



Life Cycle Management Policy Toolkit

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ACQUISITION AND SUSTAINMENT POLICY TOOLKIT

Introduction

The Policy Toolkit has been developed to facilitate efforts to reengineer policy throughout the Air Force's acquisition and sustainment communities. The toolkit will introduce and familiarize both the Continuous Process Improvement design team and Headquarters Air Force (HAF) functional points of contacts (POC) on the most fundamental aspects of the policy process. By reviewing this toolkit, the reader should become familiar with the basic purpose of AF publications, have a working knowledge of policy related terminology, and be able to develop a course of action to support policy development.

Over the years, undisciplined policy actions have been used as a first responder to a wide variety of trigger events. This has produced an unmanageable number of duplicative, contradictory publications that have blurred the lines between directive and non-directive policy. In turn, this has led to numerous challenges to include ever-increasing number of unofficial publications, guidance that is not easily accessible or disseminated, reporting and process systems that are not fully aligned, and a failure to provide optimal value to the customer in a timely manner. The sheer number and complexity of current AF publications have contributed to numerous compliance issues. This toolkit is provided to assist the community in reinvigorating discipline in the policy development.

Policy is the authoritative voice of HAF, and should be used as a key enabler, especially for transformation events. However, to be successful, policy should be used with a disciplined and controlled quality approach and only after the initiative has undergone a thorough process and product review.

Official Air Force (AF) publications and authorized changes document how the AF fulfills its mission and meets those requirements established in law, by the President, by the Secretary of Defense, and by other Agency heads. Policy letters, guides, and bulletins are not recognized as part of the publishing program; any guidance or information issued in a policy letter, guide, or bulletin requiring implementation/compliance must be established in an AF publication. AFPD 90-1, *Policy Formulation*, AFI 33-360, *Publication and Forms Management*, and AFMAN 33-361, *Publishing Processes and Procedures*, are the HAF directive publications addressing publication development. These publications shall take precedence over this toolkit. All official AF publications can be found on the E-publishing website -- <http://www.e-publishing.af.mil>. All official OSD publications can be found at -- <http://www.dtic.mil/whs/directives/index.html>.

Official AF Publications are required to under go both a technical/functional and a mandatory coordination to ensure all applicable functionals validate content. AF publications are centrally managed and accessible through E-publishing. The intent of these processes is to ensure a cross functional review, and to help eliminate contradiction and redundancy. E-publishing provides Airmen access to AF publications and ensures they are operating under relevant, correct and complete information. While non-official publications are legitimate communication tools, they are not an acceptable substitute for AF publications. When organizations choose to issue non-official publications to issue direction or guidance, the authority, legitimacy, accessibility, and configuration control inherent in an official publication are jeopardized.

Official AF publications are the preferred mechanism to identify critical process ownership, scope, applicability, compliance measures, and process deviation risk. For directive processes that shall be utilized across multiple MAJCOMs or HAF organizations, the publications office of primary responsibility shall be a HAF functional. It is recommended that MAJCOMs are designated process owners, if assigned responsibility, to ensure execution guidance contained in official publications is verified and validated.

This toolkit is divided into sections and it is recommended that the content is reviewed in its entirety to ensure the user has a complete understanding of the publication process. This toolkit contains the following sections:

Section I – Air Force Departmental Publication Types

Section II – Air Force Concept of Operations

Section III – Key Publication Processes

Section IV – Policy Quality Attributes

Section V – Publication Development Process

Section VI – Policy Review Board

SECTION I - AF DEPARTMENTAL PUBLICATION TYPES

Official Air Force publications are the only approved vehicles for issuing official Air Force policy and/or guidance. There are two different types of publications, Directive and Non-Directive. There are only three authorized ways to establishing or changing official AF publications: developing a new or rewriting an existing publication, an interim change(IC) or an administrative change (AC).

Directive publications are necessary to meet the requirements of law, safety, security, or other areas where common direction and standardization benefit the Air Force. Air Force personnel *must* comply with these publications. All publications in this category must carry the following statement in the publication header: "COMPLIANCE WITH THIS PUBLICATION IS MANDATORY." The following are directive publications:

Policy Directive (AFPD): Are orders of the Secretary of the Air Force and contain directive policy statements to initiate, govern, and/or regulate actions within specified areas of responsibility by Air Force activities. The SECAF is the only approval authority/authenticator for AFPDs. An AFPD cannot be supplemented.

Policy Memorandum (AFPM): Are primarily issued when there is insufficient time to process and distribute a new AFPD and the new policy would not better fit as an Interim Change (IC) to an existing AFPD. AFPMs may be issued to amend existing AFPDs or AF Supplements to DODDs if the changes address critical issues such as national security, safety of flight, etc. An AFPM must be converted to or integrated into an AFPD within 180 days or the policy is no longer in effect. The SECAF approves all AFPMs.

