



## AFIMSC Town Hall Questions & Answers

23 Feb 22

### Link to Town Hall Video:

[https://www.zoomgov.com/rec/share/V8hZshG54d09KRyb\\_vHBvmcKDw1bOGW0cZjo6FVmMvGrWCxkpp6IKUBI9dxTFqL\\_GIC8f0FrS\\_R8wK75?startTime=1645630297000](https://www.zoomgov.com/rec/share/V8hZshG54d09KRyb_vHBvmcKDw1bOGW0cZjo6FVmMvGrWCxkpp6IKUBI9dxTFqL_GIC8f0FrS_R8wK75?startTime=1645630297000)

**Passcode:** 4cf\*.!4!

### **COVID-19**

1. Is the seriousness (hospitalization/death rate) being taken into account when deciding how to react to COVID-19? Or just the number of cases? It appears that we (the Air Force) are focusing on the number of cases and not taking into account that each new variant has been less severe than the original.

A. We follow CDC and host-base guidance in our response to COVID. Since Day 1 of the pandemic our focus has been to protect AFIMSC team members and their families. This will always be our priority until the threat of COVID is gone. With more than 900,000 U.S. deaths over the past two years, it's clear coronavirus is deadly, and we'll continue to abide by CDC and local guidance in our response actions.

2. I heard AFIMSC received COVID tests. If so when will they be issued?

A. Shortly after the vaccine mandate was enacted, AFIMSC purchased a number of at-home testing kits to test non-vaccinated employees who are required to perform duties in a federal facility. These kits are being distributed by each unit/section Emergency Management Representative in concert with AFIMSC/DS, AFIMSC/DP and the CSS. There is no current plan to mass distribute test kits. We ask each employee to continue to self-monitor and immediately notify your supervisor if you notice symptoms.

3. With the recent rise of Omicron is there any updated information or guidance as it relates to booster vaccination vs the previously required 2 dose Pfizer/Moderna or 1 dose J&J? Will booster shots be required? What percent of our organization has received the booster vaccination if this is even tracked?

A. Booster vaccinations provide added protection once you have been fully vaccinated for five months. The majority of our team is vaccinated and boosted. Coupled with our continued maximum telework posture, we're doing our best to protect the team and their families. As we receive any updated information about vaccines and boosters, we'll pass it along. For now, here's a link to the current CDC booster shot guidance: <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/booster-shot.html>.

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4. What is the new requirement in reporting COVID cases? Especially since individuals are getting "at home" kits to test themselves. Are individuals still required to work if they get COVID, since we are teleworking?

A. AFIMSC Public Health Policy Letter dated 7 Jan 22 outlines specific requirements for members to report to their supervisor when they have been in contact with a confirmed positive or if they feel symptomatic. These requirements are tracked until the member has recovered. It also allows the HQ staff to perform cursory contact tracing and informs facility management in the event there has been an exposure in the building that requires additional cleaning or isolation. The policy letter can be located on the AFIMSC SharePoint page under the COVID-19 link [HERE](#).

5. What is AFIMSC doing to tackle the spread of COVID-19 within the HQs?

A. **Policy and Leadership:**

- Phased approach to return the workforce back to facility operations
- Based on HPCON, facility preparations, individual risk factors and mission
- AFIMSC COOP [plan] in Phase III – *Prepare for Return*
- AFIMSC Public Health Measures policy letter
- AFIMSC JBSA-Campus COVID-19 Facility Guidelines (dated 10 Mar 21)
- AFIMSC HPCON checklist developed (based on JBSA's Public Health Disease Containment Plan)
- AFIMSC COVID-19 SharePoint page for up to date information
- Facility Quarantine and COVID-19 reporting procedures
- In sync with CAT, UCCs, JBSA, mission partners, and EM Representatives
- In-sync w/JBSA Public Health Emergency Officer (PHEO)
- AFIMSC Tv information in common areas
- SiTRep and COVID-19 Dashboard
- DET/PSU HPCON and Telework status Plan
- AFIMSC CAT provides leadership brief and SITREP to enterprise
- Protective equipment provided at sanitation stations

**Facility Management:**

- UV HVAC controls installed
- Foot levers on doors
- Sanitizing stations throughout facility-30 day supply on-hand (75+)
- Bay reconfiguration planning considerations
- Limited entry to areas for trending and tracing
- Hands free paper towel and faucets in restrooms

6. Can you provide an update on expected timelines for processing vaccine waivers for both military and civilian? (side note: I'm specifically asking because one of my military has been waiting 4 months for a decision on her request, and the package still isn't to Maj General Wilcox for his recommendation (not decision)).



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In regard to (vaccine) exemptions, there were some very strict guidelines to have exemptions submitted by 22 Nov 21. Added stress comes from waiting not knowing our future. Is there a time when we should hear anything on the status of the exemptions?

A. MILITARY: Unfortunately, no. We cannot provide an expected timeline for processing vaccine waivers because there are a multitude of factors that vary between each members' request (i.e., when was the package submitted, was information missing/additional information required, is the member at a Det/PSU/HQ Directorate, is the exemption for just COVID or all vaccines, etc.) The original timeline outlined a 60-day turnaround, and we are aware that this suspense is not being met (again due to a variety of factors). Commander/Directors are Cc'd on packages submitted to AFMC for their situational awareness. Current guidance outlines that AFMC has 30 business days to provide a decision. Feedback on the process and status updates can be provided to and requested from Capt Erica Carson.

CIVILIANS: Civilian vaccination exemption requests remain on hold. Based on the 21 Jan 22 nationwide injunction of EO 14043 requiring COVID-19 vaccination for federal civilian employees, DoD has paused the adjudication of civilian employee exemption requests to include formal and informal disciplinary actions against civilian employees solely for failing to get vaccinated. This pause is pending Department of Justice appeal of the injunction. Meanwhile, health protection safety measures such as testing for our unvaccinated employees, social distancing, and face-mask wear remain in effect.

7. I work in Bay 6 with current workstation of four people in a cubicle. Current plan is to bring everyone in Bldg 1, four people, three days in a row, week 1 and week 2 in current workstation. From your previous town halls, you mentioned that nobody returns to Bldg 1 pre-COVID condition. Has there been any changes to your policy to return to Bldg 1?

A. My view of Office of the Future and our plan for return to work has not changed. We'll remain largely on telework and will have people use the building for collaboration in our new O2F spaces. I don't expect people to return to work just for the sake of returning to work and have left individual work center posture up to commanders and directors to determine how best to accomplish the mission.

8. What is the latest on COVID and how is that affecting AFIMSC?

A. We responded to the omicron variant as we have with all variants of the coronavirus: By protecting our people and maximizing telework. No one knows for certain what lies ahead, but we know vaccinations and boosters coupled with social

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distancing, mask wear and telework has given our team and their families the best protection possible.

