

**BY ORDER OF THE COMMANDER
AIR FORCE MATERIEL COMMAND**

**AIR FORCE MATERIEL COMMAND
MISSION DIRECTIVE 401**



5 OCTOBER 2021

Mission Directive

**HEADQUARTERS AIR FORCE
MATERIEL COMMAND (HQ AFMC)**

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This mission directive defines the mission of HQ Air Force Materiel Command (AFMC) and implements Air Force Instruction (AFI) 38-101, *Manpower and Organization*. This publication covers AFMC staff directorates and other support elements. This publication applies to all AFMC Regular Air Force, military and civilian personnel. It does not apply to the United States Space Force, Air National Guard or the Air Force Reserves. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*. The authorities to waive wing/Space Force equivalent/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See DAFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items, utilizing guidance identified in DAFI 33-360. This publication may not be supplemented at any level. Compliance with all attachments are mandatory.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include updates that impact A-Staff structures as well as other restructures within HQ AFMC.

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1. Headquarters Staff: Mission. Shape the workforce and infrastructure to develop, field, and sustain war-winning expeditionary capabilities.

1.1. Commander (CC):

1.1.1. Organizes, trains, equips, and commands AFMC. Provides superior military weapon systems to other Air Force (AF) Commands and through foreign material sales to allied air forces. Provides acquisition support to the AF Service Acquisition Executive (SAE). Manages research, development, and testing activities to maintain technology base, evolve system concepts, and mature system designs. Manages procurement of systems, equipment, and support items to field new military capabilities, upgrade existing capabilities, and support fielded systems. Manages depot repair, modification, supply, and distribution activities to support the fielding and sustainment of robust systems. Oversees single intermediate level organization for providing installation and mission support capabilities to Major Commands (MAJCOMs) and installations. Manages the transition of AF weapon systems from active status through disposal and/or storage for potential future use.

1.1.2. Commander's Action Group (CCX). Provides direct executive support to AFMC/CC/CD/CA and DS. Facilitates on-time preparation for and suitable execution of internal and external meetings and video teleconferences (VTCs) for the AFMC/CC/CD/CA or DS, to include assisting directorates and AFMC centers in scheduling, preparing read-ahead materials, building agendas, recording minutes, tracking action items and integrating meeting activities. Coordinates and/or creates AFMC/CC/CD/CA agendas and/or content required in support of AF- and AFMC-level conferences as appropriate. Serves as the information integrator for HQ AFMC 2-letter directors and AFMC centers in support of AFMC/CC/CD/CA; ensures timely cross-flow of functional information. Maintains the Command's strategic calendar. Provides preparation for speeches, remarks, presentations, ceremonies, publications and engagements involving the AFMC/CC/CD/CA or DS. Serves as the lead for trip planning for AFMC/CC/CD/CA; coordinates agendas, arranges accommodations and transportation. Serves as the Legislative Liaison for AFMC; coordinates Congressional inquiry responses, manages Congressional visits and hearings with AFMC equities, facilitates National, State and local political communication and handles legislative communications between AFMC and SAF/LL and SAF/FMB.

1.2. Deputy Commander (CD):

1.2.1. Assists in the discharge of the duties and responsibilities of the AFMC Commander. Fulfills responsibilities of the CC in the CC's absence. Advises in the formulation of policies, plans and directives affecting the Command. Chairs the Community Action Board (CAB, Integrated Delivery System (IDS), Diversity Council, AFMC Security Enterprise Executive Board (SEEB), and the AFMC Board in support of the Governance Process. Represents AFMC equities in support of Air Force Planning Choice and Capability Development Council activities. Serves as the lead for the Command Management Line Review (MLR), Command Screening Board (CSB), Acquisitions Leadership Development Advisory Panel (ALDAP), Nuclear Issues and Resolution and Integration (NIRI) Board, Security Program Executive (SPE), Centralized Asset Management Executive Committee, Accident Investigation/Safety Investigation Board (AIB/SIB), Threat Working Group (TWG), SAPR/SARC initiatives and provides direct oversight of the National Museum of the Air Force (NMUSAF).

1.3. Executive Director (CA):

1.3.1. In conjunction with the CC and CD, oversees and ensures the execution of all AFMC business responsibilities. Directs AFMC business activities and serves as the AFMC Services Advocate. Serves as a principal assistant to the CC for the overall policy dissemination, procedural guidance, and integrated resource management operations across AFMC. As the top ranking AFMC civilian, the CA works Command-wide civilian issues as well as interfaces with AFMC union counterparts.

1.4. Command Chief Master Sergeant (CCC):

1.4.1. Primary advisor to the CC, CD, CA and Directorates on all matters affecting the quality, welfare, morale, management, and leadership of enlisted personnel assigned to the Command. Assesses factors impacting the quality, welfare, morale, management, well-being and leadership of the enlisted force and makes recommendations accordingly. Serves as a member of the AFMC/CC's Executive Team and voting member on AFMC councils. Member of CMSAF Enlisted Board of Directors and voting member of several USAF councils reviewing policy impacting all AF enlisted personnel. Functional Manager for AFMC 8F000, 9E000 and 9G100 personnel. Coordinates AFMC/CC approval for nominative and other key strategic positions in the enlisted corps. Manages AFMC Stripes for Exceptional Performers (STEP) program and commissioning programs for the enlisted force.

1.5. Air National Guard (ANG) Assistant to the Commander/Advisor to the Commander (NG/CG):

1.5.1. ANG Assistant to the Commander (NG) serves as a direct liaison between AFMC Command and the Director ANG (DANG), providing leadership, supervision, and direction to the ANG Advisor and all assigned ANG personnel.

1.5.2. The NG is an 'M-day' part time ANG position (up to 179 days annually). This position is required to be of General Officer rank, in order to achieve parity with active duty personnel at the division and director levels. The NG ensures the alignment of MAJCOM priorities while ensuring ANG equities are considered, during the development and administration of AFMC policies impacting ANG missions.

1.5.3. The ANG Advisor to the Commander (CG) serves as a direct liaison between the MAJCOM staff/leadership and the ANGRC staff/leadership. Responsible for the day-to-day representation of the ANG, implementing guidance and policy, while providing operational oversight of ANG personnel. The CG is the primary point of contact for manpower and personnel actions for the ANG integrated staff within AFMC.