Instruction (AFI): Are orders of the Secretary of the Air Force and are certified and approved at the Secretariat or the Air Staff level. AFIs direct action, ensure compliance, and/or give detailed procedures to standard actions Air Force-wide. AFIs may be supplemented at any level below the HAF. All Departmental AFIs shall be issued by HAF.

Guidance Memorandum (AFGM): Can be issued in place of an AFI to prescribe new procedures and guidance that affect many people when there is not enough time to process and distribute a new AFI or AFMAN. AFGMs may also be issued to amend existing AFIs or AFMANs if the changes address critical issues such as national security, safety of flight, etc. AFGMs must be converted to or integrated into an AFI within 180 days after the date of the memorandum or the guidance will no longer be in effect. Departmental guidance memos shall be issued by HAF.

Manuals (AFMAN): Are usually extensions of Instructions, providing additional guidance for performing standard tasks, or supporting education and training programs. An AFMAN does not necessarily have to fall under an AFI; an AFMAN may stand in place of an AFI, if appropriate. All departmental manuals shall be issued by HAF.

Supplements: Are publications that extend or add material to publications issued by higher headquarters or agencies. With the exception of AFPDs, AFPMs, AF supplements to DODDs, and DODIs; field activities may directly supplement any higher headquarters publication unless otherwise directed by the higher headquarters publication OPR. Field supplements extend or add material to higher headquarters publications. Supplements must be at least as restrictive as the higher headquarters publication and must not contradict the higher headquarters publication.

Non-directive publications are necessary informational and suggested guidance that can be modified to fit the circumstances. Complying with publications in this category is expected, but not mandatory. Air Force personnel use these publications as reference aids, “how-to” guides, or as sources of official information. The “Compliance is Mandatory” statement is not used in non-directive publications. The following are non-directive publications:

Pamphlet (AFPAM): AFPAMs are informational, “how to” publications, which may include procedures for implementing Air Force guidance. AFPAMs may provide guidance regarding activities, but may *not* prescribe activities.

Handbooks (AFH): Handbooks are reference books of a particular subject or a compilation of factual data and instructional material not subject to frequent revision.

Doctrine: Are statements of officially sanctioned beliefs and warfighting principles that describe and guide the proper use of air and space forces in military action. Doctrine guide our personnel as they plan, employ, organize, train, equip, and sustain Air Force forces. Doctrine is authoritative, but requires judgment in application. The Air Force develops doctrine at different levels and depths of detail in the forms of basic, operational, and tactical doctrine.

SECTION II – AIR FORCE CONCEPT OF OPERATIONS

Concept of Operations (CONOPS) delineates the highest Service-level concept comprising a commander's assumptions and intent to achieve desired effects through the guided integration of capabilities and tasks that solve a problem in an expected mission area. The information below describes the four types of CONOPS relevant to the acquisition and sustainment community. For further details on CONOPS development, reference AFI 10-2801, *Air Force Concepts of Operations Development*.

AF CONOPS:

- Express AF senior leaders' AF CONOPS vision
- Contribute to long-range planning process
- Provide foundation for Capability Requirements & Risk Assessment (CRRA) analysis process
- Provide format for AF CONOPS advocacy
- Provide reference for capabilities requirements
- Establish framework for program decision support
- Guide Service science & technology efforts, including advanced concept technology demonstrations (ACTD)
- Guide training requirements, including exercises
- Guide program objective memorandum (POM) development

SCIENCE AND TECHNOLOGY CONOPS:

- Provide framework for project prioritization

RESEARCH CONOPS:

- Provide focus on AF efforts and intent
- Provide framework for studies prioritization

INDUSTRY CONOPS:

- Provide framework for communicating AF needs

SECTION III - KEY PUBLICATION PROCESSES

The below highlights key processes and roles necessary to ensure a successful policy development effort. Reference AFI 33-360 for further details.

Publication Change Process: Making an Interim Change (IC), an administrative change (AC), and issuing a rewrite are the only authorized methods of changing an official Air Force publication. A publication requires a rewrite when major content is affected by a change in Air Force mission, organization, DOD mandate, or five interim changes (ICs) have been issued. When a higher headquarters publication is updated (either by an interim change or a rewrite), implementing publications (such as supplements) must be rewritten, updated using an IC, or, if applicable, certified as current within 180 days. ICs may be used to amend mission-essential information (e.g., law, DOD mandate, Air Force policy or guidance, etc.) and/or other activity that necessitate substantive changes to an existing publication.

Publication Staffing Responsibilities

Office of Primary Responsibility: OPRs are solely responsible for the accuracy, currency, and integrity of the contents and for compliance with their publications. The OPR designates an individual within the office to serve as the Point of Contact (POC) for each publication. That individual will meet all OPR responsibilities, although the organization retains ultimate responsibility. The POC must be an Air Force civilian employee or a military member (including direct-hire foreign nationals but not indirect-hire foreign nationals or contractors). The POC ensures the proposed publication does not conflict with or unnecessarily duplicate higher headquarters policies or procedures. The POC fields questions related to the publication and evaluate proposed changes to the publication or form.

