



# A-Staff Transition FAQs

**INTRODUCTION:** The Air Force Installation and Mission Support Center has transitioned to an Air Force Forces staff structure, commonly referred to as an A-Staff. This Frequently Asked Questions document provides answers to the most common questions about the reorganization. We declared initial operational capability on 14 Jan 2024. We reached full operational capability on 01 Oct 2024.

## **Why has AFIMSC changed to an A-Staff structure?**

Adopting an A-Staff at AFIMSC helps the center better integrate across the Department of the Air Force to support broader I&MS policy and strategy implementation, as well as rebalance internally to focus more on strategy and planning. It also improves communication with stakeholders and helps customers accustomed to an A-Staff find and access the support they need. Staff functions at Headquarters Air Force, major commands and warfighting headquarters all share the same A-Staff structure. The structure closely mirrors the Army's G-Staff, Navy's N-Staff and the joint J-Staff, which helps the Air Force optimize internal communication and communicate more efficiently with the other services and the joint world.

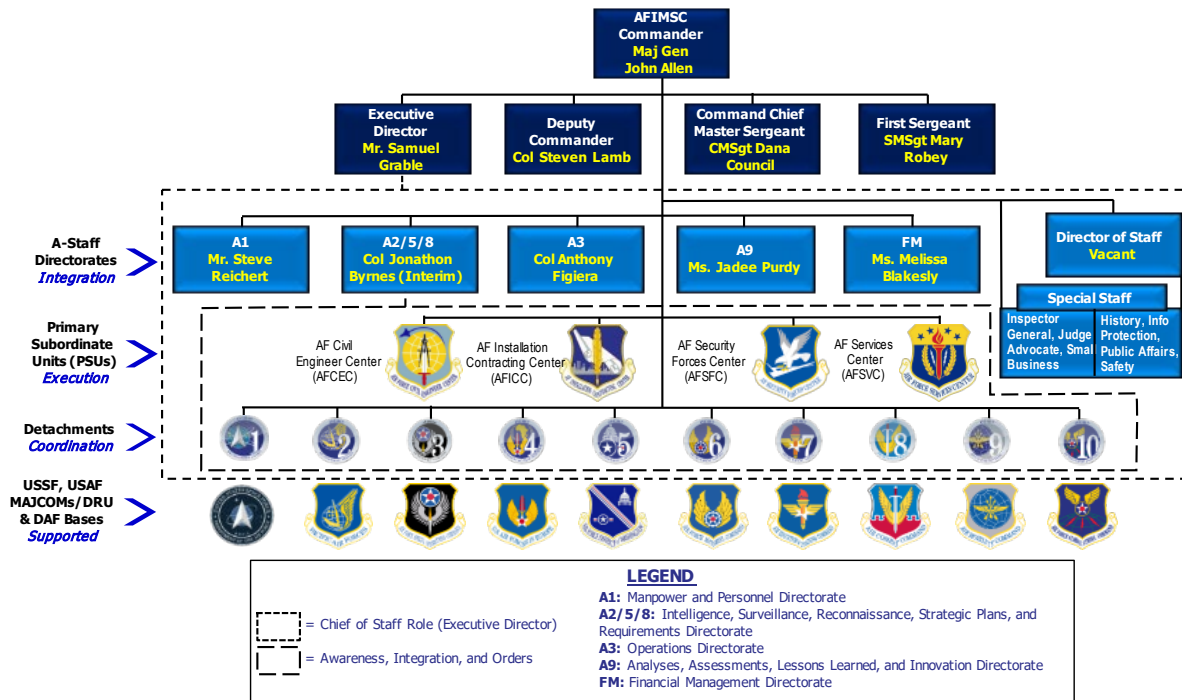
## **What problems did we solve with this reorganization?**

Our problem set was threefold:

1. AFIMSC was not structurally optimized to provide well-reasoned strategy, planning and programming expertise in support of DAF I&MS policy and strategy.
2. The previous organizational construct did not encourage effective cross- PSU and detachment integration.
3. The previous AFIMSC organizational construct was foreign to USAF/USSF organizations, resulting in chronic lack of understanding of key entry points and mission alignments.