1.5.4. Both the NG and CG positions are authorized under the 10 USC 12301(d) (ANG Stat Tour), 10 USC 12310 (T10 AGRs), and follow the operational guidance published by the ANG Integrated Staff Guidance Memorandum.

1.5.5. Mission. To align the ANG and AFMC mission; powering the world's greatest Air Force through advising, problem solving and collaboration to develop, deliver, support, and sustain war-winning capabilities.

1.5.6. The NG and CG are to facilitate, collaborate and promote dialogue between AFMC, NGB, DLA/Supply Chain, and ANG Wings to enable and strengthen proficiencies. Identify ANG opportunities for engagement and cooperation, maintaining our effectiveness as a member of the Total Air Force. Provide customer support at all Air Logistic Complexes, cultivating partnerships and resolution management. Identify, implement, and collaborate affiliations designed to increase readiness and operational capabilities. Assist in fielding solutions for the sustainment and modernization of weapon systems. Also provide access to ANG personnel through available financial and support platforms.

1.6. Air Force Reserve Mobilization Assistant (CC-MA) and Reserve Advisor to the Commander (CR):

1.6.1. The AFMC Mobilization Assistant (MA) is a part-time Reserve officer. The MA functions at the direction of AFMC/CC and augments the commander as required.

1.6.2. The AFMC Reserve Advisor (RA) is a full-time Active-Guard Reserve (AGR) officer. The Reserve Advisor serves as the focal point for communication and collaboration between leadership at Air Force Reserve Command (AFRC) and AFMC. The RA advises AFMC/CC and command staff on all Reserve matters. Efforts are designed to enhance cooperation, facilitate Total Force Integration initiatives, and liaise between AFMC and HQ ARPC, HQ Reserve Integration Office (RIO) staff who provide shared oversight of assigned Individual Mobilization Airmen. Also represents HQ AFRC and HQ AFMC at meetings and conferences related to reserve component programs (e.g., Air Reserve Forces Policy Committee (ARFPC)).

1.7. Director of Staff (DS):

1.7.1. Serves as AFMC/CC's primary interface with the staff for the daily operations of the Headquarters. Manages and integrates all facilities and activities of the Command Headquarters to include those of the Protocol, Command Section Administration, Executive Presentations and the Operations Support Staff. Coordinates with AFMC Centers' senior leadership.

1.7.2. Provides administrative services for the office of AFMC/CC by developing, implementing and managing Command Section correspondence, meetings and workflow

policy. Ensures suspense tracking and quality control. Maintains Command Workflow and tasking system and provides Action Officer training.

1.7.3. Manages Headquarters operating budget and accounting number (OBAN), including civilian pay and non-pay programs. Manages the Headquarters AFMC Civilian Employment Cost Management Committee (CECMC) and Headquarters Civilian Employment Program (CEP).

1.7.4. Provides direction and executive support, and shares leadership with 88 ABW, for execution of AF- and AFMC-level special events (e.g., CORONA Top, USAF Marathon, AFMC Senior Leader Conference (SLC), etc.).

1.7.5. AFMC Headquarters Operations Support (DSH). Advises AFMC/CC/CD/CA/DS and Headquarters AFMC Directors on unit-level issues within HQ AFMC. Provides leadership for and implements military personnel programs and oversees Headquarters UCMJ/quality force issues. Administers fitness, leave (permissive, terminal, and convalescent) and pass (special and regular/liberty) programs. Develops, implements, and manages processes and procedures in the areas of Security, Safety, Emergency Management, Ancillary Training, Unit Deployment, Readiness and Real Property Building Management for Headquarters AFMC and associated Directorates. Plans, implements and directs policies and procedures required to fulfill responsibilities for the morale, welfare, health and discipline of assigned Headquarters AFMC military personnel. Manages the administration of other unit-level programs in accordance with governing instructions and any supplements issued at MAJCOM level or below.

1.7.6. Knowledge Operations (DSM). Responsible for DS and Command Section information processes to include correspondence central distribution point and Records Management. Manages DS equipment, supply, travel and Cybersecurity Liaison Officer responsibilities.

1.7.7. Protocol (DSP). Supports and advises the AFMC/CD/CV/CA/DS/CCC and HQ Directors on all matters pertaining to protocol. Develops and implements directives and policy for Distinguished Visitor Reporting within the Command. Provides guidance and advice to AFMC field protocol offices. Centrally manages Organizational Representation Funds (ORF) for the Command.

1.7.8. Executive Presentations (DSR). Provides scheduling, management, and operation of three Command Section conference rooms as well as two additional video teleconferencing rooms for use by any HQ AFMC personnel. Provides technical advice and manpower to all Directorates regarding Directorate conference room issues.

1.8. Manpower, Personnel and Services (A1):

1.8.1. Directs and oversees AFMC's programs affecting Command personnel and their family members. Ensures a force ready and able to deliver war-winning expeditionary capabilities to the warfighter.

1.8.2. Provides expertise in human capital advisory service and policy guidance; senior leader programs/matters; force development through education, training, and experience; Command manpower requirements determination, program allocation control and organizational structure; life-cycle management; workforce shaping; employee/labor

management relations; evaluations; quality, force and infrastructure management; combat and community support through delivery by providing oversight of mission sustaining quality of life services; strategic planning; research and analysis; Command AEF policy; and contingency and exercise operations.

1.9. Intelligence, Surveillance and Reconnaissance (A2):

1.9.1. In support of the AFMC Warning Problem and AFMC/CC Priority Intelligence Requirements (PIRs), A2 ensures command is threat informed and aligned with the National Defense Strategy emphasis on operations in Highly Contested Environments. Informs and alerts MAJCOM/Center CC's and Senior Staffs enterprise-wide through PIR-driven intelligence briefs and threat updates. Delivers analytic expertise and tailored intelligence analysis for senior leadership awareness of force protection, indications and warning, and acquisition mission threats.