9. Remote IMSC offices (not located in San Antonio) might not have any of the COVID-19 precautionary measures that San Antonio has taken. For example, there are no germ-killing measures installed in the ventilation systems, no social distancing because cubicles are quite small and have low partitions, no cleaning measures, no hand sanitizing stations, some folks do not wear masks, no one is checking or enforcing precautionary measures at the entrances or anywhere else in the buildings, etc. It certainly does not feel safe with regard to COVID-19. Do you have any suggestions?

A. If we get vaccinated and boosted, maintain social distancing, wear masks, and clean when we arrive and depart the work center, we're doing the right protective measures to keep each other safe. I've instructed our leaders to do all they can to protect our team and their family members across all of our AFIMSC locations. That can be challenging to do in buildings we don't own or when the mission requires you to be on site, as opposed to maximum telework. That said, if you feel your team is not abiding by host base and CDC guidance, elevate it up the chain or let me know directly. I want everyone safe and everyone needs to follow the same protection measures in the workplace.

10. At what hospitalization/death rates do we stop all of the extra COVID safety requirement? Or are there other factors determining the safety requirements?

A. DoD Health Protection Conditions (HPCONs) are driven by the community transmissibility rates and Installation Commander discretion based on additional factors. Specific measures result from the HPCON set by the Installation Commander. A moderate community transmissibility rate removes many additional measures.

11. Will there be a requirement/mandate for military members to get booster shots?

A. At this time, no decision has been made to require boosters. They remain voluntary.

12. If we come back to the building for work, will masks be optional for vaccinated individuals?

A. The Installation Commander determines mask-wear mandates based on local transmissibility rates and determine when and where masks are required. It's all dependent on the leader's determination based on all the risk factors associated with transmission of the virus.



13. Why do we test unvaccinated personnel versus testing everyone? Just because you are vaccinated doesn't mean you can't contract and transmit COVID.

A. Testing policy is established by DoD and DAF. Commanders retain the authority to adopt a more strict policy based on assessed needs.

14. Do you need a mask when sitting in your cube?

A. If mandated by the Installation Commander, yes. Until the Installation Commander revises the order based on a drop in the community transmissibility rate, mask wear is required in DoD facilities and all must adhere to that policy.

15. Do we expect the policy to change to allow civilians to go TDY for official duties if they have applied for a COVID vaccination waiver?

A. At this time, DAF set the policy as requiring personnel to be fully vaccinated unless specific to mission-critical travel. Exemptions have not been included in that authorization.

16. Most studies now show that the COVID vaccine strength drops off significantly after six months. Why don't we either require the booster shot or remove the vaccine requirement?

A. Vaccination requirements, to include boosters when applicable, are set by DoD in accordance with medical inputs to readiness.

17. Are we still looking at keeping the high-risk civilians teleworking the longest since they will be the last to come out of the bunker, to sort of put it?

A. People who are high-risk or who live in a household with high-risk members will need to communicate with their supervisors about their work schedule and work site. We want to protect everyone from COVID as long as it's a threat. Our hope is that when COVID is no longer a threat, everyone can adapt to the "new new" work environment with a work schedule mix of telework and at-work days, as determined by their leadership and the mission.

18. Is the current policy that we can remove our masks when speaking?

A. No, there is an exception to policy that when people are properly distanced and there is a need to communicate clearly to the members of an organization, leaders and briefers can remove their masks for the time they are speaking/briefing. People

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can briefly remove their masks to eat or drink, again when properly distanced from others.

19. Are there other procedures that need to be done before individual(s) travel?

A. The latest guidance for travel and other COVID-19 related subjects can be found at the following links:

<https://www.defense.gov/Spotlights/Coronavirus-DOD-Response/Latest-DOD-Guidance/> and [http://mypers.af.mil/app/answers/detail/a\\_id/46624](http://mypers.af.mil/app/answers/detail/a_id/46624)

20. In the beginning, folks who got COVID-19 were not charged leave. I did all the right things – got vaccinated, etc.—was called back into the office and got COVID-19 within six weeks of returning. What about getting a credit back for the leave I had to use?

A. No. The American Rescue Plan Act of 2021 (ARPA) only authorized employees emergency paid leave for specified reasons related to COVID-19 from March 11, 2021, through September 30, 2021.

21. Does this process for approval of remote work apply to all employees (active duty, government civilians, and contractors) or just active duty groups?

A. For appropriated fund civilians, AFIMSC/CA retains approval authority. Remote work/telework is not authorized for military service members.

### **Office of the Future/"New New" Work Environment**

1. How long will it take to move into the "Office of the Future?"

A. As discussed from the onset of O2F, this will be an iterative process where we expect to refine our most optimum office space configuration, based on trial and experimentation. Our first iteration of O2F in Bays 3 & 4 is nearly complete, with the final phase of furniture delivery expected by EoM February/early March. This summer, we will be focusing on an O2F renovation in Bay 6 to introduce a more collaborative work environment and move to shared/hoteling workstations.

2. Assuming the hybrid and full telework model will be enduring (occupation dependent just like today), are there plans to leverage this environment as a "solution" to our aging infrastructure problem? For the support agencies who can operate in hybrid and/or full telework environments, I'm assuming the desired end state would be a consolidation of their on-base footprint to permanent buildings that can be adequately maintained in (almost) any budget environment.

A. Absolutely yes! The O2F model is directly in line with accomplishing Gen Bunch's directive of consolidating administrative office space across the AFMC enterprise by

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40%. In our first O2F iteration at Joint Base San Antonio, we were able to divest two buildings previously used by AFCEC personnel, which reduced IMSC's overall office space footprint by 35,000 square feet. We believe moving forward with O2F, we can continue to consolidate even more, all while providing a better overall work environment.

3. Just curious what is the financial cost "we" are spending to make this happen?

As we are pushing teleworking, why are we wasting funds on this? Seems like we could use the funds for some UFR.

A. To date, office reconfigurations, furniture and hoteling software has cost about \$400k. However, the FSRM funding saved through office space consolidation moving forward will far outweigh the initial investment.

4. Will any AFIMSC funding be provided for geographically separated units to obtain the same 'Office of the Future' setup? Will any AFIMSC policy be put in place to require GSUs to create similar 'Office of the Future' space?

A. While office renovations will likely need to be coordinated with host organizations, we're currently exploring a path to allow AFIMSC Detachments and GSUs to utilize office space reservation software. If your location can benefit from an office scheduling tool (either for shared conference rooms or individual workstations), be sure to reach out to the O2F Team to discuss your requirements.