## **What is the A-Staff structure?**

The A-Staff structure is used in place of the more traditional or legacy Air Force staff designations to more easily identify the Air Force component staff equivalents. The structure includes a designator, the letter A, followed by a number. An A-Staff should normally be held to the smallest number of divisions necessary to handle the demands of the operation in line with our mission. At AFIMSC, our A-Staff is organized as shown in the chart below.



- **A1: Manpower, Personnel and Services Directorate**

**Director:** Mr. Steve Reichert

**Deputy Director:** Maj Christopher Trejo

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The A1 advises the commander on organizational actions; human capital strategies; workforce training and talent development, acculturation, mentoring and leadership; and civilian and military personnel policy and procedures. The A1 aids in the establishment and documentation of manning levels and organizational structures for forces assigned and attached to the center. Note: The title of the Directorate is mandated to include "Services;" however, the AFIMSC A1 does not conduct any Services functions.

- **A1D Force Development Division**

Provides oversight and guidance for all Center Workforce Development programs to include Workforce Development Policy, Guidance, and Planning, Acculturation, Mentorship and IDP development, Talent Development, and Training and Developmental Opportunity Programs.

- **A1K Personnel Division**

Provides oversight and guidance for all Center Civilian Personnel Programs and Policy Development to include the Center Civilian Employment Plan, Workforce Management Advisory Services and Support, Performance management Policy, Guidance and Support, Position Management Guidance and Support, and Civilian Recognition Programs.

- **A1M Manpower and Organization Division**

Provides oversight and guidance for all Center Manpower programs to include Resource Allocation, Unit Manpower Document Management, Organizational Actions, MPA Man-Day programs and manpower consultation and reviews.

- **A1Q Diversity, Equality, Inclusion, and Accessibility Strategy Division**

Provides oversight of Center Diversity, Equity, Inclusion, and Accessibility programs

- **A2/5/8: Intelligence, Surveillance, Reconnaissance, Strategic Plans and Requirements Directorate**

**Director:** SES position currently vacant

**Interim Director:** Col Jonathon Byrnes

**Military Deputy Director:** Col Curt Juell

**Civilian Deputy Director:** Mr. Russell Weniger

**Senior Enlisted Leader:** CMSgt Ryan McClary

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The A2/5/8 Directorate comprises professionals from the various I&MS functions who apply their functional expertise to inform the primary processes in their charge. The team focuses on strategy, requirements development, planning, and programming to achieve rebalancing and to place increasing emphasis on cross-functional coordination and integration, both internal to AFIMSC and externally, with higher headquarters and MAJCOMs. The time horizon for A2/5/8 efforts is primarily focused on addressing out-year challenges (i.e., Future Years Defense Program (FYDP) out to 30 years).

- **A22: Intelligence, Surveillance, and Reconnaissance Division**

The A22 is led by the Senior Intelligence Officer (SIO). The SIO is responsible for the execution of the intelligence function within the organization. The SIO's authority extends to all subordinate/lateral units but does not prohibit required organic PSU/A2 mission. AFIMSC/A22 will ensure awareness and integration of A2 activities across AFIMSC and PSU A2 entities. SIO, as part of the Military Intelligence Enterprise, ensures senior leaders are postured to support current and future steady-state, wartime, crisis, and surge requirements.

- **A53: Capability Portfolio Integration and Optimization Division**

The A53 is responsible for I&MS cross-functional Capability Portfolio Management and Integration. The A53 oversees management of the AFIMSC Enterprise Architecture and Segment Architectures IAW AFI 17-140 to support transformation, adaptation, and ensure achievement of the organization's mission outcomes. The A53 leads I&MS Information Resource Management activities and priorities in support of decision superiority across the three-time horizons associated with current operations, future operations, and future plans.

- **A54: Basing Division**

The A54 leads, manages, and/or coordinates the AFIMSC enterprise-wide end-to-end strategic basing process to provide the I&MS necessary to meet the DAF requirements outlined in strategy, plans, and the POM. The A54 works with Lead MAJCOMs, HAF, AFMC, and SAF/IEI through the SAF/IEI Strategic Basing Process to develop strategic basing strategy, policy, and plans.