1.9.2. Ensures ISR integration—A2 ensures Intelligence, Surveillance, and Reconnaissance (ISR) integration across the command via the Materiel Intelligence Enterprise (MIE). Aligns MIE organization and strategy with AFMC strategic plan. Establishes policy, guidance, and oversight to organize, train, and equip the MIE and Acquisition Intelligence Analysts (AIA). Provides acquisition intelligence expertise to warfighter integration, capability development, technology maturation, and research, development, testing and evaluation (RDT&E) to maintain and defend U.S. advantages in blue emerging concepts, technology, and design. Manages enterprise intelligence requirements to ensure threat information is integrated throughout the acquisition cycle.

1.9.3. Ensures SCI Security Management – A2 directs AFMC's Sensitive Compartmented Information (SCI) management and the Special Security Office (SSO). Ensures proper protection, use, and dissemination of SCI through policy, guidance and services for personnel, facilities, systems, and security management. Validates SCI facility, system, and access requirements.

1.9.4. Ensures ISR Force Management – A2 conducts force management as the ISR Senior Functional Manager and Defense Civilian Intelligence Personnel System (DCIPS) leader in AFMC. Serves as the subject matter expert and focal point for all intelligence personnel actions (e.g. hiring, transfers, dispositioning). Plans and programs for AFMC intelligence resource needs. Manages National Intelligence Program (NIP) requests and resource execution for programs. Develops assessments for ISR capability planning, AIA developmental needs, and intelligence integration efforts. Ensures DCIPS workforce development and readiness.

1.9.5. Ensures ISR engagement – A2 ensures ISR engagement and advocacy with the Intelligence Community (IC) for AFMC intelligence requirements prioritization. Ensures ISR engagements across MAJCOMS and broader USAF intelligence enterprise. Ensures engagement on AFMC-specific intelligence operations & collection. Provides detailed feedback for enhanced IC support.

1.10. Operations and Communications (A3/6):

1.10.1. Enables effective test and support solutions to deliver decisive joint warfighting capability in support of national objectives. Develops overarching AFMC Developmental Test and Evaluation (DT&E) policy. Manages both the Test & Evaluation (T&E)

acquisition professional development workforce and the Cyberspace Operations workforce. Manages AFMC Aerospace Vehicle Fleet and program/internal-funded flying hour activities, as well as the Test Pilot School and AFMC test squadron command screening boards.

1.10.2. Certifies Air Force Test Center (AFTC) Program Objective Memorandum (POM) to ensure inputs consider larger T&E infrastructure requirements, but reduce unnecessary redundancies and investments.

1.10.3. Monitors, assesses, and reports on AFMC Cyber & Information Operations. Manages the Mission Assurance Program and the process to protect or ensure the continued function and resilience of AFMC assigned critical assets.

1.10.4. Directs program management for International Arms Control Treaties, Continuity of Operations Program (COOP), Counter-Chemical Biological Radiological and Nuclear (C-CBRN) Program, AFMC participation in National Level Exercises, AFMC Crisis Command and Control and the AFMC Crisis Action Team (CAT), Critical Asset Risk Management (CARM), and leads execution of the HQ AFMC Operations Cell. Develops strategic policy and initiatives for AFMC network and information operations to maintain mission assurance. Develops Command guidance, policy and regulatory compliance for management of Information Technology investments, enterprise architecture, cybersecurity and cyber modernization. Provides MAJCOM guidance to ensure effective and efficient spectrum management. Manages the Command IT resources to ensure continuity of core IT support and operations at all AFMC installations.

1.10.5. Ensures a safe flying environment through airfield and flight operations policy and oversight. Manages all AFMC Air and Space Expeditionary Force (AEF) processes and provides Command guidance.

1.10.6. Oversees readiness reporting of AFMC operational units and provides guidance and support for reporting force readiness resources and capabilities. Supports operational readiness with adaptive command contingency planning, policy development, and strategies, and manages critical assets and supporting infrastructures.

1.10.7. Executes day-to-day operations of the HQ AFMC command post, crisis action team, and MAJCOM Communications Coordination Center (MCCC); and supports transition to battlestaff operations.

1.10.8. Oversees AFMC's weather operations and acquisition meteorology support throughout the acquisition life cycle of AFMC activities.

1.10.9. Evaluates assesses and inspects AFMC personnel and flight ops to ensure safe and effective mission execution. Manages the Career Enlisted Aviator, Non-Rated Aircrew, Aviation Resource Management, Aircrew Flight Equipment, Survival-Escape- Resistance-Evasion and Pararescue workforce within AFMC. As USAF Lead Agent for Contractor Flight Operations and Flight Manuals, develops strategic Service-level policy for those programs. Fulfills Lead MAJCOM responsibilities for weapon systems as assigned. Develops USAF Flight Test Operations, Training and Standardization- Evaluation policy. Manages the AFMC Formal Flying Training program. Develops AFMC policy for Aviation Management and Aircrew Flight Equipment.

1.11. Logistics, Civil Engineering, Force Protection and Nuclear Integration (A4/A10):

1.11.1. Shapes the workforce and infrastructure to provide logistics and product support for the fielding and sustainment of robust systems resulting in war-winning expeditionary capabilities, Antiterrorism, Integrated Defense, and base-level support for logistics, civil engineering, and force protection operations.

1.11.2. Provides agile logistics support of AF combat capabilities by setting policy for supply, depot maintenance Working Capital Fund (WCF) activities, weapon system sustainment, civil engineering, Supply Chain Risk Management, and force protection to support AF basing and logistics objectives. Acts as the Air Force Executive Agent for Transportation and Air Force Supply Chain Management, Common Support Equipment, Depot Source of Repair and executes enterprise Management of select Class II (aka Combat Ready Airmen), Military Clothing Sales Stores, and Supply Chain Risk Management. Provides policy/support to enable efforts to continually improve products, services, and processes and acts as the Air Force Executive Agent for the AF Technical Order processes. Develops proposals and recommends AF cargo movement, packaging, hazardous materials transportation and shipment funding policy and guidance to HQ USAF, to include transportation and packaging policy for logistics acquisition and sustainment support in areas of weapon systems research, development, test, and evaluation (RDT&E) as the air transportability AF executive agent. Develops funding requirements for munitions Afloat Preposition Fleet vessel service contracts and MILVAN procurements. Implements AF and AFMC aerospace vehicle allocations/inventory record management. Develops and implements Command aircraft maintenance and munitions policy.