Publication Certifying Official: The certifying official is a minimum of one organizational level above the OPR (as opposed to the POC) and certifies the need for the publication, to include currency of information, applicability to the Air Force, and propriety of content.

Publication Approval Officials: Approving officials are senior leaders responsible for policies and guidance/procedures pertaining to their functional areas (e.g., heads of functional two-letter offices, acting heads of two-letter offices, and deputy heads if the 2-digit is unable to provide approval). Establishing Air Force-wide policy is an authority that rests solely with The Secretary of the Air Force (SECAF), who will review, authenticate, approve, and rescind all AFPDs, AFPMs, and AF Supplements to DODDs. Approval officials at all levels will:

- Enforce procedures and guidance contained in publications within their functional area(s).
- Approve publications within their functional area and verify information in the publication and identifies publication restrictions. The approval authority is also confirming that the information therein is by order of the SECAF or Commander, as appropriate. The SECAF will always be the approval authority on AFPDs.

Publication Coordination

AFI 33-360 directs both a two-ltr and mandatory coordination. It is suggested that the publication OPR consider other reviews with technical and functional experts, to verify and validate the content of the publication, as outlined in Section V.

Publications will be submitted to two-letter or MAJCOM organizations, unless otherwise directed in the coordination tasker instructions. Two-letters are responsible for ensuring the correct offices within the organization review and coordinate on the publication and/or form and for providing a consolidated response. The consolidated response does not necessarily have to carry a two-letter level signature; the two-letter may designate a lower-level office within the organization to provide the response and sign off on the coordination form. Mandatory and technical/functional coordinators are responsible for reviewing and providing coordination on publications and forms from their particular functional perspective or area of expertise based on the rules established in the AFI 33-360 coordination tables and tasker instructions. If a mandatory or technical/functional organization is not able to meet the suspense date for coordination, a request for an extension must be submitted to the OPR. No response by the suspense date may be considered "concur as written." In providing concurrence, reviewers agree to the contents within a publication from a functional perspective. If the contents or purpose of a publication are in conflict with existing policy or guidance, reviewers must provide feedback to the OPR accordingly.

SECTION IV - POLICY QUALITY ATTRIBUTES

The below quality attributes are meant to be a guide for publication development. Reviewers and decision makers should use these attributes in assessing publications. Continuous process improvement teams should characterize their initiative consistent with these quality attributes to facilitate codification of the process. Policy developers should utilize these attributes during publication development:

Scope/Pertinent

- Identify applicability (e.g. career fields, functional, and enterprise activity)
- Survey existing issuances to determine whether a new requirement can be included in an existing publication that has the applicable scope
- Identify higher level guidance that the publication is implementing
- Indicate supplementation limitations
- Ensure initial paragraph of document clearly and logically scopes the publication and relevance to subject matter
- Ensure direction or implementation guidance is not included in introductory paragraph
- Identify summary of changes
- Provide OPR contact information

Vertical Integration

- There should be a clearly established and traceable hierarchical structure of publications from high level directive publications through lower level implementing guidance to non-directive guidance
- When implementing higher level publications a direct linkage shall be clearly defined (when implementing higher level publications, OPRs are providing additional direction relative to that publication)
- When referencing higher level guidance, provide relevance sufficient to establish validity, facilitate understanding, and avoid duplication of requirements (when referencing higher level publications, OPRs are providing additional sources of information for clarity)
- A higher level document shall never implement lower level guidance
- Referencing a lower level document in a higher level document should be used only to direct the reader to additional supplementing information
- When implementing and referencing higher level publications, OPRs should minimize repeating information. This facilitates configuration management, minimizes duplication, and reduces conflict between publications
- Do not reference draft publication, unofficial policy, guidance, or media. Include requirements contained in above as needed

Horizontal Integration

- There should be a clearly established and traceable horizontal integration of all relevant associated publications to provide a coherent enterprise perspective
- Horizontal references should be for information only; horizontal referencing should not be directive in nature
- When the success of an activity requires multiple publications, OPRs should ensure direction and guidance is complimentary. Any update to one of the activity publications may require updating across all horizontally integrated publications
- Provide sufficient horizontal references to establish validity, facilitate understanding, and avoid duplication of requirements
- When providing horizontal references, OPRs should minimize repeating information. This facilitates configuration management, minimizes duplication, and reduces conflict between publications
- Do not reference draft publication, unofficial policy, guidance, or media. Include requirements contained in above as needed