5. In the excellent presentation by Col Mantovani at the "Telework -- Hybrid and Forever?" event on 19 Jan, he mentioned something about AFCEC evaluating how to roll out hoteling across the AF, where appropriate, presumably to reduce buildings due to the increase in telework. Three questions:

- a. What is the timeline for and priority of the AFCEC assessment? Seems to me delay continues to cost the AF significant dollars in infrastructure maintenance (and there are likely many other costs as well). These budget dollars could be re-programmed and better spent on warfighter needs, i.e., American national security strategy priorities, assuming OSD/Congressional support.

A. The proposed updated AF office space standards are currently at the HAF level for final coordination before approval.

- b. Could the software purchased for hoteling be shared with other AFIMSC units? While some may have enough building capacity (unlike Building 1), it appears the software *MIGHT* be useful (hard to tell without evaluating it) for tracking how many personnel are actually coming into our building each day for other



purposes, other than reserving a desk. It also seems that it may be useful for AFCEC's assessment at the installation level as they perform their assessment.

A. Yes! The O2F team is currently exploring a path to allow AFIMSC Detachments and GSUs to utilize office space reservation software. If your location can benefit from an office scheduling tool (either for shared conference rooms or individual workstations), be sure to reach out to the O2F Team to discuss your requirements.

- c. Can a brief demo of the software happen during the town hall? Perhaps Col Mantovani as it was surprising that he stated that he doesn't have a fixed office when he's in Building 1. That's what I call leadership!

A. Although we won't have time for a tech demo during the Town Hall, feel free to contact our O2F Team at [AFIMSC.O2F.Workflow@us.af.mil](mailto:AFIMSC.O2F.Workflow@us.af.mil) for an individual meeting and how to access our O2F demo account within AgilQuest. Also, be sure to check out the O2F SharePoint site which has a whole host of tutorial videos on how to use the AgilQuest software, along with a link to watch our O2F Town Hall where we went into great detail on the functionality of new reservation software:

<https://usaf.dps.mil/sites/13942/cs/ds/o2f/sitepages/home.aspx>

6. Why the BIG push for OF2? Unsure why we are focusing on outside sources (example FCW).

A. We've been keeping our workforce informed about O2F since its inception so that we're all aware of what lies ahead for the "new new" work environment. We will not go back to a full house of people in any of our facilities, since we've proven a hybrid model of telework and being at work is the most effective plan going forward. We crushed it performance-wise during the last two years of COVID in a largely telework world. Therefore, we're pursuing the best work-life balance model to support our team, our members' productivity and everyone's family lives going forward. O2F offers that and we'll continue to tweak it, benchmark best practices, and work toward doing the best we can for our AFIMSC family.

Concerning outside sources, we were asked by FCW (Federal Computer Weekly) to make an O2F presentation during a "hybrid workforce model of the future" webinar they hosted. There are a great many Federal and commercial organizations pursuing a hybrid at-work/telework model, so sharing the wealth of knowledge and experience involved in that can benefit us all.





7. What is being done to address IT connectivity for office of the future? Pervasive, quality WiFi seems a LIMFAC.

A. We've seen great progress and success with WIFI connectivity in the O2F Bay 2 and 3 areas. And added benefit coming very soon too will be hardline drops into the workrooms that will provide high speed connectivity for laptops and peripherals in those areas.

### **Telework**

1. Will AFIMSC consider taking advantage of remote telework positions? Will AFIMSC consider remaining on telework permanently?

A. MILITARY: Currently, remote teleworking is not authorized for military service members.

CIVILIANS: AFIMSC continues to be liberal with telework. Supervisors retain responsibility to ensure appropriated fund civilian employee telework eligibility is correct in MyBiz+. Appropriated fund civilian employee requests for fulltime or remote telework must be coordinated for approval through the center Executive Director, Ms. Lorna Estep.

2. What criteria are being used to determine if a person should be allowed to perform remote telework?

A. MILITARY: N/A

CIVILIANS: The duties of the position an employee occupies and the employee's particular circumstances are considered when determining remote telework. Supervisors retain responsibility to ensure appropriated fund civilian employee telework eligibility is correct in MyBiz+. Appropriated fund civilian employee requests for full-time or remote telework must be coordinated for approval through the center Executive Director, Ms. Lorna Estep.

3. Are we going to allow civilian/military individuals to remote work? Seems like there is a double standard.

A. MILITARY: Currently, remote work is not authorized for military service members.

CIVILIANS: (same as above) AFIMSC continues to be liberal with telework. The duties of the position an employee occupies and the employee's particular circumstances are considered when determining remote telework. Supervisors



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retain responsibility to ensure appropriated fund civilian employee Telework Eligibility is correct in MyBiz+. Appropriated fund civilian employee requests for full-time or remote telework must be coordinated for approval through the center Executive Director, Ms. Lorna Estep.

4. A large number of employees have been teleworking for two years with great success. Has there been any discussion to allowing employees to telework out of the local area/state permanently moving into the future?

A. MILITARY: Telework outside of the local area/state on a permanent basis is considered remote work. Remote work is not authorized for military service members. Telework outside of the local area/state on a temporary basis due to extenuating circumstances may be approved on a case-by-case basis. Approval authority is outlined in the telework guidance.

CIVILIANS: The duties of the position an employee occupies and the employee's particular circumstances are considered when determining remote telework. Appropriated fund civilian employee requests for full-time or remote telework must be coordinated for approval through the center Executive Director, Ms. Lorna Estep.

5. Some of us were not afforded the opportunity to present facts about our position's eligibility for remote telework. The decision was pre-determined and none of our voices were heard. For example: How could someone in the financial management analysis field, performing data analytics, providing daily services and support to the installations worldwide, performing 100% online functionalities/capabilities, not to mention proficiently and effectively, be required to report back to the building? May we request for a re-look/review of all positions, and for supervisors to momentarily disregard quotas requiring 30%, 40%, 50%, etc. manpower in the building, and just solely focus on positions?

A. MILITARY: N/A for military service members.

CIVILIANS: It's AFIMSC policy to promote and implement telework to the maximum extent possible as long as mission readiness is not jeopardized. Supervisors retain responsibility to ensure appropriated fund civilian employee Telework Eligibility is correct in MyBiz+. The duties of the position an employee occupies and the employee's particular circumstances are considered when determining remote telework. Appropriated fund civilian employee requests for fulltime or remote telework must be coordinated for approval through the center Executive Director, Ms. Lorna Estep.

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6. Has policy been updated where we can hire truly remote workers vs just telework? It would massively open the aperture for hiring higher quality talent.

A. MILITARY: N/A for military service members.

CIVILIANS: Yes. However, if determined eligible/authorized to telework, new employees will not telework until the supervisor and the employee agree he/she has reached a level of independence and competency to allow successful work from home (or authorized alternate duty location). Vacant positions can be filled as remote positions. Organizations must work with the AFIMSC/DPP recruitment team to ensure the position is cleared CONUS-wide IAW DoD Priority Placement Program requirements and advertised as such.