1.11.3. Oversees munitions support for logistics, engineering, and RDT&E, technical sustainment, product assurance, and life-cycle sustainment to support all MAJCOMs. Provides functional management and logistics support for aircraft maintenance, munitions maintenance, metrology and calibration, associated aircraft support systems, logistics career field training. Provides portfolio management of logistics information technology (Log IT) which includes change control processing of software/hardware change requests; planning, programming, budgeting and execution of Log IT funds; and ensuring compliance with Log IT policy mandates. Provides Enterprise Logistics Data management, delivers architectural products and services, and leads the transition to a data and analytics environment that provides visible, accessible, understandable, linked, and trusted (VAULT) data that enables execution of the A4 mission. Performs system consolidation, host migration and enables data analytics.

1.11.4. AFMC member of the Joint Group Depot Maintenance (JGDM) and Maintenance Executive Steering Committee (MESCC). Responsible for Air Force Weapon System Sustainment (WSS) requirements development and execution via the Centralized Asset Management (CAM) process. Acts as the Air Force executive manager for Depot Source of Repair (DSOR). Oversees depot maintenance activation as well as sustainment for Air Force programs. Manages and oversees depot maintenance Requirements Review and Depot Determination (R2D2) process. Manages and monitors Limitations on the Performance of Depot-Level Maintenance of Material (50/50) and Core Logistics Capabilities. Reviews and coordinates Life Cycle Sustainment Plans (LCSP) for the Command. Oversees the Antiterrorism and Integrated Defense programs to create safe

working and living environments and secure installations. Serves as command focal point for Public Private Partnerships (PPP).

1.11.5. Delivers quality built and natural infrastructure, equipment, and human capital assets through effective Civil Engineer (CE) Asset Management planning, programming, and budgeting. Identifies and prioritizes built infrastructure requirements based on strategy, mission context, and operational objectives. Validates and integrates installations' mission-related priorities into "1-to-N" MAJCOM investment strategy enabling operational capability and sustainment of AFMC's real property assets (roads, runways, buildings, electrical systems, water and wastewater systems, etc.).

1.11.6. Principal AFMC staff advisor on strategic deterrence and nuclear-related issues. Advises the AFMC Commander and senior leaders in preparation for nuclear-related forums. Represents the AFMC nuclear mission at AF nuclear-related forums. Serves as the AFMC OPR for the Nuclear Issues Resolution and Integration (NIRI) Board and Nuclear Operations Board (NOB). Provides Nuclear Materiel Management (NMM) support to the HQ staff and Centers. Serves as the AFMC focal point for nuclear-related taskings. Supports the development of AF nuclear policy and AFMC execution of nuclear policy. Implements plans affecting the AFMC nuclear mission. Supports AF Conventional Nuclear Integration (CNI) activities to ensure nuclear equities are included in war planning. Manages the AFMC nuclear professional development program, the AFMC Personnel Reliability Assurance Program (PRAP), the AF Nuclear War Reserve Materiel (NWRM) program, and the AFMC Nuclear Certified Equipment (NCE) program.

1.12. Strategic Plans, Programs, Requirements and Analyses (A5/8/9):

1.12.1. Program Objective Memorandum (POM) processes. Develops and applies analytic methodologies to assess risk and prioritize gaps and solutions. Advocates for solutions through Requirements, Science and Technology, Development Planning, and Life Cycle Management processes. Represents the Command in AF Corporate Structure deliberations and AF capability planning processes. Focal point for Doctrine development and education providing commanders an agreed upon, operationally relevant body of best practices and principles required to execute joint all-domain operations for the Air Force. Manages AFMC's Total Force Integration (TFI) program that maximizes readiness of the force, increases lethality, cost-effectively modernizes, and optimizes the existing force structure.

1.12.2. Oversees and manages strategic basing. As the Command Master Process Officer (MPO), advises on Continuous Process Improvement and Innovation (CPI2) methods for strategic alignment, mission effectiveness and efficiency, and manages the Command process improvement and innovation program. Command lead for Wargaming and Deliberate Planning, integrating AFMC equities and Future Force insight in DoD, Title 10, AF, MAJCOM and Center-level wargames and exercises. Administers the AFMC Corporate Structures.

1.12.3. Develops the MAJCOM corporate position for the AF capability requirements process. Manages AFMC/CC's acquisition program requirements feasibility attestation to the SECAF. Supports AFMC/CC for major acquisition program reviews. Manages the AFMC integrated capability development process aligning with Air Force Warfighting Integration Capability (AFWIC) guidance directed in the National Defense Strategy. Leads and conducts cross-cutting functional systems engineering analyses across the HQ

AFMC/A5/8/9 mission set, to include but not limited to evaluating Air Force capability requirements for technical feasibility. Provides systems engineering leadership and support to the AFMC requirements generation process and development planning efforts. Provides Program Management (PM) strategic planning in cooperation with SAF/AQ and other AF Major Commands for the 063A and 1101A career field. Provides PM career field adjudications, certifications, and training plans. Validates PM civilian and military deployments. Enables effective solutions by delivering the Integrated Sustainment Wargame Analysis Toolkit (ISWAT) capability supporting warfighter logistics and sustainment requirements/needs. Develops overarching AFMC Integrated Life Cycle Management (ILCM) policy. AFMC's principle member supporting SAF/AQ's Vertically Integrated Policy Team for AF and DoD life cycle management policies. Responsible for the AFMC Lead Command process. Key participant in Command Life Cycle Management forums such as the Product Support Integration Council (PSIC) and Product Support Steering Board (PSSB). Responsible for the AFMC Acquisition Incident Review (AIR) process, in accordance with AFMC Manual 63-101_20-101, Acquisition Incident Review (AIR) Process, and sponsoring the companion AFIT Systems 114, Acquisition Incident Review (AIR) course. System OPR for the DoD Aircraft Serial Number Management System (ASNMS) ensuring assignment of unique serial numbers to aerospace vehicles (including fixed wing aircraft, helicopters, unmanned air vehicles, satellites, missiles, launchers) in accordance with AFI 16-402, Aerospace Vehicle Programming, Assignment, Distribution, Accounting, and Termination.