Technical/Functional Coordinators

- Technical/Functional Coordinators are the technical subject matter experts and functional organizations who the OPR considers to be the key publication stakeholders
- Technical/Functional Coordinators are responsible for reviewing and providing coordination on publications from their particular functional perspective or area of expertise. Coordinators are also responsible to ensure that their reviews support the overall AF mission with regard to their subject area
- OPRs should minimize staffing outside the identified technical/functional coordinators
- When staffing, HAF two letters and MAJCOMs are responsible for ensuring the correct technical/functional coordinators within their organization review the publication. They are also responsible for providing a justified, consolidated response

Identify Resources

- CPI process owners must complete a resource analysis as part of design efforts. This resource analysis should be addressed in the COA and publication. Essential resources necessary for successful execution must be considered (e.g., personnel, funding, assets, facilities) when drafting and coordinating a publication.
- When codifying an initiative that results in a required process, the OPR should verify that a resource analysis has been accomplished. When possible and necessary, the OPR should identify the responsible entity for providing resources
- When a requirement/process is directed by senior leadership, the OPR may not be in a position to address resources outside of their functional area in the publication

Clearly Defined Action and End State

- Commensurate with the type of publication ensure direction or process requirement is clearly defined.

- To the maximum extent possible, an end state should be clearly defined.
- Requirements relating to performance should have measurable outcomes.
- Identify responsibility for process and performance requirements.
- Identify applicable compliance oversight of end state.

Duplication

- OPRs should survey existing publications for associated issuance and ensure consistency among the publications.
- Requirements or guidance contained in higher level or horizontal issuance should be referenced and not repeated. Exception is when repetition is necessary for clarity.

Standardization

- Publication and associated memos will be structured IAW AFI 33-360 guidance.
- Directive processes utilized across multiple MAJCOMs or HAF organizations should be reflected in official AF publication. The publication should reflect process ownership, scope, applicability, compliance measures, process deviation risk, and criteria for waiver.

Contradiction

- OPRs should survey existing publications for associated issuance to ensure requirements are not contradicted.
- To avoid contradictions the OPR should consider selecting technical/functional coordinators associated with complimentary publications.
- If publication is contested by a HAF functional that was not provided the opportunity to coordinate, the OPR must provide an immediate publication update or grant a waiver until the issue is resolved.
- In cases where new mandated requirements are not consistent with other existing publications, it is incumbent on the OPR of the publication containing the new requirement to submit change requests to the other affected issuances.

Doctrine

- Expectations and management tenants of leadership are doctrinal in nature and should not be in directive publications.
- HAF CONOPS should be considered when appropriate.

Procedural Guidance

- Procedural guidance should be in appropriate publications providing how-to details; e.g. manuals, pamphlets, supplements.

Publication OPR

- HAF publications require HAF OPRs.
- OPR is solely responsible for the accuracy, currency, and integrity of content within the publication.

- OPRs designate a publication POC that is either a military member or civilian employee.
- Continuous progress improvement teams must identify the appropriate OPR best suited to implement the transformation initiative. When codification of a process is needed, team leads should engage appropriate publication OPRs as soon as practical in the process design.

Glossary Clear and Consistent

- Shall contain references, acronyms, and terms.
- References should complement the publications but may not be necessarily used in the body of the publication.
- Acronyms used in the publication should be listed. Use of acronyms should be minimized and only used when associated with the subject matter.
- Terms are the necessary definitions to provide common understanding for execution. Terms listed should be limited to what is necessary and unique to the subject matter.
- Minimize creating new acronyms and terms when they are already defined in other publications. This ensures a consistent and common understanding across the AF and supports DOD standardization direction. It is acceptable to duplicate an existing term in a publication when needed for a common understand for execution.

Measures of Success

- When outcomes can be measured, then requirements relating to the performance or process execution should be clearly identified.
- When included, identify the responsible organization for measuring compliance.

Supplementation

- The OPR shall determine whether additional supplementation is allowable, and to what degree, based upon criticality of process and requirements for standardization.
- Supplementation instructions include: no supplementation allowed; OPR approval is required before supplementation; OPR coordination is required prior to publication of supplementation; no restriction on supplementation.

SECTION V - PUBLICATION DEVELOPMENT PROCESS

The six steps as outlined in Figure 1, map a process for initiative development through final publication