7. In the case of hard-to-fill vacancies due to geographic location, when will commanders be given the authority to designate and advertise "full telework" positions? Will commanders be given clear guidance on an efficient process to convert existing billets to full telework positions?

A. MILITARY: N/A for military service members.

CIVILIANS: AFIMSC/CA retains approval authority for full-time or remote telework. This authority has not been delegated further. Vacant positions can be filled as fulltime or remote. Organizations must work with the AFIMSC/DPP recruitment team to ensure the position is cleared CONUS-wide IAW DoD Priority Placement Program requirements and advertised as such.

8. Maximum telework is very popular with leadership for good reasons. To be frank, I miss the people and the realization we may not return to the office any time soon and that when we do, it will be very part time, which is disappointing. I enjoy the work, I'm grateful for my job and I trust our leaders. How can we continue to build community, serve installations well, and mitigate feeling alone as telework becomes an enduring requirement?

A. With the integration of Teams/CHES, AFIMSC team members are able to host other meetings such as virtual social hours. Both military and civilians are still free to socialize outside of work if they feel comfortable gathering around others; just be careful by performing social distancing and wearing masks.

9. How many folks at AFIMSC approve remote telework (other locations than JBSA-Lackland)? Military and Civilians? We definitely need to take in account people's time. Having meetings on top of meetings is not right. We didn't do it in person, so why are we doing it now? A meeting shouldn't last more than 45-60 minutes.

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A. MILITARY: Currently, remote telework is not authorized for military personnel. Also, situational telework is approved by unit leadership/supervisor.

CIVILIANS: AFIMSC/CA retains approval authority for fulltime or remote telework. This authority has not been delegated further. While DP, RM and Org CC coordination is required, additional internal coordination is at the discretion of the requesting unit.

10. Would Telework be still an option when "New New" work environment get put in place?

A. If "New New" is referring to office of the future, then yes, telework will definitely be an option. It's a key element of the hybrid work model. AFIMSC continues to be liberal with telework and we don't foresee that changing in the future. Supervisors retain responsibility to ensure appropriated fund civilian employee telework eligibility is correct in MyBiz+. Appropriated fund civilian employee requests for fulltime or remote telework must be coordinated for approval through the center Executive Director, Ms. Lorna Estep.

11. What is the latest in teleworking? Are individuals required to come to work once every week, once a month, once a pay period?

A. MILITARY: Due to COVID, military members are currently under the situational telework status. The frequency in which military members are required to come into the office is dependent on their leadership and primary responsibilities.

CIVILIANS: AFIMSC continues to be liberal with telework. There is no blanket policy for number of days a person comes into the office or teleworks, as each work section's requirements will vary and those determinations will be made by the supervisor, as supervisors retain responsibility to ensure appropriated fund civilian employee telework eligibility is correct in MyBiz+.

12. Please explain what circumstances would support approval of full-time local telework. You have stated that we shouldn't be in the office just to sit at our computer - "you can do that at home". Some jobs only need to be in the office on an "as-needed" basis for meetings or collaboration which is less than 2 times per pay period. However, it does not appear that any full-time telework requests will be approved. BL - What is the secret sauce for full-time telework?

A. MILITARY: Currently, full-time telework is not authorized for military members.

CIVILIANS: Telework is not an entitlement. Supervisors retain responsibility to ensure appropriated fund civilian employee Telework Eligibility is correct in MyBiz+.



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The duties of the position an employee occupies and the employee's particular circumstances are considered when determining full-time or remote telework. Appropriated fund civilian employee requests for full-time or remote telework must be coordinated for approval through the center Executive Director, Ms. Lorna Estep.

13. As we are all considered Airmen, there seems to be a double standard for military and civilians. Here in AFIMSC we basically do the same type of work. What is the difference between telework and remote work? The AFMC guidance is a little confusing and everyone has their interpretation of it.

### A. MILITARY

Telework: working from your residence that you commute to and from your duty location or within the local area of your duty station (personal home, coffee shop, library etc.)

Remote work: working outside of the local area of your duty location. Personal residence is outside of the local area of your duty station.

CIVILIANS: As it relates to appropriated fund civilian employees:

For AFIMSC, "Full-time telework" refers to regular (as opposed to situational) telework where an employee (1) resides inside the local commuting area of the employee's assigned unit, (2) is regularly scheduled to perform the employee's work at an alternative duty location that is inside the local commuting area of the assigned unit, (3) is not expected to report to his or her unit's physical office location on a regular basis, and (4) is required to be available for reporting to the unit's physical office location on short notice, as needed. Full-time telework looks like remote work that occurs within the local commuting area, but with the added requirement that the employee must be able to report to the office on short notice, without any travel entitlements. Full-time telework does not result in a change to an employee's rate of locality pay, and should not result in any travel entitlements.

For AFIMSC, "Remote work" refers to work where an employee (1) resides outside the local commuting area of the employee's assigned unit, (2) is regularly scheduled to perform all of the employee's work at an alternative duty location that is outside the local commuting area of the assigned unit, and (3) is not expected to report to his or her unit's physical office location on a regular basis.

Civilian employee requests for full-time telework and remote work must be approved by AFIMSC/CA, Ms. Lorna Estep.

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14. Is there a written process to request approval for remote telework within AFIMSC?

A. Yes, view the guide on the DP SharePoint site [HERE](#).

15. What is considered the official commuting area for JBSA? Would like to know how far away from the installation an employee could relocate without the need to facilitate approval for Remote Work.

A. Commuting area is defined by the local servicing Civilian Personnel Office. The local area for JBSA is defined as any destination in the following Texas counties: Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina, Wilson and the corporate limits of San Marcos, Texas. The aforementioned does not affect the corporate limits definition as stated in Defense Financial Management Regulation (DoDFMR), Volume 9 ch 5 0740701, which lists the definition of Corporate Limits for JBSA. Please contact JBSA Lackland CPO and/or respective local servicing CPO for more information.

16. Can we mandate civilians to come in for an occasional meeting just like the military? No legal issues?

A. Yes, bottom line is that supervisors can require civilian employees to report to work unless they are on leave, doctor's medical excuse, or other bona fide reason why they can't report to their work location.

For appropriated fund civilian employees, a supervisor can require remote employees to report to the regular worksite for business reasons. Requiring the employee to report to the regular worksite would be similar to directing a non-remote employee to go on official travel for mission needs. It's important to remember that if the employee's official worksite is outside the local commuting area of the regular worksite, the employee would likely be entitled to official travel benefits. It is recommended that any recurring need for the civilian employee to report to the regular worksite, (for example for a quarterly meeting, planned conferences, etc.), be discussed as expectations and codified in the tele/remote work agreement (DD Form 2946). If an employee is required to report to the regular worksite on a frequent and recurring basis, the position is not well-suited for full-time tele/remote work.