1.12.4. Enables the development, fielding and life cycle management of AF Special Access Programs (SAP). Coordinates and integrates requirements to include logistical support, planning and programming processes, and assists program offices and field units with managing and resourcing special programs manpower. Serves as the MAJCOM voting member on the Air Force Special Programs Review Group. Augments the AFMC/IG SAP inspection team and enables SAP SMEs across multiple functional areas including: Test, PM, EN, PK, Intel, Maintenance, & Manpower. Shapes AFMC SAP Protection through the development of policies and procedures for management, administration and oversight of SAPs across the MAJCOM. Serves as the Command SAP security functional manager for SAP security policy. Shapes, integrates, implements, and manages SAP security policy to aid in the protection of SAPs within the Command. Executes SAP Security Compliance Inspections of Command SAP units. Evaluates security compliance and incident trends identifying gaps that lead to change in policy, training, and inspection criteria. Provides coordination between HQ functionals and AFMC Center Special Programs Offices (CSPOs) and field unit's center senior functionals to ensure SAP Security Professionals and Cyber Security Professionals are appointed to support all SAPs. Advises AFMC/CC, CD, CA and CSPO Assistant to the Commander for Special Programs (ACSP) on sensitive, controlled unclassified and classified SAP information, operations, personnel, physical, industrial, communications, and cybersecurity protection. Manages SAP billet plans and other SAP security administration (i.e. Access Approval Authority (AAA), Access Management Plans (AMPs)) activities for Command, Center, and field unit organizations.

1.13. Engineering and Technical Management (EN):

1.13.1. Leads and enables technically sound agile war-winning capabilities by shaping the Air Force Science & Engineering workforce, supporting AFMC Centers' Technical Execution; advises the AFMC Commander; and leads an Agile Air Force Engineering Enterprise.

1.13.2. Develops, deploys, and implements career management and force development processes used to organize, train, equip and sustain a world-class Science & Engineering workforce for AFMC. Influences AF career management and force development policies and processes as they affect the Science & Engineering workforce. Provides functional support for Scientists & Engineers in the Directorate and Scientists & Engineers matrixed to support other HQ AFMC Directorates. Establishes, implements and improves manpower, financial and management processes that enable daily operation of the Engineering Directorate resources.

1.13.3. Develops, implements and maintains Life Cycle Systems Engineering policies, processes, and tools for use throughout the system life cycle and the necessary training to develop and sustain technologically-superior weapon systems that are operationally safe, suitable, and effective (OSS&E) throughout their life cycle. Utilizes technical expertise and knowledge base of engineering best practices to assess technical issues for the Command and AF.

1.13.4. Leads, manages and executes Cross-Center and Cross-Air Force initiatives and collaborations to strengthen organic engineering, optimize processes and procedures and provide the Engineering Knowledge Management tools and techniques.

1.13.5. Develops, maintains, and deploys Digital Enterprise policies, processes, tools, and training to speed delivery of capabilities to the warfighter and to strengthen Life Cycle Systems Engineering within the Command to meet the National Defense Strategy, Digital Air Force, and the AFMC 2020 Strategic Plan. Collaborates with DoD, Navy, and Army Digital Enterprise focal points to ensure best practices and resources are captured in a DE Guidebook for implementation by lifecycle phases.

1.13.6. Plan, develops, supports, advocates for, and monitors the Defense Standardization Program (DSP) policies, procedures, and activities within the Command. Serves as the Data Item Description (DID) Approval Authority delegated from the AF.

1.13.7. Develops and oversees compliance with Air Force-level airworthiness policy for the Commander as the AF Airworthiness Authority. Facilitates resolution of inconsistencies across Air Force airworthiness-related policies and adjudication of issues across stakeholders. Advises the Commander on issues and corrective actions. Maintains supplemental AFMC airworthiness policy as required.

1.13.8. Serves as the AFMC Trusted Systems and Networks (TSN) focal point to develop methods to facilitate efficient TSN knowledge sharing across the Command and ensure coordination of latest policy updates, training, and critical component alerts/threats/countermeasures. This includes areas such as: identification of Critical Program Information and Critical Components; hardware and software assurance and quality via the Joint Federated Assurance Center (JFAC) for mission assurance; Systems Security Engineering; and collaboration with SCRM teams in AFMC/A4 and the Air Force Office of Special Investigation for technology and program protection planning.

1.13.9. Serves as the AFMC Trusted Systems and Networks (TSN) focal point to develop methods to facilitate efficient TSN knowledge sharing across the Command and ensure coordination of latest policy updates, training, and critical component alerts/threats/countermeasures. This includes areas such as: identification of Critical Program Information and Critical Components; hardware and software assurance and quality via the Joint Federated Assurance Center (JFAC) for mission assurance; Systems Security Engineering; and collaboration with SCRM teams in AFMC/A4 and the Air Force Office of Special Investigation for technology and program protection planning.

1.13.10. Establishes AFMC direction and guidance to meet intent of DoD Software Acquisition Pathway Policy and Procedures.

1.14. Financial Management and Comptroller (FM):

1.14.1. Embraces innovative and agile practices to effectively resource AFMC's capabilities through effective and efficient allocation of resources across the enterprise. Responsible for all matters pertaining to financial oversight and budgetary control of appropriations and funds assigned to AFMC, employing audit compliant processes to provide data-driven decision support and responsive customer-focused financial services. Responsible for all matters pertaining to preparing guidance, direction, and other governance of the formulation, review and execution of plans, policies, and programs relative to cost and comparative analyses across AFMC. Responsible for advising AFMC senior leaders on all matters relating to accounting and finance policy, controls and financial systems. Additionally, provides financial management workforce development and internal control initiatives documenting financial management capabilities, processes and functions, to include financial management data standardization and governance.

1.14.2. On behalf of the Assistant Secretary of the Air Force (Financial Management and Comptroller) responsible for financial execution, oversight and budgetary control of Air Force Weapons Systems Sustainment and Flying Hours funds as well as budget formulation, execution and accounting oversight of Air Force Working Capital Funds. Additionally, responsible for Air Force Working Capital Fund audit readiness and sustainment activities.

1.15. Chaplain (HC):

1.15.1. Facilitates religious accommodation and spiritual health within the AFMC community to enhance its ability to develop, field, and sustain war-winning expeditionary capabilities.

