases

The review will proceed in four overlapping phases.

Phase 1 will review outdated directive Headquarters Air Force publications and those identified by Airmen as high priorities for review. Publications are outdated when more than 4 years have passed since published or certified current. Forty percent of the 1,307 directive publications are outdated.

The Office of the Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR), in coordination with the Publication Change Managers, will develop a schedule for

the Enterprise Process Improvement Council to review outdated directive publications and possibly rescind them. Recommendations to rescind publications will be brought to the Enterprise Process Improvement Council for rapid Headquarters Air Force coordination, enabling immediate and expeditious action. Publications recommended for rescission will be sent directly from the Enterprise Process Improvement Council to the appropriate certification authority for action.

The Chief of Staff and I will be briefed monthly on the progress of this phase, including which publications have been rescinded. All outdated publications will be reviewed, rescinded or revised no later than 1 September 2018.

Phase 2 will review and revise remaining directive publications issued by Headquarters Air Force. Mission and Policy directives will be evaluated as needed. These publications contain more than 130,000 compliance items at the wing level.

To complete this phase, we will establish a team of Colonels/GS-15s, led by SAF/MG. The team will be composed of dedicated designees from SAF/MG, SAF/MR, Office of the Administrative Assistant to the Secretary of the Air Force (SAF/AA), Office of the General Counsel of the Air Force (SAF/GC), Office of the Inspector General of the Air Force (SAF/IG), Judge Advocate General of Headquarters Air Force (AF/JA), and the Assistant Vice Chief of Staff of the Air Force (AF/CVA), in addition to select representatives from the Major Command and wing level. This group will be supported by subject matter experts as appropriate.

This team will review all remaining directive publications, evaluating opportunities to rescind, streamline, simplify, and consolidate. We expect the review to be the primary task of the team members; they should have time to dedicate to this task, be empowered by you and have access to you to drive change.

The review team will present the schedule for review, and draft revised publications to a senior review board comprised of General Officers/Senior Executives from SAF/MG, SAF/MR, SAF/AA, SAF/GC, SAF/IG, AF/JA, and AF/CVA, with participation from the affected functional areas. This senior level review board will meet monthly to review progress and consider draft revisions. If consensus cannot be reached on a matter in a publication, the Under Secretary of the Air Force and the Vice Chief of Staff of the Air Force will confer and resolve the matter. The results of the senior level review board will be sent directly to the appropriate certification authority for action.

The Chief of Staff and I will be briefed monthly on the progress of this phase, including which publications have been rescinded. All Phase 2 activities will be completed no later than 1 September 2019.

Phase 3 will develop and test a new process to maintain currency and relevance of Air Force publications. The new process will leverage technology, allow for rapid suggestions for improvement from users, and allow publication managers to monitor and update their publications more frequently and easily. SAF/MG will lead this process improvement activity, overseen by the senior review board.

Phase 4 will implement the process developed in Phase 3, with implementation tracked and reported through the Enterprise Process Improvement Council.

Organizations identified in Phase 2 need to provide their Colonel/GS-15 representative to Mr. Steven A. Cantrell, Special Assistant for Air Force Publications Reduction Initiative (SAF/MG), no later than 16 August 2017. Contact information for Mr. Cantrell is steven.a.cantrell.civ@mail.mil.



Heather Wilson
Secretary of the Air Force