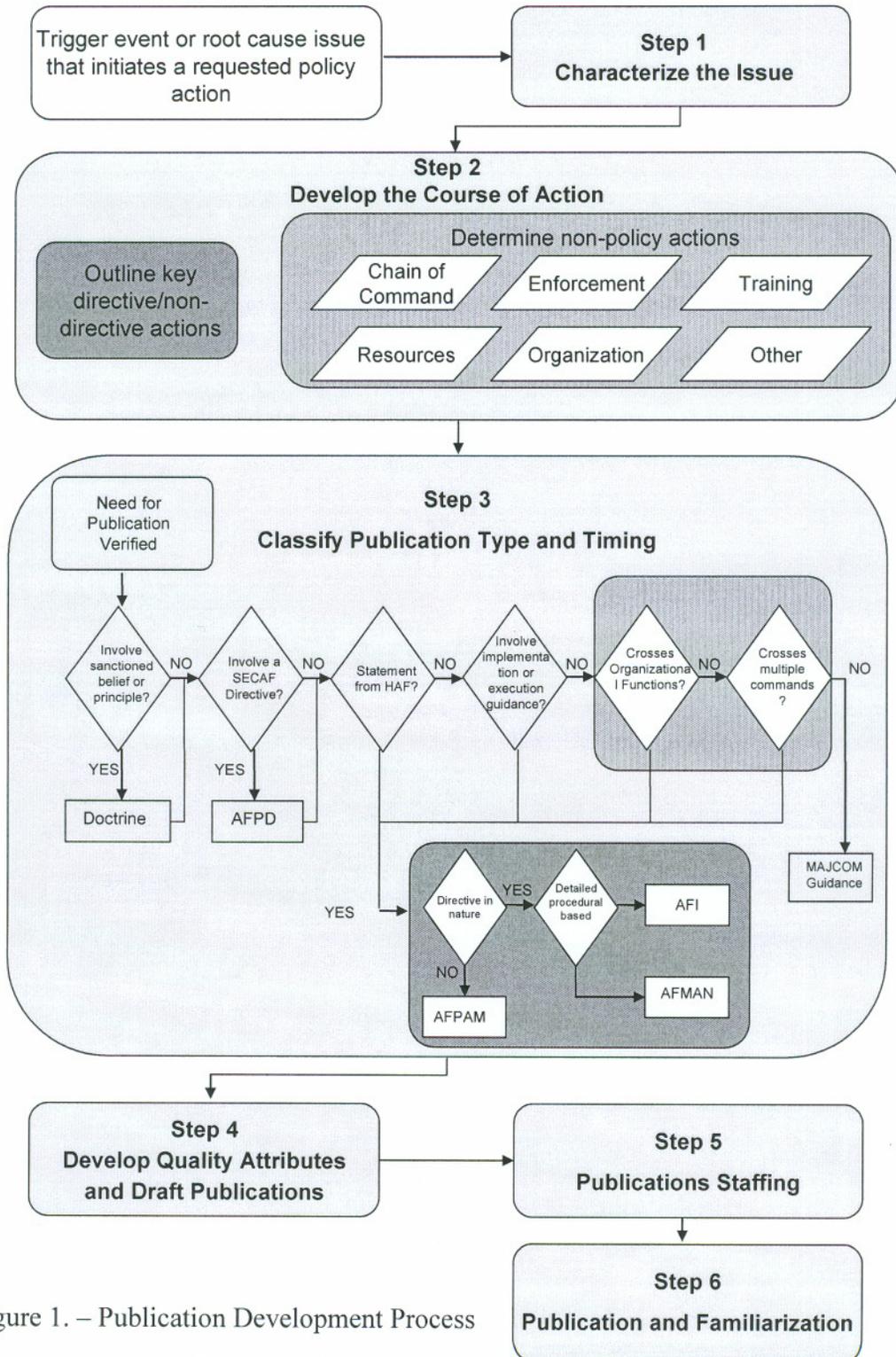


Figure 1. – Publication Development Process

STEP 1: Characterize the issue

Prior to initiating any publication initiative, the parties involved should characterize the issue and desired objective.

- Identify trigger event or root cause issue that initiates a requested policy action
- Draft the issue/problem and/or desired end-state
- Identify impacted commands/functionals
- Ensure all process design, pilot activity, etc., is complete, documented, and validated
- Assess statute for impacts to Air Force mission
- Survey applicable issuances for associated publications, identify horizontal and vertical linkages
- Capture applicable leadership direction and intent
- Identify stakeholders
- Identify applicability (e.g. career fields, functional, and enterprise activity)
- Identify measures of success, if applicable
- Identify essential resources required for execution

STEP 2: Develop the course of action (COA)

After characterizing the issue, a course of action should be developed to identify all necessary actions to achieve the desired objective.

- The draft COA should address the following:
 - Socialization with stakeholders and required leadership engagement
 - Capture necessary non-policy activities
 - Outline key directive/non-directive actions
 - Identify HAF and MAJCOM points of contacts and required resources
 - Address the relationship and applicability between CONOPS and policy. Clearly define how publication's direction and/or guidance is required to execute the leadership intent contained in a CONOPS.
 - Address mechanisms to ensure familiarization to applicable Airmen
- The course of action should address the non-policy and/or policy activities necessary to meet the objective. Policy should not necessarily be considered the first and only responder to an issue.
 - Examine the areas below to determine if there is a non-policy solution that can best satisfy the objective.
 - Chain of command

- Enforcement
- Training
- Resources
- Organization
- For non-policy tasking, identify the office of primary responsibility with authority to task
- Policy actions should be considered in concert with non-policy tasking.
 - Objective requires departmental direction or activities that require standardization across organizations and/or commands
 - For policy actions identify series OPR, certifying, and approving officials
 - Identify supplementation instructions and limitations
 - Identify a set of key policy quality attributes

STEP 3: Classify publication type and timing

The COA supports a type and timing analysis to determine the appropriate publication vehicle(s) and required implementation schedule. Type analysis refers to selecting the publication(s) best suited to meeting the objective. Timing refers to the publication schedule that is directly linked to the desired outcome. Timing should *NOT* be based on an arbitrary need date; the focus should be on providing timely product(s) to meet the desired objective.