1.15.2. Provides policy, guidance and staff oversight to installation Chaplain Corps functions. Provides coordination as needed between higher HQ functionals and AFMC Center and Wing Commanders/Directors and Wing Chaplains concerning manpower, personnel, professional development, deployment issues and assignment actions. Provides education and mentoring to chapel staffs via conferences, pastoral site visits and other means as deemed appropriate. Ensures AFMC Chaplain Corps personnel are able to provide religious ministries during war, contingencies, exercises and national emergencies. Advises AFMC/CC, CD, CA and Center and Wing CCs or Directors on Command-wide and base- level morale, religious, ethical and moral issues.

1.16. History (HO):

1.16.1. Serves as functional manager for Command historical, museum, and art activities by operationalizing the History Program by first capturing, preserving, writing, interpreting, and then aggressively disseminating the official record so historians can influence the leadership decision cycle. Secondly, weaponizes AFMC's archives by uniting the field program through an enterprise-wide system that captures the institutional knowledge and returns that knowledge through The Sarah Clark Research Facility and the secure, robust cyber portal known as HISINT. Finally, educates Airmen on the rich heritage of AFMC to inspire and improve retention within the Command.

1.17. Inspector General (IG):

1.17.1. IAW AFI 90-201, *The Air Force Inspection System*, organized, trained, and equipped to execute inspections in order to provide the AFMC/CC value-added, credible, efficient, independent and unbiased evaluation of the integration of different levels of command.

1.17.2. Executes Unit Effectiveness Inspections (at Wing-level), Hybrid Management Inspections (at Center-level) and continual evaluations to evaluate accomplishment of AFMC organize, train and equip responsibilities. Inspections are through various means including, surveys, interviews, assessments, evaluations, exercises, and non-SAF/AG audits. Also included are technical evaluations and inspection/oversight of activities required by law or statute.

1.17.3. Inspects to improve and evaluate the state of conformance, discipline, economy, efficiency, readiness and resource management.

1.17.4. Conducts inspections to ensure adequate oversight of Special Access Programs.

1.17.5. Provides program management of Management Internal Control Toolset (MICT), Inspector General Evaluation Management System (IGEMS), Gatekeeper and inspection findings management programs.

1.17.6. IAW AFI 90-301, *Inspector General Complaints Resolution*, manages and executes the command's Inspector General Complaints Resolution Program.

1.17.7. Manages complaints through giving assistance by advising complainants of the appropriate agency which can quickly resolve an issue, through referral of complaints to the proper organization or agency that can more appropriately address a complaint alleging a violation of instruction, policy or procedure, through transferring to another more appropriate Inspector General office, or through dismissing the complaint per guidance.

1.17.8. Processes 10 USC § 1034, *The Military Whistleblower Protection Act*, reprisal and restriction complaints. Investigates 10 USC § 1034 complaints when warranted.

1.17.9. Collects, documents and notifies SAF/IG of investigations opened by commanders on any officer (2d Lt through Col (or civil servant Grade 15 or equivalent) and the issuance of stand-alone adverse action to field graded officers. Reports complaints against senior officials to SAF/IGS. Supports the USAF promotion screening process.

1.17.10. IAW DoDI 7050.01, *DoD Hotline Program*, manages the command's DoD Hotline Program.

1.17.11. Processes Official Use Requests (OUR) and Freedom of Information Act (FOIA) requests of Inspector General records.

1.18. Enterprise Security (ES):

1.18.1. Primary security policy advisor and program integrator on behalf of AFMC's Security Program Executive (SPE) and AFMC executive (CC/CD/CA) leadership. Manages policy and oversight of AFMC's information security (INFOSEC), industrial security (INDSEC), personnel security (PERSEC), Operations Security (OPSEC), Scientific and Technical Information (STINFO), Controlled Unclassified Information (CUI), Acquisition Lifecycle Security (ACQSEC), Program Protection Integration (PPI) and AFMC North Atlantic Treaty Organization (NATO) sub-registry. Responsible for development and integration of information security-related policy into AFMC's corporate processes. Secretariat for AFMC Security Enterprise Executive Board (SEEB).

1.18.2. Serves as functional manager of Command security career field activities by providing policy, guidance, oversight and assessment. Conducts research projects and leads MAJCOM Security Enterprise Working Group to conduct special studies, working groups and rapid improvement events to provide solutions on cross-function information protection issues. Provides Command Security Program Executive (SPE) continuous updates on enterprise information protection and security enterprise posture, capabilities, and resources.

1.18.3. Lead AFMC efforts to enhance integration of Sensitive Compartmented Information (SCI), Special Access Program (SAP) and Collateral security policy. Responsible for AFMC's security policy reciprocity-related resolutions in order to support SPE approved efficiencies.

1.18.4. Lead AFMC cross-functional information security related cyber policy issue resolution efforts and act as AFMC's primary security liaison with Defense Counterintelligence and Security Agency (DCSA) and Defense Contract Management Agency (DCMA).

1.18.5. HQ Senior Functional for Security (OPM Occupational Series 0080, 0083, 0085, and 0086).

1.19. Staff Judge Advocate (JA):

1.19.1. Delivers legal and policy advice to the Commander and staff to enable mission accomplishment. Supports the AFMC legal enterprise through reach back, resources, professional oversight and development. Responsible for legal services provided by the AFMC Law Office, a field operating agency.

1.20. Public Affairs (PA):

1.20.1. Shapes and develops PA strategies and activities to inform and influence support for issues and programs, counsel and support field CCs and PAs and sustains the Command PA workforce in communicating and executing the AFMC mission.

1.20.2. Manages the AFMC public affairs program consisting of media relations, plans, programs, resources, security and policy review, command information, public website management, command social media platform management, community outreach and engagements and multi-media communications. Develops and implements AFMC public

affairs policy and directives. Provides counsel to AFMC/CC and staff and conducts public affairs activities for issues directly involving the headquarters. Directs subordinate units in accomplishing Command public affairs activities and provides all public affairs support of AFMC peacetime/wartime missions. Maintains functional responsibilities for the AF Band of Flight, aligned under 88th Air Base Wing.