### **Strategy Execution**

1. What is the current and long-term viability of I2S as a strategy to address the Air Force's infrastructure issues (and its related readiness issues)? Is this strategy on hold? Cancelled? The core problem that I2S was designed to address is the cumulative effects on infrastructure from years of systematic underfunding, under-

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prioritization and risk-taking. I2S as a strategy is meant to reverse this and was widely agreed upon in 2019 with endorsement by SAF, CSAF, and MAJCOM commanders. It is now a major strategic planning item for AFIMSC (LOE #1), AFMC (LOE #1) and within HAF plans. Yet, despite the memos, plans, taskers, briefings, signatures, LOEs, and staff-work to prepare for implementation, I2S-level resourcing in terms of funding and squadron manpower remain conspicuously absent. Is I2S something we should all continue to take seriously?

A. Air Force senior leaders remain committed to achieving a 2.3% PRV minimum level of investment; however, I2S as a strategy is much more than that. I2S also includes:

- Smart infrastructure investments using data-driven asset management to ensure utilization of the limited resourcing received to minimize risk in higher mission critical infrastructure and accept more risk in less mission critical areas.
- A focus on infrastructure footprint reduction, which is also an essential component of I2S. Demolition resourcing will increase over the next several years to eliminate excess infrastructure. Growth offset policies are also being established to avoid future growth.
- Unity of Effort to address Infrastructure challenges. HAF, AFIMSC, AFCEC and the installations must work together through clear roles and responsibilities, common priorities and metrics to drive better outcomes. AFIMSC is committed to and advancing this Unity of Effort.

With all the I2S components working together, this strategy is our best recourse to meet Department of Air Force infrastructure needs. Given the limited success at achieving the 2.3% funding goal, the other components of the plan are even more critical to make the best use of the limited resources we do have.

### **Funding/UFRs**

1. We have a lot of unfunded requests (UFRs), so why are we are spending a lot of funds for O2F?

A. To date, office reconfigurations, furniture and hoteling software has cost about \$400k. However, the FSRM funding saved through office space consolidation moving forward will far outweigh the initial investment.

2. What is our funding and what are the top 5 UFRs?

A. Until we have an FY22 appropriations, we are operating under a Continuing Resolution. Our current planning number for the FY22 O&M budget is ~\$7.6B

#### Top 5 UFRs (briefed at the AF-level Operating Budget Review Committee)

- Level 0 – Must Pays (\$184M)
- Combat Support Operations (\$300M)

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## Air Force Installation & Mission Support Center

- FSRM I2S (\$876M)
- Airman & Family Services (\$158M)
- Facility Operations (\$193M)

3. In AFI 32-1015, there is an integral link between Integrated Installation Planning and resource allocation. It also requires each base to develop a Facility Space Optimization Plan (FSOP). In the past when MAJCOMs wanted their installations to have planning work done they funded them centrally. When SAF/HAF wanted planning work done example ICEMAPs they funded it centrally. If the AFIMSC/AFCEC want bases to have Facility Space Optimization Plans they need to be funded centrally and tracked! AFIMSC said they are bumping up demo to \$150M in FY25 and FY26. Does that mean they are funding the Facility Space Optimization Plans in FY23 and FY24 or just wishing the plans will be completed in time?

A. Regarding the targeted increase in demo funding to \$150M in FY25-26, we're also keenly focused on enabling installations to identify demo and consolidation/demo requirements in support of the key strategic imperatives such as the Infrastructure Investment Strategy. At this time, there are no plans to centrally fund and execute Facility Space Optimization Plans in FY23-24. However, the Facility Space Team in AFCEC/CPD provides training and reach back support to installations in the development of FSOPs, and installations can submit FSOP funding requests through the ExPlan process.

### **IT/SharePoint/Web**

1. Kudos to the IT team, since COVID 19, great improvements to VPN...since numerous meeting are accomplished using ZOOM and TEAMS (some that last a for hours), is there any chance that the AF will authorize wireless headsets on NIPR computers? It's already non-classified as it's on ZOOM/TEAMS.

A. The IT team appreciates the kudos. As far as wireless headsets, we're checking with the 502nd Communication Squadron (CS). on the current compliance for wireless devices. In previous years, all Bluetooth and wireless transmissions between the device and the laptop, had to be encrypted. That guidance is no longer available, so hopefully the 502 CS can lead us in the right direction on if wireless/Bluetooth is approved, and if so devices are approved for use. Once we receive the information, we'll disseminate to AFIMSC enterprise users on Joint Base San Antonio (JBSA). For units not located at JBSA, we recommend contacting your local CS on what's approved for your particular location.

2. Does AFIMSC have any plans to further centralize IT support with regard to geographically separated units?

A. The DS is currently reviewing and discussing the possibility of providing dedicated IT support to the Enterprise. Some locations will be easier than others in making this

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happen (e.g. CONUS Detachments), but all other locations must be looked at to determine if the manpower numbers warrant a dedicated IT technician. We will continue to do a thorough review and provide recommended COAs on future support.

3. What specific actions are being taken to improve our poor IT experience? Not a Teams meeting goes by where the people working in Bldg 1 don't have some type of non-trivial IT issue (e.g., they drop off the call, are massively delayed, constantly broken, etc). This is a consistent problem that significantly affects our ability to do our job, but we don't seem to be taking it very seriously as an institution.

A. The 502 CS is knowledgeable about the throughput latency with video, which is due to the main network nodes providing maximum 1GB throughput. They are working to upgrade these main nodes on base from 1GB to 10GB which will relieve this latency. Current timeframe is June 2022. In the meantime, DST recommends disconnecting the network cable from your docking station, and connect to the commercial wireless and then VPN. This will improve the video quality during Teams and Zoom.

4. AFMC was sponsoring an option for SIPR capability from home. Do we have a status of this option for those who could use this capability (those working in Bay 7 at JBSA, for example)?

A. DISA has an approved SIPR-from-home solution. Users must select from a list of approved devices (tablet or laptop). Device will include a hotspot that supplies the necessary encryption for the device. The device and hotspot comes with a cost, and users will have to submit a request through DISA to get approved. The approved list can be found at: <https://storefront.disa.mil/kinetic/disa/service-catalog#/forms/dod-mobility-classified-capability---secret>

5. When is the next round of new laptops going to be available?

A. Subject to supply issues, we expect to see another round of laptops (G8s) to arrive in the July 2022 timeframe. Leadership is working with DST to ensure we're capturing all personnel, including the outliers, to drive a performance-based replacement plan.