- **A57: Strategy and Concept Development Division**

The A57 provides and enables strategic, long-term (generally 5-30 years) I&MS strategies and plans in support of the DAF and its wide range of customers from HAF to MAJCOM to installation and beyond. The A57 collaborates with HAF A5/7 and others to obtain and understand higher-level strategies, plans, and capability needs for I&MS and provides input to HAF A1S, HAF A4C, HAF A4S, HAF A88, HAF A5/7, and others as appropriate for the development of DAF strategy to ensure I&MS operational support is incorporated into HAF strategies and plans.

- **A58: Requirements Development, Program Management, and Policy Division**

The A58 leads, manages, and coordinates the end-to-end capability lifecycle process and provides advocacy for operational capability requirements to ensure timely delivery of I&MS capabilities. A58 matures A57-provided concepts through development of more detailed requirements. The A58 serves as the AFIMSC central point of contact for the Joint Capabilities Integration and Development System (JCIDS), including coordination of all JCIDS documents, briefings, and associated decision memoranda.

- **A88: Resource Planning and Programming Division**

The A88 is responsible for developing, directing, and conducting I&MS planning and programming activities across the Enterprise. The A88 integrates, evaluates, and analyzes the I&MS program across the FYDP. The A88, as the POM input source to HAF for I&MS equities, leads programming activities for assigned programs, including option development, option scoping, and maintaining programmatic data structure, process, and systems. The A88 engages with DAF functionals, AF corporate structure, and respective panels to advocate for the funding to execute the I&MS strategy.

- **A3: Operations Directorate**

**Director:** Col Anthony Figiera

**Deputy Director/Technical Director:** Vacant

**Senior Enlisted Leader:** CMSgt Tony Bekoff

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The A3 assists the commander in the direction and control of operations, beginning with planning and extending through completion of specific operations. In this capacity, the A3 plans, coordinates, and integrates current operations. The flexibility and range of modern forces require close coordination and integration for successful unified action to achieve unity of effort. AFIMSC Current Operations (CUOPS) are conducted in the A3 and Primary Subordinate Units (PSUs). The A3 conducts current operations planning and coordinates and integrates I&MS operations across the DAF, by, with, and through the PSUs. The majority of AFIMSC CUOPS are executed by the PSUs, while the A3 provides oversight, synchronization, and alignment of current operations and future plans. The A3 performs execution of activities that do not have an associated PSU as well as execution of activities that are cross-functional (i.e., activities that involve multiple, or all, PSUs). The A3 also leads planning, integration, and execution of I&MS equities for AFMC's exercises. The divisions within the directorate are as follows:

- **A33: Current Operations Division**

The A33 plans, coordinates, and oversees the execution of current I&MS operations. Supports the flow of information by providing a centralized point for the handling, tracking, displaying, and recording of information for Commander's awareness. Provides intermediate-level awareness, integration, and orders for installation engineering, protection services, Chaplain, legacy communications, and logistical distribution, plans, and transportation support to ensure I&MS capabilities.

- **A34: Deployment and Distribution Division**

Leads a multi-functional Logistics Readiness (LogR) staff in providing execution oversight of base-level logistics plans, ground transportation, air transportation, and traffic management functions resident in the Deployment and Distribution Flight of the standard Logistics Readiness Squadron. The Division fosters compliance, standardization, innovation and champions funding requirements for base-level Deployment and Distribution operations, contracted installation LogR services, and standard overhead operating costs for Logistics Readiness Squadrons.

- **A35: Readiness Integration Division**

The Readiness Integration Division is responsible for integrating efforts across the AFIMSC staff to establish, train, and certify Combat Support forces for Great Power Competition, while coordinating the development and operation of Combat Support Training Ranges and leading advocacy for the associated investment strategy. The Division works with stakeholders across the Air Force enterprise to define and advance capabilities of Combat Support units of action in alignment with the new force generation model.

- **A37: Functional Management and Readiness Support Division**

The Functional Management and Readiness Support Division delivers 132,000 trained combat-support, mission-ready Airmen to major commands, Space Force, combat wings, and combatant

commanders. This includes validating manpower changes, assignments, and force development activities like training workshops and enlisted development teams. The Division develops unit type code capabilities, verifies taskings, and assesses unit resources to ensure warfighter preparedness. Experts oversee readiness training, and coordinate curriculum changes, budgets, and course scheduling. Managing programs across contingency training sites, the team ensures more than 10,000 Airmen annually are prepared for garrison and deployment operations by advocating for mission and combat support readiness training.

