



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, DC

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MEMORANDUM FOR MEN AND WOMEN OF THE AIR FORCE SECURITY FORCES  
TEAM

FROM: HQ USAF/XOF  
1340 Air Force Pentagon  
Washington, DC 20330-1340

SUBJECT: Security Forces Direction

As the new Air Force director of security forces, I want you to know my initial thoughts on where we are and where I'd like for us to go. First, I want you to understand that I appreciate the many significant improvements made to our abilities to defend the force and, yet, I also know much more must be done. We should be proud of and celebrate our achievements but never rest on our laurels--instead, we must continue to move forward evolving from the way we've operated over the last two decades to the new expeditionary Air Force architecture--better protected both at home station and deployed. This force has key elements for success located in forward areas as well as in the CONUS. We must succeed at our task regardless of location...our nation's resources and people are that important. Our adversaries, whether they are regular military forces, saboteurs, typical criminals or terrorists, have not changed their basic goals. They don't intend to stop targeting our missions and forces. They tend to watch closely and work diligently to find any weakness. Therefore, we can never let our guard down; in fact, we must continually find ways to make ourselves more credible in our adversaries' eyes and, should they take a chance, demonstrate our skills.

Our vision is a perfect subordinate of the AF vision. We must accomplish our mission in the ground spectrum, an area we must control for the AF to achieve its part of "full spectrum dominance." We must do so within a fully integrated structure that combines intelligence, surveillance and reconnaissance, and armed response into a more effective, total capability. We, after all, are part of a larger team--an Air Force (and often a joint or combined) team--and need the cooperative partnership, the integration of force protection capabilities across other disciplines to meet the EAF vision. We do this by developing a security force with the ability "to find, fix, assess, track, target, and engage" our adversaries and do that before our adversaries can disrupt AF operations. That's a huge challenge but certainly one which we welcome.

Here is a simplified version of the direction in which we need to go:

- Be professional. Embrace and demonstrate our core values. Strict adherence to those fundamental core values means doing the right thing, not necessarily the popular thing. Look your best--know and expertly perform our core skills--show the way. Standardization of

weapons, equipment, training, procedures, and uniforms (to name a few) are key to maintaining a professional force.

- Train to high standards, then practice to get better. The very best security force will usually deter violence. However, should deterrence fail, the keen application of our skills will lead to a far better outcome. I would much rather present the airman's medal to a hero in front of his or her family than attend a memorial service. Tough, realistic training will always be the key ingredient to our success.

- Write doctrine, tactics, techniques, and procedures that work and use them consistently. As the equipment and tactics of our adversaries evolve, so must ours. While I appreciate the need for the "seat of the pants" decision process, a more scientific approach has a much higher chance of success. We will expand our efforts to write concepts and evaluate them using risk management tools, modeling and simulation labs, and force-on-force exercises. You will see the difference in our capabilities when the changes are made.

- Use advanced technology to enhance our capabilities. New advances in technical gear are being advertised every day. We will evaluate which of those can realistically improve our success rate and then find the resources to get the improvements to the field. Competition for resources will be keen; therefore, we must prove the changes will make a significant difference.

- Unleash the innovation of our forces. An ancient philosopher once said, "It is not because things are difficult that we do not dare, it is because we do not dare that things are difficult." Our people have many good ideas, but, in all honesty, most ideas are not perfect at inception or are stifled in the bureaucratic trap of "... this is the way we've always done business." Because of that, many good ideas are never given a chance to become workable initiatives. We need to open the gates to new, innovative thinking and help our people fine tune their ideas, test and evaluate them, and then, if they have merit, implement them across the Air Force.

You can quickly see that I have given a general view of where we need to go but not the specific "whats" and "hows" to get there. We'll be working those issues at every level of command, staff, and operations. We need your help to make this vision a reality. I look forward to discussing this and other issues with you during my visits.

Defensor Fortis--HUA Airpower!!

//signed//

JAMES M. SHAMESS, Brig Gen, USAF  
Director of Security Forces