### **Diversity & Inclusion**

1. What is the plan to address all of the information collected from surveys? There have been several surveys that went out and were answered but based on the findings that there is racism and discrimination in the Air Force, what happens now? It feels like we are moving forward in the manner of business as usual and the fact that there are systems in place that may have been well intended, they actually do the opposite of flushing these things out and prevent progress in this area. Are we



looking at root cause when it comes to discrimination and racism? Are we looking at how the systems such as IG, EEO, and chain of command reporting does not really work and why? Does leadership understand that simple apologies do not fix systemic problems that exist? Is leadership engaged in learning cultural history and including it in mission education?

A. The AFIMSC Diversity and Inclusion Command Action Plan sets forth goals and objectives in support of the 2020 AFMC Diversity and Inclusion Survey report. The intentional efforts in creating the Command Action Plan, is to build and sustain a healthy command climate that ensures each service member and civilian employee is part of an inclusive environment that provides fairness, justice, and equity. Furthermore, The White House has introduced a Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion and Accessibility in the Federal Workforce.

Continuous improvement is extremely important for creating a culture of inclusive and equitable practices within the workforce. AFMC has developed an opportunity for us to participate in conversations and action teams to comprehensively recognize and respond to barriers that may exist within the workforce. The responsibility of the AFMC MAJCOM Barrier Analysis Working Group (MAJBAWG) is created for the purpose of analyzing anomalies found in civilian or military workplace policies, procedures, and practices with an eye toward identifying their root causes, and, if those root causes are potential barriers to equal opportunity, devising plans to eliminate them.

- The teams are as follows:
  1. Women's Initiatives Team
  2. Disability Action Team
  3. Hispanic Empowerment and Action Team
  4. Civilian Personnel Actions Analysis (CPAA)
  5. Black/African American Employment Strategy Team
  6. LGBTQ Initiative Team
  7. Indigenous Nations Equality Team
  8. Pacific Islander/Asian American Community Team

## 2. What have we done for D&I?

A. LOE3 G8 – Build and Sustain an Inclusive and Equitable Culture/Environment introduces four main objectives to create and sustain a diverse and inclusive workforce:

- Conduct/coordinate Unconscious Bias training opportunities for all AFIMSC personnel
- Unit population of 70% attend sensing sessions per quarter
- Coordinate/conduct an annual diversity, equity, inclusion, and accessibility focus day session; with at least 75% attendance of enterprise population

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## Air Force Installation & Mission Support Center

- Build an AFIMSC dashboard to identify Center demographic data on race, ethnicity, age, education, and gender diversity to identify possible barriers to build equitable and inclusive workspaces
3. Our diversity and inclusion initiatives do not seem to address ageism. The IMSC seems rather intolerant of older employees, even if they are highly educated and have a wealth of experience. There does appear to be discrimination against older employees. Do you have any thoughts with respect to how we could address this reality or perception?
- A. The average age of our workforce is 51, which is an indicator of the valuable experience and contributions our more senior employees deliver to the AFIMSC mission. Our D&I efforts are intended to capture all of the elements of diversity - cultural, physical characteristics, experience and thought. The best way for AFIMSC to address ageism in the workforce is to embrace a multigenerational workforce. This means recognizing that all employees, no matter their age, can contribute to the AFIMSC, and ultimately the Air Force mission. It is imperative that our Center review internal policies and procedures that assist with creating a culture that welcomes employees and recognizes the unique strengths they bring to the table, and that includes their age. As part of our Let's Connect Force Development efforts, we will also look to provide additional training opportunities to facilitate interactions and cross-generational understanding.
4. How do the current diversity & inclusion initiatives address those who have disabilities and unseen disabilities (such as ADHD, social development issues, and chronic illness)? Does diversity apply to age and disabilities as well?

A. Diversity and Inclusion is about the holistic understanding of an individual -- all attributes of a person. Attitudes toward, and beliefs about, people with disabilities and/or even unseen disabilities, and multigenerational diversity are important determinants of social inclusion. Misconceptions, negative attitudes and a lack of knowledge can affect many aspects of life for people with disabilities and generational differences including employment opportunities. This is why AFIMSC makes every effort to be inclusive and equitable in regards to these aspects, and recognizes the significance that each person brings to the workforce. It is important for all of us to change the negative attitudes that may exist to reduce stigma for the Enterprise.

Additionally, there is a dedicated observance month for National Disability Employment Month awareness (1-31 October). The awareness event is observed so that Americans may reaffirm commitment to ensuring equal opportunity for all citizens and so that they may pay tribute to the accomplishments of men and women with disabilities who contributed, continue to contribute, and wish to contribute to making the nation's economy strong. With this being said, we do not

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want to hold our awareness opportunities just during this time, the AFIMSC Diversity and Inclusion Council is discussing plans to involve these types of conversations to be fluid in our everyday discussions to build awareness around these topics that affect our everyday lives.

### **Let's Connect Events**

1. Can we do these twice a year versus every quarter? Not enough time in the day to do "mandatory fun."

A. This was an AFMC Initiative: <https://www.afmc.af.mil/Connect/> and the frequency was determined by AFMC.

2. Can we do these in sync with the Round Table?

A. AFIMSC/DP is responsible for executing AFMC Let's Connect events. They differ in focus from what the Round Table does to connect us through morale events.

The AFMC Connect program aims to increase unit cohesion and connectedness by creating bonds as an organization, which creates an environment where teamwork can thrive. This increases commitment to the AFMC mission, Air Force mission, and ultimately, to each other. Connectedness is a key protective factor that assists with combating the everyday risk factors people encounter throughout their lives. AFMC Connect is designed in a manner that provides the tools and resources leaders need to effectively communicate with their personnel based on individual and localized needs.

### **Personnel Issues/Professional Development**

1. AFMC units that are comprised of mostly AcqDemo employees are having a very difficult time keeping pace with their GS peers. Specifically, in Contracting, the working level is GS-12 (NH-03) and most Team Leads, 1st level supervisors and unlimited Contracting Officers are at the GS-13 (NH-03) level. While GS employees receive a significant pay increase with a promotion from GS-12 to GS-13, AcqDemo employees receive zero pay increases within NH-03 to NH-03. It takes years and multiple pay pool cycles to catch up with their GS peers. In some cases, 5-figure deficits. While I understand AcqDemo is contribution based, it is not meant to undercompensate our best and brightest, whom we continue to lose to surrounding agencies. Differentials are NOT bridging the gap either. Question: What is AFMC doing to take deliberate action to remedy the pay gap that exists between GS and NH employees (NH-03 specifically) by either allowing a pay increase for the positions, special new pay setting at the pay pool and/or accelerated compensation for these positions?