- **A38: Chaplain Corps Division**

The Chaplain Corps Division delivers enterprise-wide execution of Resourcing, Mission Readiness, and managerial oversight of Personnel Activities with a customer focus, directly supporting DAF priorities by ensuring the readiness and resilience of Airmen, Guardians, and their families. This comprehensive support is vital to mission success, as it inspires warfighter readiness and safeguards the free exercise of religion.

- **A9: Studies, Analyses, Assessments and Lessons Learned Directorate**

**Director:** Ms. Jadee Purdy

**Deputy Director:** Col JB Byrnes

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The A9 assists the AFIMSC/CC and other staff members by conducting independent, objective, and relevant data analytic-based studies and assessments to inform decisions. The A9 serves as the focal point for operations research and data analytics. The A9 provides insights on force structure, operational issues, agile combat support, investment and modernization, resource allocations, and I&MS contributions to Air Force and joint operations regarding capabilities, strategy, and proposed programs or concepts. The A9 produces data-based, decision quality analyses and assessments for Center senior leadership.

- **A95: Innovation and Improvement Division**

The A95 leads I&MS transformational efforts by identifying innovative technology and process improvements. The division provides the most efficient and effective means to improve operational processes, maximize mission capabilities, and reduce costs while supporting commanders and warfighters. A95 maintains a program manager role over Continuous Improvement and Innovation (CI2) across AFIMSC. Responsibilities include standards, program oversight, program implementation guidance, and establishing and measuring the health of CI2 programs across the center.

- **A99: Analyses, Assessments and Lessons Learned Division**

A99 provides operations research analyses and assessment and assessment methodologies for strategy, current operations, emerging issues, risk determination, and AFIMSC corporate structure support. A99 leverages I&MS mission-driven scenarios and vignettes to develop studies, tools, and assessments to measure and compare outcomes of I&MS capabilities, activities, and tasks linked to the execution of specific mission objectives. The A99 assesses I&MS capabilities, operational effectiveness, requirements, plans, strategies, and tactics. The A99 develops and advances modeling and simulation to align I&MS capabilities to DAF strategies and identify risks.

- **FM: Financial Management and Comptroller Directorate**

**Director:** Ms. Melissa Blakesly, SES

**Military Deputy Director:** Col Steve Strain

**Civilian Deputy Director:** Mr. Chris Underwood (acting)

**Senior Enlisted Leader:** CMSgt Fabio Horton

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Professional Airmen resourcing today's Air and Space Force missions and delivering knowledgeable service to Airmen and Guardians while using innovation, data-driven analysis, and technology to support and accelerate installations and senior leaders in a complex fiscal environment to fly, fight, and win and remain Semper Supra. FM capabilities provide enterprise-wide financial program integration and oversight for managed funds and financial management operations

- **FMA: Financial Analysis (Budget) Division**

Leads the DAF budget year Execution Planning process cradle to grave; provides execution year resources management and decision support.

- **FMC: Cost and Economics Division**

Delivers expert specialized financial analysis and decision support to enterprise-wide customers/priorities through the AFIMSC lens.

- **FMF: Financial Operations Division**

Provides enterprise-wide support for timely uniformity of policy implementation regarding Military Pay, Civilian Pay, TDY/PCS Travel Pay, Quality Assurance, Banking, Disbursing, Financial Improvement and Audit Readiness (FIAR) Guidance, Audit, Anti-deficiency Act violations, and direct oversight of non-appropriated funds execution.

- **FMI: Financial Management Integration Division**

FMI provides I&MS cross-divisional financial management integration to include developing and supporting financial reporting systems, directorate contract management, personnel action support and management, personnel training and development programs, workflow management, as well as executive support services.

- **DS: Director of Staff**

**Director:** Vacant

**Deputy Director:** Vacant

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The DS synchronizes and integrates policy, plans, positions, procedures, and cross-functional issues for the headquarters staff. The DS also manages the AFIMSC governance structure, knowledge management program, and ensures clear communication between the commander and staff leadership. The DS oversees immediate staff Commander's Action Group, Protocol, Information Technology, and Facilities Management operations, as well as special staff History, Information Protection, Public Affairs, and Safety operations.

