AFIMSC

A-Staff Transition FAQs

INTRODUCTION: The Air Force Installation and Mission Support Center is transitioning 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 expect to reach full operational capability by 1 Oct 2024.

Why is AFIMSC changing to an A-Staff structure?

Adopting an A-Staff at AFIMSC will help 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 will also improve communication with stakeholders and help 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 are we trying to solve with this reorganization?

Our problem set is threefold:

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

How is AFIMSC changing?

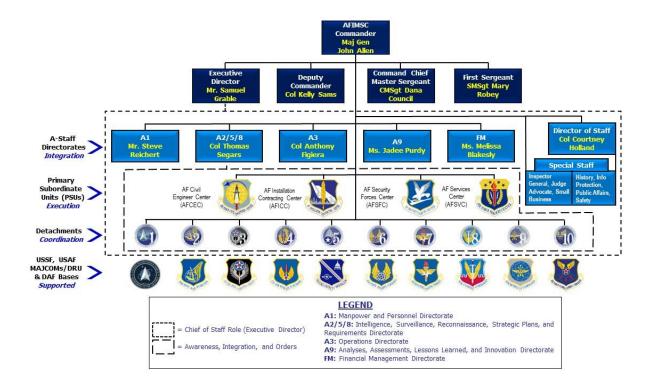
In essence, we're installing a layer of support expertise that pulls together the capability of the AFIMSC enterprise and focuses it on installation and DAF I&MS mission needs. We will shift some people and some organizational capabilities to staff and operationalize five A-Staff functions. They will be the prime interface with stakeholders both within and outside the DAF. With this simple reorganization, we will provide our customers with a clear pathway to our expertise and capabilities and will dramatically improve our ability to integrate and support the warfighter at all levels.

What's the timeline?

An AFIMSC headquarters team began planning the Air Force Forces (AFFOR) staff, or A-Staff, structure in September 2022. That planning will continue until we achieve initial operational capability, expected in January 2024. The A-Staff structure will be tested and adjusted over the course of 2024 after that with the goal to declare full operational capability by 1 Oct 2024.

What is the A-Staff structure?

The A-Staff structure is used in place of the more traditional or legacy Air Force staff designations, such as directorates and divisions, 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 will be organized as shown in the chart below.



A1: Manpower, Personnel and Services Directorate

Director: Mr. Steve Reichert

Deputy Director: Maj Christopher Trejo **Email:** afimsc.a1.workflow@us.af.mil

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 Thomas Segars
Military Deputy Director: Col Curt Juell
Civilian Deputy Director: Mr. Russell Weniger
Senior Enlisted Leader: CMSgt Ryan McClary
Email: afimsc.a258.tmtmanagement@us.af.mil

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. 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. 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. 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:** CMSqt 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: Operational Readiness Division

Guides, coordinates, and oversees conduct of AFIMSC organization, training, and equipping activities for developing and maintaining operational readiness of I&MS forces. Ensures I&MS support to combat readiness by coordinating Combatant Command pre-deployment requirements with the DAF Ready Airmen Training Council. Serves as MAJCOM-level Functional Area Manager (FAM) for I&MS capabilities. Serves as MAJCOM Functional Manager (MFM), ensuring manpower, manning, and force development available for I&MS capabilities.

• A37: Chaplain Corps Division

The Chaplain Corps Division is organized in two branches (Mission Support and Resource Management) to provide efficient and effective operational-level current operations support to

Department of the Air Force Chaplain Corps units. The end state is a customer-focused, centralized, intermediate-level, one-stop shop for the Chaplain Corps enterprise-wide. The Division provides finance and readiness support while MAJCOM-FLDCOM-DRU-FOA/HCs concentrate on their advisor role to commanders and advocacy for the spiritual care of warfighters and their families.

• A9: Studies, Analyses, Assessments and Lessons Learned Directorate

Director: Ms. Jadee Purdy **Deputy Director:** Col JB Byrnes **Email:** afimsc.a9.workflow1@us.af.mil

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: CMSqt 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: Col Courtney Holland **Deputy Director:** Vacant **Email:** afimsc.ds@us.af.mil

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 current HQ AFIMSC organizations will form 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) will form 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're shifting to an integrated, cross-functional Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) focus.
 - o 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 does AFIMSC propose to do via this reorganization?