A. AFMC is fully aware of the challenges with growing and incentivizing 1102s to become warranted Contracting Officers. It has been a focus for us in AFMC and we

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are actively working towards remedies to rectify the issue. We have had success in employing a GS12 Target 13 strategy in which individuals are competitively selected for these positions and they progress to the target GS13 grade upon successfully obtaining an Unlimited Contracting Officer Warrant. This has been a great tool for most of our units where the non-supervisory workforce is still GS versus AcqDemo. There are, however, units where the entire workforce transitioned to AcqDemo (Test Center at Edwards and Arnold and some AFICC units at Randolph). AFMC is working with SAF/AQCX on a proposed language modification to the AcqDemo Ops Guide. This modification would allow an Accelerated Compensation Development Program (ACDP) and associated support documents to provide an AcqDemo solution comparable to the GS12 Target 13 approach to growing Contracting Officers but within the same pay band. The ACDP approach facilitates additional salary increases in a year to immediately reward an employee for successfully obtaining an unlimited warrant.

2. Why doesn't the Ellsworth team (Travel Processing Pay Ellsworth) get down days or training days? Is it because we are all civilian? I know civilians at Ellsworth get team training days even if Active Duty isn't part of their groups/units. I feel like us civilians are forgotten by both our leadership and the Ellsworth Bomb Wing often. Sure, we get the option for liberal leave next to a holiday, but we never get to team building exercises outside the base like other units located here.

A. The determination to hold training down time is a local leader's decision to make or comes from higher headquarters for events like safety down days, for example. However, those are not time off for appropriated fund civilian employees; they are events with a focus on achieving the goals of the topic of the day. In instances where APF civilian employee participation is highly encouraged, but not mandatory, APF civilian employees may either participate in the event during normal duty hours, continue to work, or be on an approved leave status.

3. Why does the AF continue to solely rely on formal educational degrees for employment and selection? Why do we not put more weight into real experience rather than degrees?

A. We do. While AF values and encourages Professional Military Education and Advanced Academic Degrees, several professional qualities are also assessed when considering the whole-person concept, such as (and not limited to) depth and breadth of experience, leadership and job responsibilities, organizational impact, and education and/or specific achievements.

4. There are many Contractors working for the Air and Space Forces who are qualified for many of the jobs posted on USAJOBS. However, because so few of them are posted as "Open to the Public," many very qualified Contractors cannot apply for them due to the application criteria. My question is why are there not more jobs

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posted as "Open to the Public" so the Air Force and Space Force can open the door to allow the wealth of experience and knowledge provided by their current Contractors to join their respective teams on a permanent basis?

A. 5 CFR 335, Promotion and Internal Placement, and DAFMAN 36-203, Staffing Civilian Positions, require the establishment of a merit promotion and placement plan that provides a uniform and equitable means of referral and selection for all placement actions according to merit principles under merit promotion procedures for consideration of current federal employees to include status candidates (e.g. Veterans, Persons with disabilities).

AFPC Competitive examining (open to the public) is a recruiting source available when there is an insufficient merit promotion candidate pool and should solely be used for hard-to-fill locations and/or occupations.

5. Over time it seems like PD is being forced. If civilians are comfortable where they are at (GS-12/13/14), can't we let it be? This should be part of the individual's IDP. For those individuals who are interested, focus on them.

A. Developing the workforce is one of AFIMSC's Strategic Priority Goals aligned under Line of Effort 3, Pursue Organizational Excellence, Goal 4: Develop I&MS Experts & Leaders. This goal achieves a two-fold purpose: 1. It provides development opportunities to meet the individual employee's demand; and 2. Building the individual's leadership and functional capabilities contributes to exhibiting those behaviors desired in a high-performing organization. It provides direction to develop and sustain competent installations and mission support Airmen and Guardians, setting the foundation for the development of specific rotation experiential opportunities and programs to educate, train and purposefully develop a highly trained and multi-faceted I&MS workforce.

Individual Development Plans: The IDP is a vital tool used to record an employee's short-term and long-term professional goals and the employee's annual training and development plan to assist in meeting those objectives. Individual development planning benefits the organization by aligning employee training and development efforts with its core values, mission, and vision. Supervisors use IDPs to acquire a better understanding of their employees' strengths and developmental needs resulting in more realistic staff and development plans, while employees take personal responsibility and accountability for their career development. Career fields may also use IDPs for evaluating candidates for training or leadership development opportunities or conducting career counseling.



6. What does our overall manning look like (military/civilian)? Where are our vacancies?  
  
A. We currently have more than 160 vacancies. The bulk of those are in the PSUs (~100), followed by the HQ and Directorates (~50) and to a lesser degree a handful of Detachments (15).
7. The AFMC/CV released a newsletter in the past month that stated a new toolkit is coming out to help standardize and improve the slow and cumbersome way we discipline and hold GS civilians accountable now. Can you provide specifics on this and how it will help?  
  
A. The Command Civilian Discipline Tool is designed as an AFMC standard tracking mechanism for input and tracking of closed disciplinary actions at AFMC installations for use in reporting discipline trends and demographics to AFMC unit commanders.
8. My concern is with the 401k for NAF employees. While it was managed by Wells Fargo, I never had any issues within the 10+ years they managed our funds. Now that we changed to Principal, I had a loss of over \$5,000 in the past six months with a negative return of 3.9%. Can something be done to better protect our funds?  
  
A. The financial security and wellbeing of our total workforce are very important. Unlike the 401K plans for Active Duty and Appropriated Fund employees, AFSVC has the fiduciary oversight of the Retirement Plan and 401K Plan for Nonappropriated Fund employees. A few years ago, Principal acquired the 401K portion of Wells Fargo's portfolio, which follows the same market investment strategies and currently offers the same 24 funds as previously available through Wells Fargo. The Air Force NAF Investment Committee oversees these investments and reviews performance quarterly. As you know, 401K fund performance is based on market performance, which has been volatile at times over the past couple of years. If you are interested in seeing how your funds are performing and what options you may have, Principal offers many online tools such as webinars, virtual coaches, and calculators to help track, review performance, set goals, and update funds.  
  
If you have more specific questions or concerns, please contact the 802 FSS NAF Human Resources Office or submit your questions online through MyFSS.

### **Round Table/Morale Events**

1. A shout out to the Round Table, but within the past year it seems like folks are burned out as you see from the lack of participation across AFIMSC. Round Table is moving in the right direction, but low participation from our members. What new

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avenues can we pursue versus doing the same thing over and over again? Round Table past and current...thank you!

A. We're always looking to improve our Round Table events so the most people as possible can connect and have fun. The pandemic put a damper on in-person get-togethers and there are only so many things we can do virtually, but we'll look at new and different virtual events a geo-dispersed team can enjoy. Going forward, we're hopeful the pandemic is waning and that we'll be able to start having more in-person events. If you have suggestions for Round Table activities, send an email to [afimscroundtable@gmail.com](mailto:afimscroundtable@gmail.com).