### **What previous HQ AFIMSC organizations formed A1, A3, A2/5/8, A9 and FM?**

Members of the Personnel Directorate (DP), Installation Support Directorate (IZ), Expeditionary Support and Innovation Directorate (XZ) and the Resources Directorate (RM) formed the A-staff directorates.

### **Why no AFIMSC A4 or A6?**

AFIMSC is, by definition, an A4 organization.

- We have A6 capability, but we only execute a limited portion of that mission in a cyber support capacity with operations in the areas of land mobile radio, cable and antenna maintenance, Giant Voice and legacy voice, backup power, and Freedom of Information Act and Privacy Act program management.
- We have shifted to an integrated, cross-functional Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) focus.
  - This is best done via an A3, A2/5/8, and A9 construct.
  - Creating cross-functional teams comprised primarily of A4/6 personnel operating in our A3, A2/5/8, and A9 helps us break down the legacy functional stovepipes and focus on integrated planning across the SPPBE spectrum.

- AFIMSC Primary Subordinate Units (AF Civil Engineer Center, AF Installation Contracting Center, AF Security Forces Center, and AF Services Center) address functionally unique challenges in current operations execution. They operate vertically while HQ AFIMSC is deliberately integrated to function laterally and ensure cross-fertilization that aims at SPPBE to set the organization's focus on strategy, planning and programming.

### **What did AFIMSC do via this reorganization?**

- a. The HQ AFIMSC staff transformed from organizing around a DoD-unique nomenclature consisting of four unique directorates (DP, IZ, XZ and RM), to a Napoleonic A-staff construct consisting initially of A1, A3, A2/5/8, A9, and FM – eliminating long-standing confusion, both external and internal to AFIMSC.
- b. The HQ AFIMSC staff moved away from largely functionally aligned divisions to mostly cross-functional teams within branches and divisions which provides cross-cutting integration between and among I&MS portfolios.
- c. We assessed and addressed effects of 2014 AFIMSC stand-up and subsequent reorganizations to clean up remaining broken glass.
- d. The reorganization will assist in AFIMSC growing capacity to lead and inform I&MS strategy, planning and programming efforts DAF-wide.

### **Are the AFIMSC Dets or PSUs changing?**

The reorganization primarily happened at the headquarters level. AFIMSC detachments and primary subordinate units remained largely unchanged. A small number of positions may migrate to/from AFIMSC PSUs and/or Dets to more properly align enterprise capabilities. PSUs remain functionally aligned (civil engineering, contracting, security forces, and services). AFIMSC detachments remain aligned to the Air Force major commands, Air Force District of Washington, and Space Force headquarters.

### **Where does the AFIMSC Special Staff fit into the A-Staff?**

Only small parts of the special staff are part of the A-Staff reorganization. The AFIMSC Special Staff continues to provide executive service, orderly room support, and other key tasks as assigned by the commander. The AFIMSC Special Staff includes the Inspector General (IG), Public Affairs (PA), Historian (HO), Information Protection (IP), Judge Advocate (JA), Safety (SE), and Small Business (SB).

### **What changed with respect to I&MS Program Elements (PE), funding alignments and mission sets?**

- a. We do not expect PEs or funding alignment for I&MS requirements to change.
- b. Some internal roles and responsibilities are expected to change as a result of the reorganization. For example, a division chief currently who worked in a functionally aligned workspace may have moved to a cross-functional strategy/planning/programming role.
- c. This reorganization resulted in the realignment of one civilian position from AFSVC to HQ AFIMSC.

### **Does an AFIMSC reorganization significantly affect any individual functional communities or other USAF/USSF headquarters connectivity?**

Absolutely, and in a positive way. Reorganization will result in substantively streamlined and improved connectivity with mission partners, including installations, MAJCOMs, SAF/HAF staff, and DoD entities. For example, if working security issues at a joint base, HAF/A4S must currently connect (at minimum) with both AFIMSC/IZP (Protective Services) and AFIMSC/IZS (Mission Assurance) staff. Under the construct, they might need, depending on the task, to engage only with AFIMSC/A5S. Also, common

nomenclature will logically result in AFIMSC being drawn into SAF/HAF strategy, planning and programming efforts in the regular and reoccurring role we are charged to fulfill.