1.21. Contracting (PK):

1.21.1. Leads and enables agile war-winning capabilities by shaping AFMC's contracting workforce, processes, and operations supporting AFMC Centers' Contracting Execution; serves as business advisor for the AFMC Commander; advises the AFMC Executive Director on the AFMC Services Acquisitions portfolio; serves as the contract pricing subject matter expert (SME); provides expertise and analysis to support strategic planning and decisions for AF contracting; and oversees the AFMC Contracting Enterprise.

1.21.2. Develops, deploys, and implements career management and force development processes used to organize, train, equip, and sustain a world-class contracting workforce for AFMC. Influences AF career management and force development policies and processes as they affect the contracting workforce. Provides functional support for contracting professionals in the Directorate and those supporting other HQ AFMC Directorates. Establishes, implements and improves manpower, financial, and management processes that enable daily operation of the Contracting Directorate resources.

1.21.3. Develops, streamlines, standardizes, implements and maintains contracting and pricing processes, tools and training to enable acquisition excellence across the AFMC enterprise. Influences and teams with SAF and DoD on contracting and pricing policies, processes, and tools (including AF automated contract writing systems and related automated business systems). Leads, manages, and executes Cross-Center and Cross-Air Force initiatives and collaborations to strengthen organic contracting and optimize processes, procedures, and training.

1.21.4. Shapes DoD pricing policy as member of the DoD Pricing Committee and DoD Federal Acquisition Regulation Finance Team. Advises the Air Force Deputy Assistant Secretary for Contracting on major Source Selections and on Truth in Negotiations Act (TINA) and Cost Accounting Standards (CAS) waiver requests.

1.22. Safety (SE):

1.22.1. Implements the Air Force Safety Program on behalf of the AFMC/CC.

1.22.2. Serves as the principal staff advisor to AFMC/CC, senior leaders, and field safety staffs on safety matters to include flight, ground, systems, weapons, nuclear surety, directed energy, range and test safety. This program is aligned and framed using the Air Force Safety Management System as a core structure and applies to all Air Force organizations.

1.22.3. Oversees implementation for the Air Force Mishap Prevention Program and evaluates the management, implementation and effectiveness of this program within the Command.

1.22.4. Assists and advises commanders and supervisors at all levels to understand their responsibility to ensure plans, procedures, facilities, equipment modifications/acquisitions,

hardware, software and operations receive a safety review and incorporate effective risk management, hazard elimination/mitigation, and mishap reduction features.

1.22.5. Represents AFMC interests during applicable councils, committees, and meetings (e.g., Senior Safety Advisory Councils, Air Force Nuclear Surety Councils, Nuclear Weapons System Surety Groups, Non-Nuclear Munitions Safety Boards, Explosives Safety Committees, Directed Energy Weapons Certification Boards, Ground Safety Corporate Committees, and System Safety Groups).

1.23. Small Business Office (SB):

1.23.1. Implements the Air Force Small Business Program on behalf of the Commander. Primary advisor to Commander, staff and field personnel on all SB functional and execution-related matters affecting program implementation and SB utilization in the acquisition of goods and services via contractual methods. Primary advisor to higher headquarters, industry, congress, state and local governments, etc., on matters related to implementation of the Command-wide Small Business Program.

1.23.2. Evaluates the management, implementation and effectiveness of this program across the Command consistent with laws and national policies. Formulates and implements policies, processes and training to overcome identified barriers or impediments to effective or efficient program implementation to ensure fair acquisition/procurement processes enabling maximum practicable opportunities for SBs to compete for prime contracts and subcontracting opportunities. Participates in HQ AFMC requirements to assist and ensure acquisition planning and resultant acquisition strategies maximize SB utilization.

1.24. Surgeon (SG):

1.24.1. Principal medical advisor to the AFMC/CC and directors, promoting the health and well-being of AFMC's military and civilian personnel. Serves as consultant and functional interface to AFMC medical treatment facilities and the USAF School of Aerospace Medicine on the implementation and execution of AF Surgeon General policies and programs. Provides base-level medical readiness mentorship and Medical Counter-CBRN program consultant services to foster robust medical contingency support across the Command. Oversees environmental and occupational health support for AFMC's industrial, research, development, testing and evaluation missions, to include all medical aspects of the nuclear and biological personnel reliability programs.

1.24.2. Supports the AFMC medical enterprise through reach back, Defense Health Agency (DHA) resources, professional oversight and development. Accountable for medical services provided by DHA and medical and readiness services provided by the Air Force Medical Readiness Agency, a field operating agency.

1.24.3. Administrates the Civilian Health Promotion Services program for the Command to advocate and provide wellness oriented program for the Command's civilian Airmen. Provides capabilities based assessment and reviews requirements for acquisition of Air Force Medical Service (AFMS) Joint medical programs.

1.25. International Affairs (IA):

- 1.25.1. The Director, Air Force Security Assistance and Cooperation (AFSAC) Directorate, under the Air Force Life Cycle Management Center (AFLCMC), serves in a dual-hat capacity as the HQ AFMC Director of International Affairs.
 - 1.25.2. Serves as AFMC focal point for all Security Assistance/Security Cooperation (SA/SC) activities. Responds to all AFMC taskings associated with SA/SC, Foreign Military Sales (FMS), and/or International programs.
 - 1.25.3. Executes Command Foreign Disclosure Office and Arms Export Control Act authorities.
 - 1.25.4. Develops and implements SA/SC, FMS, and International Affairs policies across AFMC.
 - 1.25.5. Manages the Command Military Personnel Exchange Program (MPEP).
 - 1.25.6. Leads the Security Assistance Program Budget Review (SAPBR) for AFMC; distributes FMS Administrative funds across AFMC.
 - 1.25.7. Oversees and manages all FMS-funded resources across AFMC.
 - 1.25.8. Oversees SA/SC and FMS training/certification across AFMC; maintains the SC Workforce Database.
 - 1.25.9. Manages the AFMC SA/SC Information Technology portfolio.
 - 1.25.10. Serves as focal point for management and closure of FMS cases within the AFMC portfolio.
 - 1.25.11. Manages AFMC International Logistics programs including standard and non-standard Supply, Transportation, and the international Parts and Repair Ordering System (PROS) and Worldwide Warehouse Redistribution Services (WWRS).
 - 1.25.12. Serves as Audit Focal Point for all SA/SC and FMS program audits within AFMC. Performs inspections of subordinate organizations for policy compliance.
 - 1.25.13. Executes the AFMC International Affairs Excellence Awards program.
 - 1.25.14. Serves as the MAJCOM FAM for Officer and Enlisted Air Advisors IAW AFI 10-4301
- 1.26. Reference **Attachment 2** and **Figure A2.1** for AFMC Organizational Structure and changes.

