



# A-Staff Transition FAQs

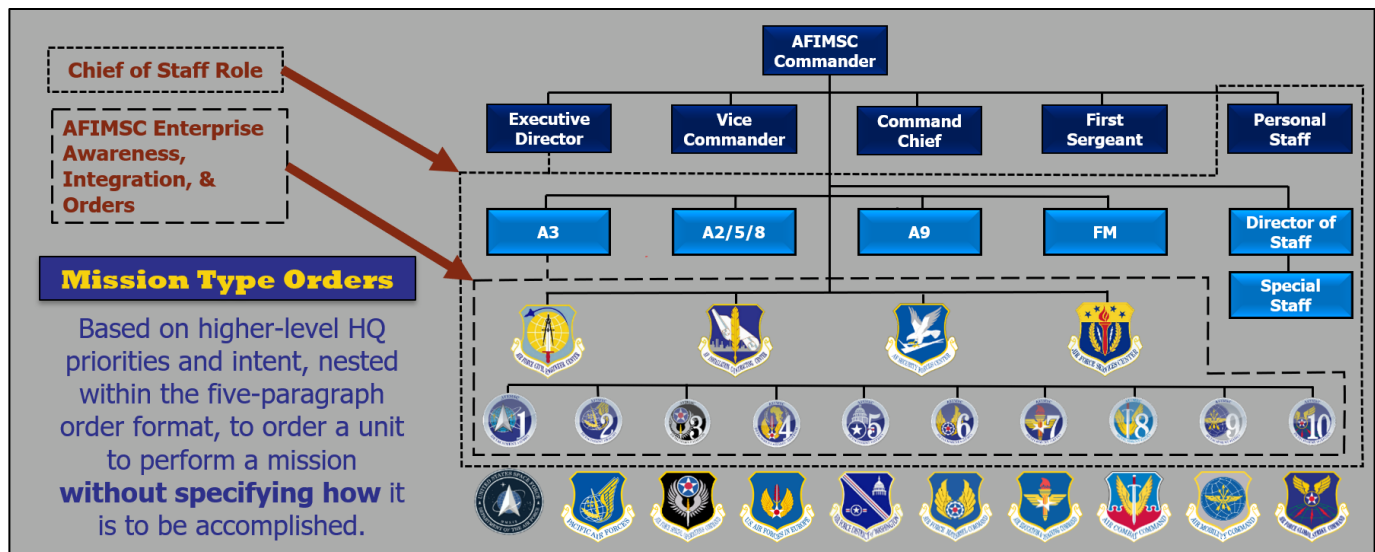
**This is an updated version of Q&As, current as of 20 Oct 2023, about the Air Force Installation and Mission Support Center's transition to an Air Force Forces staff structure, commonly referred to as an A-Staff. We'll continue updating this document with more Q&As as we progress through the transition period from now until Full Operational Capability, expected by 1 Oct 2024.**

## 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 the fall of 2023. The A-Staff structure will be tested and adjusted over the course of the year 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.



- **AFIMSC/A3: Operations**

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 (as applicable), 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). Additionally, the A3 leads planning, integration, and execution of I&MS equities for AFMC's exercises.

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

A2/5/8 places an increased emphasis on AFIMSC strategy, requirements development, planning and programming to achieve the rebalancing directed by the Commander and to place increasing emphasis on cross-functional coordination and integration, both internal to AFIMSC and externally, with higher headquarters and MAJCOMS. Although one directorate, the A2 part of A2/5/8 has a symbiotic role with the A5/8 portion, and is responsible for threat-informing the strategic plans and requirements to better posture AFIMSC I&MS enterprise plans and programming efforts. The A2 provides threat information so the A5/8 side can plan and program I&MS equities from two to 30 years out.

- **AFIMSC/A9: Analyses, Assessments, Lessons Learned, and Innovation**

AFIMSC/A9 enables AFIMSC and the I&MS portfolio for continuous improvement of capabilities to include processes and programs from internal day-to-day workings of the organization to supporting those who provide warfighter capabilities. Facilitating data driven decisions and driving transformational ways to do business better are the foundational core competencies of the A9.

- **AFIMSC/FM: Financial Management**

FM is the one-stop shop for all integrated infrastructure and mission support financial management decision support across the globe. FM manages execution and provides decision support for over \$8 billion of the operation and maintenance appropriation annually. Additionally, FM functionally supports every comptroller squadron, MAJCOM/FM, Space Operations/FM, and ultimately every military and civilian Airman and Guardian with military and civilian pay and travel pay support.

### **Why is AFIMSC changing?**

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 three fold:

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

### **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 current HQ AFIMSC organizations will form A3, A2/5/8, A/9 and FM?**

Members of the Installation Support Directorate (IZ), Expeditionary Support and Innovation Directorate (XZ) and the RMP section of the Resources Directorate (RM) will form the A-staff directorates.

### **Why no AFIMSC/A1, A4, and A6?**

AFIMSC is, by definition, an A4 organization.

- Our Personnel Directorate is inwardly focused and would not translate to a typical A1, such as at DAF or MAJCOM level.
- 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.
  - This is best done via an A3, A2/5/8, and A9 construct.
  - Creating cross-functional teams comprised primarily of A1/4/6 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 three unique directorates (IZ, XZ and RM), to a Napoleonic A-staff construct consisting initially of A3 (or A3/4), A 2/5/8, 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 cross-functional 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 the fall of 2023, 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. AFIMSC detachments will remain aligned to the major commands, direct reporting unit and Space Force headquarters.

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

The special staff is not 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 will include the Inspector General (IG), Public Affairs (PA), Personnel (DP), Historian (HO), Information Protection (IP), Judge Advocate (JA), Safety (SE) and Small Business (SB).

### **Who will be in charge of each A-Staff?**

#### **A3**

Director: Col Anthony Figiera  
Deputy Director/Technical Director: (currently vacant)  
Senior Enlisted Leader: CMSgt Tony Bekoff

#### **A2/5/8**

Director: SES position (currently vacant)  
Interim Director: Col Thomas Segars  
Military Deputy Director: Col Curt Juell  
Civilian Deputy Director: Mr. Russ Weniger  
Senior Enlisted Leader: CMSgt Ryan McClary

#### **A9**

Director: Ms. Jadee Purdy  
Deputy Director: Col JB Byrnes

#### **FM**

Director: Ms. Melissa Blakesly, SES  
Military Deputy Director: Col Steve Strain  
Civilian Deputy Director: Mr. Geoff Schurman  
Senior Enlisted Leader: CMSgt Fabio Horton

## **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 cross-functional strategy/planning/programming role.
- c. This reorganization resulted in the realignment of one civilian position from AFSVC and two contractor positions from AFSFC 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, vice 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 rather than being brought in haphazardly, if at all.

## **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](http://www.afimsc.af.mil/A-Staff).

**How can I get involved?**

You are the key to the success of this evolution in AFIMSC's structure. Your input is critical as we go through the reorganization process. Share your ideas with the us and if you want to join the transition team, let us know that too. You can email the team at [afimsc.a-staff.workflow@us.af.mil](mailto:afimsc.a-staff.workflow@us.af.mil).

*Current a/o 20 Oct 2023*