**Did the AFIMSC reorganization affect any other organizations within AFMC, other MAJCOMS, HAF, or DoD?**

- a. This reorganization *positively* impacts external stakeholders' business processes by streamlining and simplifying entry while bringing more discipline and consistency in outputs.
- b. We do not anticipate any *negative* impacts to units external to AFIMSC, save for potential effects of initial reframing associated with any major change effort.
- c. Although the reorganization primarily focused on realigning/synchronizing capabilities within the HQ AFIMSC staff, a small number of positions may migrate to/from AFIMSC PSUs to more properly align enterprise capabilities.

**Can AFIMSC continue to execute its mission absent a reorganization to an A-staff?**

Yes. AFIMSC can continue to execute its mission as directed by Mission Directive 4-422. However, our effectiveness would be suboptimized, as described in Para 1.

**Have there been previous AFIMSC reorganization efforts and what were the results?**

- a. In 2017/2018 (AFIMSC 2.0) there was a reassessment of processes and detachment roles/responsibilities with reduced/redistributed manpower. Primary results were that AFIMSC aggregated Public Affairs, Staff Judge Advocate, etc. on the HQ AFIMSC staff while also enhancing HQ reach back and integrated I&MS capabilities.
- b. In 2019/2020 (Atlas) AFIMSC adjusted several key functions. Also, Atlas assessed creation of an A-staff structure, but did not implement it largely due to perceived organization change weariness and onset of the COVID pandemic.

**Will the AFIMSC reorganization drive changes to Senior Executive Service (SES), Colonel, GS-15, and/or Chief Master Sergeant authorizations?**

- a. SES: No; the HQ AFIMSC staff will retain three SES authorizations (currently including: AFIMSC Executive Director; Director, Installation Support; and Director, Resource Management). It will not impact current PSU SES authorizations.
- b. We do not expect major impacts on colonel, GS-15, and CMSgt authorizations, although there may be some modest AFSC/job series adjustments as the A-staff construct matures.

**How will key stakeholders react to an AFIMSC reorganization?**

- a. We have conducted initial and follow-up sessions with a large cross-section of SAF/HAF and MAJCOM mission partners. Feedback has been positive.
- b. We do anticipate a strengthening of HQ AFIMSC staff structure may result in perceived loss of DIRLAUTH (Direct Liaison Authorized) to staff/PSUs by some SAF/HAF elements, although this would likely be short-term since traditional DIRLAUTH remains even with the proposed A-staff structure.
- c. Defense Organizational Climate Survey results and anecdotal feedback suggest there may still be transformation fatigue in some parts of AFIMSC, although there is also an offsetting desire for more clarity in roles and responsibilities expressed by others. Leadership is committed to an effective organizational change management process, to include building a staff officer education and training plan for AFIMSC employees at all levels.

**Please explain the perpetual state envisioned for AFIMSC and why it is important to reorganize now.**



- a. This reorganization is another important step as AFIMSC matures from an idea born out of the necessity/efficiency to reduce HQ staff DAF-wide, into an organization that capably shapes and informs strategy, planning and programming for the department's I&MS enterprise.
- b. Reshaping the HQ as an A-staff vastly improve accessibility/comprehension both inside and outside of the formation. DIRLAUTH will remain an essential aspect of efficiency/effectiveness in our organizational relationships.
- c. Through this reorganization, AFIMSC transformed into an organization capable of handling current operations while simultaneously balancing strategy, planning and programming efforts across DAF I&MS portfolios.
- d. This is the right time, given CSAF's focus on A-staff development across the Air Force, AFMC/CC direction to better integrate across AFMC Centers and with our mission partners, and an AFIMSC command team committed to fixing structural issues *now*, particularly in light of a potential near-term fight.

### **How can I learn more?**

Go to our website at [www.afimsc.af.mil/A-Staff](http://www.afimsc.af.mil/A-Staff).

### **How can I get involved?**

The members of the AFIMSC team are the key to the success of this evolution in AFIMSC's structure. Their input is critical as we go through the reorganization process. We ask that they share their ideas with us and, if they want to join the transition team, let us know that too. Teammates can contact AFIMSC at [afimsc.pa.workflow@us.af.mil](mailto:afimsc.pa.workflow@us.af.mil).

*Current a/o 01 Oct 2024*