### **Miscellaneous**

1. What is the future of AFIMSC Bldg 1? If the plan is to telework and O2F seems like the best thing to do ... why do we maintain Bldg 1? What is the status of bringing food options into Bldg. 1? At least bring back the grab and go or something like AFSVC did at Beale? Glad the Cyber folks were able to get a food truck on Thursday.

A. AFIMSC has been in constant communication with the 502<sup>nd</sup> Air Base Wing and the Force Support Squadron, as well as our own Air Force Services Centr ABW FSS and the AFSVC to monitor population levels in building 1 to determine when the right time for the contractor to return to operations. We will continue to engage with the contracting team and will bring back food options as soon as possible. As COVID infection levels taper down we will push to have options sooner than later.

2. Official duties that used to be handled with TDYs in-person: Will it go back to TDYs? What would be the deciding factor of TDY vs. continuous telework/virtual setting?

A. We have the ability to travel TDY now in accordance with travel policy and use of exceptions to that policy. We expect we'll be able to return to TDY travel that is required for eyes-on requirements for projects and other programs (e.g. child care center inspections). That said, we learned we could successfully conduct virtual visits with the aid of drone technology and other initiatives that did not require boots on the ground. We'll likely follow a hybrid approach as the pandemic diminishes between in-person TDYs when we absolutely have to have them and virtual TDYs when we can accomplish the same result without the cost and health risks of travel.

3. Is anything being done to improve the TMT & Tasker process and execution throughout AFIMSC? By the time the AOs get many of the taskers, there is very little time left to work them. Many times there is only a day or less even though the taskers may not be due from AFIMSC for a week or more. The middle men seem take all the time to the combine the inputs and leave the AO's insufficient time to answer. We all know that the TMT/tasker system is a challenge, but it should not be this hard or ineffective given how many resources we have dedicated to this. I believe that this process is a great candidate for an enterprise wide CPI project.

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A. AFIMSC is relatively new (about a year) into utilizing the Task Management Tool. We're continually working to improve internal TMT and tasker processes. We're routing AFIMSC business rules through leadership and will send those out and post them on SharePoint as soon as they are approved.

When we talk about external TMT taskers, oftentimes AFIMSC receives these taskings with very little lead time and requests for extensions are denied due to responses being needed for particular corporate meetings we may not have visibility on at our level. If a task owner is reaching out to an individual/office directly, it may be the response flowing back to them is still in an approval route and the individual may not be able to see that in TMT. We recommend continually looking at your internal workflow processes and working with your workflow managers to determine if there are things your team can do to improve your specific TMT task processes. We can certainly look at a CPI event if the business rules and standard operating procedures don't help smooth the flow of taskers in and out of AFIMSC.

4. Is there a plan to reintroduce dining options in Bldg 1? Right now, the options are brown-bagging or fasting.

A. In order for the contract to be viable, 502d FSS needs at least 50% of the facility users in the work space to support the dining options. We continue to work with the 502d for alternatives such as a preorder process.

5. Can we open the Bay 7 grab-and-go as a break area to eat lunch and relax? All we need is use. Can take out kitchen/food display stuff in there.

A. Thanks for the suggestion. We'll engage with 502d FSS, the owner of that area, to see what's possible.

6. Since our last CC Call, our org underwent a formal inspection. What were some of the comments you received from the IG team and from an inspection perspective on how we're executing our mission?

A. Here's the text of the email Maj Gen Wilcox sent to the AFIMSC team after the AFMC IG out-brief on 13 Jan 22:

"Highly Effective" Teammates,

You're in extremely rare air! The AFMC Inspector General team gave us our Headquarters Management Inspection out-brief today and the ratings across the board were outstanding! I expected nothing less, because I know the tremendous work you put in every day to take care of Airmen, Guardians and their families while increasing the lethality and readiness of the Department of the Air Force. That said, I could not have been more proud hearing the AFMC Inspector General team say time and again during the out-brief that your high marks in all of the

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## Air Force Installation & Mission Support Center

Major Graded Areas were “very rare” and “extremely rare!” It’s one thing to know that and be confident in ourselves during our own self-looks every six months, but when an outside agency comes in and validates it, that’s truly the official word that counts and gives us the proof that **YOU’RE CRUSHING IT!**

The results we received today are based on the AFMC/IG Continuous Evals of us in October 2017, February 2019 and April 2021, and then the culminating Capstone HMI this past December. I opened this message calling you “highly effective.” That’s the highest rating you can get from today’s IG rating scale – think “Outstanding” from the inspections of the past – and we had many of those across the board. The next rating below that is “Effective,” which lands in the “Satisfactory to Excellent range” and we had lots of those too. The ratings below that? I don’t care about those ratings, because we didn’t have any!!! Of the 23 areas in the four MGAs the IG rated us on, we had seven “Highly Effectives” and 16 “Effectives.” **That’s unheard of!!!**

**Here are the ratings for each MGA:**

**MGA 1: Strategic Planning and Governance – Highly Effective**

**MGA 2: Organizational Climate – Effective**

**MGA 3: Process Operations – Highly Effective**

**MGA 4: Resource Management – Effective**

**Our overall rating was EFFECTIVE.**

The IG recognizes our outstanding individual performers and teams throughout our inspection cycle. Some of those folks were recognized in February 2019 and in December’s Capstone HMI. See the attachment for the list of your highly effective teammates and give them a big congratulations!

As with any inspection, we had strengths, deficiencies and recommended improvement areas. More to follow about how we’ll get after the deficiencies and recommended improvement areas, but for now, let’s celebrate our strengths! See the attachment with those.

As I said above, I could not be more proud to be your wingman! You should all be extremely proud of this validation of the outstanding work you’ve done. When I say “you,” I refer to our military members, civilian employees and our contract partners. All 3,800+ of you played a role in our inspection success! And we achieved this tremendous accomplishment just five years removed from declaring our Full Operational Capability! **Another “unheard of!!!”**

We will continue crushing it for the Airmen, Guardians and families we support at 83 installations across the globe as we go forward into 2022, but for now relish in this moment, enjoy the extended holiday weekend, and thank you for all you do every day! You rock!

VR - Tom

7. Are you tracking the new options for restricted reporting? Understand there were significant changes that a lot of people weren't tracking.

A. Restricted reporting options have expanded from the SARC, SARC VA and healthcare professionals to include the supervisory chain of command. Further information can be found at the DoD SAPR office page <https://sapr.mil/> as well as locally here:

<https://www.jbsa.mil/Resources/Resiliency/Sexual-Assault-Prevention-and-Response/>

## Your Success is Our Mission

For more information, contact AFIMSC/PA: 1-866-725-7617 | 210-925-0956  
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