An Interim Change (IC) to an existing publication is always the preferred method to issue new or updated policy. IC development and staffing is a streamlined process that can provide solutions in a timely manner. Additionally, an IC helps to ensure that the AF minimizes the number of publications, prevents duplication and contradiction, and facilitates configuration control of the activity. Creation of new publications or memorandums should be minimized.

The following should be assessed by the design team and the policy developer:

- If an assessment based upon the below criteria determines the objective reflects leadership intent, assumptions, or doctrine the objective should not be included in a directive publication other than as background information. Consideration should be given to a non-directive publication (e.g. AFPAM, AFDD, or CONOPS).
 - Objective involves loosely defined concepts, statement of officially sanctioned beliefs, fundamental management principles, or terminology that describes and guides execution
 - The intent is to provide common terminology to convey precision in expressing our ideas
 - The objective is akin to a “commander’s intent” in that it provides sufficient information on what to do, but does not specifically say how to do it
 - Compliance is expected but not mandatory
 - The objective is to provide a framework for long-range planning, activity prioritization, or provide focus on AF efforts and intent

- If a new AFPAM is appropriate, plan on a 6-12 month timeframe. If a new AFDD is appropriate, plan on at least a 24 month timeframe. The timeframe for new CONOPs is dependent on the content.
- If an assessment based upon the below criteria determines the objective is a mandatory SECAF directive, an AFPD or AFPM is the appropriate publication.
 - Objective requires a directive statement by SECAF necessary to meet the requirements of law, safety, security, or initiate, govern, and/or regulate actions within specified areas of responsibility where common direction and standardization benefit the Air Force. The order cannot be supplemented.
 - Compliance is mandatory.
 - If a new AFPD is appropriate, plan on a 4-6 month timeframe.
 - If there is insufficient time to process an AFPD or an IC, consider an AFPM. An AFPM may be used when the policy is not suited to an IC to an existing AFPD. An AFPM must be converted to or integrated into an AFPD within 180 days or the policy is no longer in effect. The SECAF approves all AFPMs.
- If an assessment based upon the below criteria determines the objective is a mandatory HAF directive and an order of the SECAF, an AF supplement to a DOD issuance, AFI, AFMAN, or AFGM is the appropriate publication.
 - Activity requires an order of the Secretary of the Air Force to direct action, ensure compliance, and/or give detailed procedures to standard actions Air Force-wide
 - The publication may be supplemented
 - If a new publication is appropriate, plan on a 6-12 month timeframe.
 - If there is insufficient time to process an AFI or AFMAN, consider an AFGM. An AFGM may be used when the activity is not suited to an IC to an existing AFI or AFMAN. An AFGM must be converted to or integrated into an AFI or AFMAN within 180 days or the policy is no longer in effect. Departmental guidance memos shall be issued by HAF.
 - An AFMAN may be published as an extension of an AFI to provide additional guidance for performing standard tasks, or supporting education and training programs. An AFMAN does not necessarily have to fall under an AFI; an AFMAN may stand in place of an AFI, if appropriate.
- If objective does not require a HAF directive statement to standardize direction or processes across HAF functionals or multiple MAJCOMs; the objective should be assigned to a MAJCOM (process owner) for implementation through a field issuance.

STEP 4: Develop quality attributes and draft publication

Policy developers should consider the following steps when mapping their activities and schedules:

- Issue a topic call to all potential stakeholders. Topic call should request input on current process design or pilot program, outstanding issues related to activity, associated publications that may be affected by activity, and identification of subject matter experts.

- Assess objectives against Policy Quality Attributes and formulate key attributes of draft publication.
- Develop outline of publication and identify subject matter experts. Outline should reflect the logical nature of the activity and support ease of understanding and execution.
- Subject matter experts should be identified when topic falls outside OPR functional area. Task subject matter experts for draft content.
- Draft and release publication for technical review and comment to all stakeholders. Technical reviews should be executed at the subject matter expert or O-6 level. Technical reviews should verify and validate the following:
 - Technical appropriateness, completeness and accuracy of the draft publication.
 - Action and desired end-state reflects objective.
 - Measures of success and/or end-states, whether quantitative or qualitative, are appropriate.
 - Appropriate essential resources for execution are identified.
 - Applicability is consistent with the objective.
 - Horizontal and vertical integration is clear.