- a. The HQ AFIMSC staff will transform 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 this will eliminate long-standing confusion, both external and internal to AFIMSC.
- b. The HQ AFIMSC staff will move away from largely functionally aligned divisions to mostly crossfunctional teams within branches and divisions which will provide cross-cutting integration between and among I&MS portfolios.
- c. We will assess and address effects of 2014 AFIMSC stand-up and subsequent reorganizations to clean up remaining broken glass.
- d. The reorganization will result in AFIMSC growing capacity to lead and inform I&MS strategy, planning and programming efforts DAF-wide.

How long will it take to implement the A-Staff?

Planning is underway to declare Initial Operational Capability in January 2024, with the goal of achieving Full Operational Capability on 1 Oct 2024. During that time, AFIMSC will execute a host of milestones necessary to implement the reorganization. Those milestones include realigning some positions to the A-Staff construct, developing operational guidance and facility footprints, communicating the change with our stakeholders, updating the unit manning document, and much more.

Are the AFIMSC Dets or PSUs changing?

The reorganization is primarily happening at the headquarters level. AFIMSC detachments and primary subordinate units will remain largely unchanged. A small number of positions may migrate to/from AFIMSC PSUs and/or Dets to more properly align enterprise capabilities. PSUs will remain functionally aligned (civil engineering, contracting, security forces, and services). AFIMSC detachments will 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 will continue providing 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 will change 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 working in a functionally aligned workspace may move to a crossfunctional strategy/planning/programming role.
- c. This reorganization resulted in the realignment of one civilian position from AFSVC to HQ AFIMSC.

Are positions going to move?

During IOC, we will be looking at staffing needs and assessing if positions elsewhere in the organization will be a better fit in the A-Staff structure. An internal governance process will be championed by senior leaders, and adjudicated and chaired by the AFIMSC executive director, deputy commander and command chief master sergeant, for any positions not optimally aligned in the A-Staff. No decisions have been made yet.

Will anyone find themselves on new teams, working for new supervisors?

Yes. In order for the A-Staff reorganization to be successful, a large portion of the current XZ and IZ staff will find themselves in different roles, and a small portion of RM will migrate over to the A2/5/8. Informing AFIMSC employees of their new workspace/supervisor is a priority for AFIMSC senior leaders, and we will endeavor to be as transparent as possible with employees affected by changes.

Are positions going to be eliminated?

This is a reorganization of roles and some responsibilities. We don't anticipate reduced staffing as a result of this effort.

Are we going to gain positions?

We expect to complete the A-Staff reorganization within current staffing limits.

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

Absolutely, and in a positive way. Reorganization should 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 proposed 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.

Will any workflow or business processes change?

During IOC, we will evaluate workflows and processes to streamline and strengthen our ability to deliver I&MS support. There may be some changes as we find better ways to do business.

Are there any major limiting factors and how will they be overcome?

- a. Talent management is an important issue that must be comprehensively addressed. AFIMSC has a talented, seasoned workforce. However, a new organizational construct likely demands different skillsets. Our HQ AFIMSC staff will benefit from a greater emphasis on hiring/retaining personnel possessing higher order process-related skills (e.g., strategy development, military planning). We must build a development plan to prepare current and future staff members to operate effectively within different expectations consistent with the purpose of this effort.
- b. As part of IOC/FOC, AFIMSC will reassess military/civilian recruiting/retention/training requirements in conjunction with the Air Force Personnel Center and functional communities.

Does an AFIMSC reorganization affect any other organizations within AFMC, other MAJCOMS, HAF, or DoD?

- a. This reorganization should *positively* impact 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 focuses 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. That determination will be part of IOC/FOC.

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.
- c. Full laydown of proposed changes will be part of IOC/FOC.

What authorities need to be changed for an AFIMSC reorganization?

- a. We anticipate minor alterations to Mission Directive 4-422 will be necessary in order to clarify AFIMSC roles and responsibilities.
- b. Potential changes to other MDs may be prudent, where the MD does not adequately capture the roles/responsibilities of AFIMSC as responsible for I&MS (i.e., MD 1-7 omits AFIMSC as a "relevant office").
- c. We will assess/adjudicate as part of IOC/FOC.

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 mostly 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.
- d. A full strategic communication plan will be part of IOC/FOC as we communicate change to our broad range of mission partners.

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 will 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 will transform 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.

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 the us and, if they want to join the transition team, let us know that too. Teammates can contact the transition team at afimsc.a-staff.workflow@us.af.mil.

Current a/o 15 Feb 2024