ARNOLD W. BUNCH, General, USAF
Commander, Air Force Material Command

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

10 USC § 1034 Protected Communications; Prohibition of Retaliatory Personnel Actions
10 USC 12310, Reserves: for organizing, administering, etc., reserve components
DoDI 7050.01, DoD Hotline Program
DAFI 33-360, Publications and Forms Management, 15 December 2018
AFPD 38-1, Manpower and Organization, 2 July 2019
AFI 33-322, Records Management and Information Governance Program, 22 March 2020
AFI 38-101, Manpower and Organization, 29 August 2019
AFI 90-201, The Air Force Inspection System, 20 November 2018
AFI 90-301, Inspector General Complaints Resolution, 28 December 2018

Prescribed Forms

None.

Adopted Forms

AF Form 847, Recommendation for Change of Publication

Abbreviations and Acronyms

A1—Manpower, Personnel and Services
A2—Intelligence, Surveillance and Reconnaissance
AEF—Air and Space Expeditionary Force
AF—Air Force
AFGSC—Air Force Global Strike Command
AFLCMC—Air Force Life Cycle Management Center
AFMAN—Air Force Manual
AFMC—Air Force Materiel Command
AFMS—Air Force Medical Service
AFNWC—Air Force Nuclear Weapons Center
AFR—Air Force Reserve
AFRIMS—Air Force Records Information Management System
AFSAC—Air Force Security Assistance and Cooperation Directorate
AFSC—Air Force Sustainment Center

AFTC—Air Force Test Center
AGR—Active-Guard Reserve
AIB/SIB—Accident Integration Board/Safety Investigation Board
AIRS—Acquisition Incident Reviews
ALDAP—Acquisitions Leadership Development Advisory Panel
ARFPC—Air Reserve Forces Policy Committee
AW—AF Airworthiness
CAB—Community Action Board
CA—Executive Director
CAM—Centralized Asset Management
CCC—Command Chief Master Sergeant
CE—Civil Engineer
CECMC—Civilian Employment Cost Management Committee
CEP—Civilian Employment Program
CG—Air National Guard Advisor to the Commander
CPI—Continuous Process Improvement
CR—Air Force Reserve Advisor to the Commander
CSB—Command Screening Board
DS—Director of Staff
DSM—Knowledge Operations
DSOR—Depot Source of Repair
DSP—Defense Standardization Program
DT&E—Developmental Test and Evaluation
FAM—Functional Area Manager
FMS—Foreign Military Sales
IAW—In Accordance With
ICBM—Intercontinental Ballistic Missile
IDS—Integrated Delivery System
ILCM—Integrated Life Cycle Management
IO—Information Operations
IRC—Information Related Capabilities
JFAC—Joint Federated Assurance Center

JGDM—Joint Group Depot Maintenance
KNB—Key Nuclear Billets
LCSE—Life Cycle Systems Engineering
LCSP—Life Cycle Sustainment Plans
LogIT—Logistics Information Technology
MA—Mobilization Assistant
MCCC—MAJCOM Communication Coordination Center
MESC—Maintenance Executive Steering Committee
MIP—Military Intelligence
MISO—Military Information Support Operations
MLR—Management Line Review
MPEP—Military Personnel Exchange Program
MPO—Master Process Officer
NC3—Nuclear Command, Control, and Communications
NE—Nuclear Enterprise
NIP—National Intelligence
NIRI—Nuclear Issues and Resolution and Integration
NIWG—Nuclear Integration Working Group
NMUSAF—National Museum of the Air Force
NOB—Nuclear Operations Board
NSSAV—Nuclear Surety Staff Assistance Visits
NWG—Nuclear Working Group
NWRM—Nuclear Weapons-Related Materiel
NWSPM—Nuclear Weapons Stakeholders Partnership Meeting
OBAN—Operating Budget and Accounting Number
OPR—Office of Primary Responsibility
OPSEC—Operations Security
ORF—Organizational Representation Funds
OSS&E—Operationally Safe, Suitable, and Effective
PAD—Program Action Directives
PBL—Performance Based Logistics
PB—President’s Budget

POM—Program Objective Memorandum
PPP—Public Private Partnerships
PRAP—Personnel Reliability Assurance Program
PROS—Parts and Repair Ordering System
R2D2—Requirements Review and Depot Determination
RAP—Resource Allocation Plan
RA—Reserve Advisor
RIO—Reserve Integration Office
SA/SC—Security Assistance/Security Cooperation
SAE—Service Acquisition Executive
SAPBR—Security Assistance Program Budget Review
SAPMO—Special Access Program Management Office
SAV—Staff Assistance Visits
SB—Small Business Office
SEEB—Security Enterprise Executive Board
SG—Surgeon
SPE—Security Program Executive
STEP—Stripes for Exceptional Performers
STINFO—Scientific and Technical Information
T&E—Test & Evaluation
TFI—Total Force Integration
TSN—Trusted Systems and Networks
TWG—Threat Working Group
VTC—Video Teleconference
WCF—Working Capital Fund
WSS—Weapon System Sustainment
WWRS—Worldwide Warehouse Redistribution Services

Attachment 2

ORGANIZATIONAL CHART

A2.1. Organization Structure. The organization structures of HQ AFMC are according to the AF Objective Blueprint, AFI 38-101, *Manpower and Organization*, and HQ USAF approved variances to the structures. The approved Blueprint organization is found at https://static.e-publishing.af.mil/production/1/af_a1/publication/afi38-101/afi38-101.pdf

A2.2. Organization Changes. Requests to change the organization structures of HQ AFMC must be made according to AFI 38-101 and HQ AFMC/A1/A1M policy guidance. Requests must be approved by the HQ AFMC directorate and submitted, with justification, proposed mission statements and organization charts, to HQ AFMC/A1 for staffing and approval.

Figure A2.1. Organizational Chart.