STEP 5: Publication staffing

Publication staffing is governed by AFI 33-360 and results in the formal publication of the document. Staffing is a negotiation process that should be tailored to the objective of the publication and target the appropriate level of stakeholder.

- Publications will be submitted to two-letter and appropriate MAJCOM organizations, unless otherwise directed in the coordination tasker instructions. The OPR should allow appropriate time, but no less than two weeks, to ensure there is adequate time to comment and staff. Consideration should be given to the depth, length, subject matter, and newness of the objective.
- It is the responsibility of the 2-ltr/MAJCOM to ensure comments reflect a consolidated, integrated, and adjudicated position. Furthermore, the 2-ltr/MAJCOM shall ensure the subject matter experts within its organization, applicable to the content, review the publication.
- OPR should consider adding the following language to the publication tasker:
 - “This publication is staffed in accordance with AFI 33-360 and a response not provided by the suspense date will be considered a “concur as written.” Coordination will convey the official 2-ltr/MAJCOM position with comments reflecting a consolidated, integrated, and adjudicated position. It is the responsibility of the 2-ltr/MAJCOM to ensure the subject matter experts within its organization, applicable to the content, review this publication. Comments provided by the 2-ltr/MAJCOM will be non-conflicting and represent one position. The official response does not necessarily have to carry a 2-ltr/MAJCOM signature; the 2-ltr/MAJCOM may delegate a lower-level office within the organization to provide the response and sign off on the coordination. Rationale,

justification, and a proposed recommendation for all Critical and Substantive comments must be provided and, if applicable, identify the conflicting higher authority (e.g., public law, statute, DOD issuances). If rationale and a proposed recommendation are not provided in the attached comment resolution matrix, along with the reviewer's name and contact information, the comment will not be accepted."

- To facilitate timely staffing, the OPR should consider rejecting comments that are not provided in accordance with AFI 33-360 and/or OPR supplemental direction.

STEP 6: Publication and Familiarization

- AFI 33-360 details the process for publishing through the Air Force Departmental Publishing Office.
- OPRs should ensure mechanisms are in place to familiarize affected Airmen after publication to include:
 - Issue an email to stakeholders, Product and Logistic Centers' Acquisition Centers of Excellence, and affected MAJCOMs. Email should summarize scope, applicability, summary of changes, and key actions required.
 - Contact Defense Acquisition University and provide synopsis of publication and post to Defense Acquisition University website as appropriate.
 - Survey AF Official Websites and post a policy update news flash as appropriate.
 - Consider developing a "road show" to take to stakeholders or provide to Acquisition Centers of Excellence (train the trainer).

SECTION VI – POLICY REVIEW BOARD

Air Force enterprises, transformation councils, federations, and HAF functional organizations should consider establishing a Policy Review Board (PRB) to facilitate releasing clear, effective policy and guidance to the field in a timely manner. The PRB is a mechanism to meet the intent of 17 Sep 2007 SECAF memorandum, *Air Force Publication Process*. The PRB will provide oversight of publications management efforts, maintain configuration management of the current inventory, and provide a cross-functional review.

If an activity determines that a PRB should be established, consideration should be given to the following actions:

- Establish a PRB charter
 - The purpose and charter of a PRB should establish the authority, composition, function, and responsibilities of a PRB to review and issue recommendations to the functional OPR relative to policy and guidance revisions. The PRB scope should include: review proposed new and/or revisions to policy and guidance, ensure PRB recommendations are consistent with the policy contained in AFPD 90-1, *Policy Formulation*, and the guidance contained in AFI 33-360, *Publications and Forms Management*, and ascertain the benefits and impacts of a change before a recommendation is made.
 - Outline PRB responsibilities:
 - Monitor and control proposed changes to the policy and guidance baselines
 - Develop policy change evaluation criteria that can be used to determine the type of AF official documentation required and the benefits of the proposed change
 - Develop procedures used to process proposed change requests in order to maintain the integrity of publications
 - Recommend action on proposed changes to publications; considering the publications analysis of alternatives, benefits, resources, reasonableness, consistency, applicability, and compatibility with existing policy and guidance
 - Independently assess proposed revisions for: 1) compliance with legal and higher level direction; 2) necessity for AF-wide standardization; and 3) ensuring the safety of personnel and property.
 - PRB Secretariat and Membership Responsibilities should:
 - The PRB should provide cross-functional oversight and recommendations concerning a course of action on publications to the policy OPR and recommendations on non-policy actions to process owners.
 - Delegate authority for actions and recommendations that may not require review by the PRB
 - Provide for actions outside the PRB structure when need dictates

Figure 2, maps out a suggested PRB process.

