



SECRETARY OF THE AIR FORCE
WASHINGTON



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MEMORANDUM FOR DISTRIBUTION C

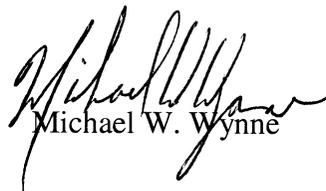
SUBJECT: Air Force Publications Process

Consistent with AFSO 21 initiatives, SAF/AA convened a cross-functional team chartered to review Air Force publications and develop processes using LEAN principles to determine how to get clear, effective policy (AFPDs) and guidance (AFIs, AFMANs, etc.) to the field in a timely manner. The review disclosed that while current guidance in AFI 33-360, *Publications and Forms Management*, enables the timely dissemination of publications, unfamiliarity with the guidance on the part of the staff as well as long-standing behavior and cultural issues hamper the process. Ongoing efforts to provide education and re-align behaviors with the guidance are now underway.

As one of those ongoing efforts, I need each HAF two-letter/digit to develop a strategy for short and long-term oversight of your publications management effort—baseline current inventory (to include MAJCOM supplements), provide a cross-functional review, and eliminate contradiction and redundancy. To ensure appropriate focus on long-term maintenance, you need to develop mechanisms for maintaining current and accurate publications.

Publication management within each of the two-letter/digit organizations should not be considered merely an administrative necessity. Official Air Force publications and authorized changes document how the Air Force fulfills its mission and meets those requirements established in law, by the President, by the Secretary of Defense, and by other Agency heads. In managing publications, each two-letter/digit is managing departmental policy (AFPDs) and guidance/procedures (AFIs, AFMANs, etc), and ensuring our Airmen are operating under relevant, correct, and complete information found on the E-Publishing website -- <http://www.e-publishing.af.mil>.

This initiative will better enable us to take control of our policy and guidance, support efforts to eliminate unnecessary waste in our processes, and ultimately better support our Airmen. SAF/AA will provide further instructions, materials, and timelines for this initiative in a separate communication after which time each two-letter/digit organization will provide quarterly progress reports to SAF/AA.


Michael W. Wynne