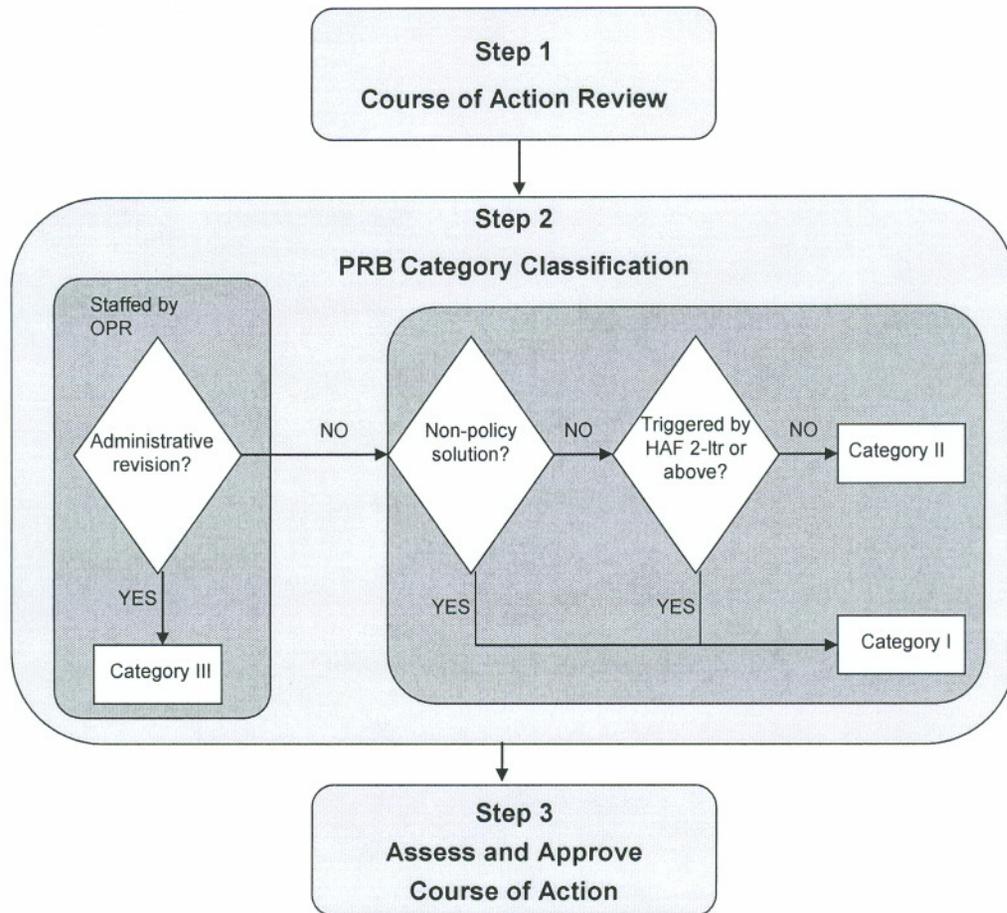


Figure 2. – Policy Review Board Process

STEP 1: Course of action review

Disseminate proposed course of action to stakeholders and solicit feedback.

Summarize the course of action and stakeholder feedback, and provide to PRB members.

STEP2: PRB Category Classification

The process design team should classify the actions needed to determine the level of participation from the PRB. Three suggested categories are summarized below:

- Category I, Major Change
 - Requires a cross functional dialogue among PRB members.
 - Trigger event is from HAF 2-letter or above.
 - Trigger event from OSD or other Agency audit or inspection.
 - Non-publication solution requiring additional tasking.

- Requires a cross functional dialogue among PRB members.
- Category II, Minor Change
 - PRB may be conducted via electronic/paper meeting
 - Trigger event is from HAF 3-letter or below
 - Trigger from AF audit or inspection
 - Publication limited to no more than two HAF offices
- Category III, Other
 - Administrative change
 - Procedural publications (AFMAN or Handbook)
 - PRB is not required

STEP 3: Assess and approve course of action

For Category I and II actions, should consider convening a real time or virtual PRB. The PRB should address the following to provide oversight of your publications management efforts, maintain configuration management of the current inventory, and provide a cross-functional review:

- The objective was properly defined
- Policy quality attributes were considered when the COA was developed
- The publication type meets the intent of the desired end state
- COA has been properly categorized
- Approve non-policy actions and assignments to subject matter offices or commands to address objective

Conclusion

The purpose of this toolkit is to familiarize the reader with the publication process from a policy developer's perspective. It is emphasized that the reader must follow AFI 33-360 with regards to publication definitions and coordination. Policy is the authoritative voice of HAF, and as such should be used as a key enabler, especially for transformation events. However, to be successful, policy should be used with a disciplined and controlled quality approach and only after the initiative has undergone a thorough process and product review.

If you have suggested additions for this toolkit or questions please contact SAF/AQXA at (703) 588-7101, AF/A4MM at (703) 697-1052.