



DEPARTMENT OF THE ARMY
U.S. ARMY INSTALLATION MANAGEMENT COMMAND
2405 GUN SHED ROAD
JOINT BASE SAN ANTONIO FORT SAM HOUSTON, TX 78234-1223

IMCG

MEMORANDUM FOR ALL U.S. ARMY INSTALLATION MANAGEMENT COMMAND (IMCOM) PERSONNEL

SUBJECT: Policy Memorandum 5-2, IMCOM Service Culture Initiative (SCI)

1. Reference: IMCOM CG WARNING ORDER 01 to OPORD 16-119: Service Culture Initiative Campaign, 302030ZSEP16.

2. Purpose. To provide policy for the establishment of a culture of service excellence throughout all echelons of Installation Management Command (IMCOM) – Headquarters, IMCOM Directorates (IDs), Army Environmental Command, and garrisons.

3. Applicability. This policy applies to all IMCOM organizations.

4. Policy

a. IMCOM is a supporting command and a service provider organization which provides a unique and special contribution to Army readiness. As such, we are committed to delivering programs and services with a sense of pride, professionalism, and in keeping with Army values.

b. The Army is facing a changing environment, one that is characterized by reduced resources (funding and personnel), while readiness requirements remain constant. IMCOM can no longer deliver programs and services to the same level as we have over the past decade and that those we support have come to expect. We must prioritize and deliver the right services, maximizing every dollar we spend. As we fine-tune programs, the manner in which we deliver our services becomes even more important. Additionally, we are asking more of our IMCOM professionals and it is critical that we recognize their contribution to supporting Army readiness. It is important that we return to the basics through engaged and caring leadership, commitment to service, self-reliance, and adherence to our core values. The IMCOM Service Culture Initiative provides the means to do this.

c. Service excellence is a by-product of how we treat our IMCOM professionals. If team members are led by engaged and caring leaders, feel valued and respected, are properly trained, and demonstrate Army values, they are more likely to deliver services in a professional and caring manner. In order to ensure all employees feel a sense of belonging to IMCOM, we will define and communicate who we are and what we stand for.

d. Service excellence is also a derivative of quality leadership. Leaders must be engaged with our IMCOM professionals, customers, and the communities we serve. IMCOM leaders will adhere to the principles and actions outlined in the IMCOM Leadership Pledge (Encl 1).

e. IMCOM On-boarding Program. In order to welcome and successfully integrate all newly assigned Soldiers and civilians to IMCOM, we will implement an on-boarding model. This five-phased approach provides a methodology and process to prepare new IMCOM professionals to become an active member of our team as quickly as possible. It establishes a sense of community and belonging to IMCOM, instills Army values, and results in increased employee performance and decreased turnover (Encl 2).

f. IMCOM Recognition Program. In order to ensure IMCOM professionals are recognized for behavior and performance that further the mission, goals, and values of the Army, we will implement the principles and select recognition activities outlined in the IMCOM Recognition Program. The IMCOM Recognition Program builds upon already established recognition and incentive opportunities within IMCOM and applies a multi-layered approach to recognition, providing opportunities at all echelons of the command. It includes a limited number of mandated activities designed to provide a baseline standard for employee and organizational recognition. IMCOM commanders and leaders will assess their current recognition program and as warranted, compliment/enhance their program through a series of optional programs (Encl 3).

g. IMCOM Operation Excellence (OPEX) Customer Service Training. In order to provide standardized customer service training across IMCOM, we will implement garrison-wide *OPEX* and *OPEX for Leaders* training. OPEX is a successful, experiential learning program that follows the Army Learning Model and has been delivered to over 44,000 Family and MWR employees. To expand the reach of OPEX across all of IMCOM, garrisons will maintain one lead OPEX customer service facilitator. These facilitators will complete the *OPEX Train-the-Trainer Certification Program* delivered by the IMCOM College of Installation Management. Once certified, they will facilitate *OPEX* and *OPEX for Leaders* training on garrisons (Encl 4).

5. Procedures. IMCOM leaders, at all levels, will take responsibility for creating a culture of service excellence within their organization. They will demonstrate a commitment to, communicate, coordinate and implement actions in keeping with the principles and components of the IMCOM Service Culture Initiative (Encl 5). IMCOM leaders will support and implement all facets of the IMCOM Service Culture Initiative. This includes all requirements associated with each enclosure.

6. Proponent. IMCOM Chief of Staff is the proponent for this policy. The POC is Matthew T. Margotta at (210) 466-1176 or Katy Carter at (210) 466-1233.

5 Encls

1. IMCOM Branding Guidelines
2. IMCOM Onboarding Program
3. IMCOM Recognition Program
4. IMCOM Operation Excellence (OPEX)
Customer Service Training Program
5. IMCOM Service Culture Initiative
Command Messaging

KENNETH R. DAHL
Lieutenant General, USA
Commanding

IMCOM Service Culture Initiative Command Messaging

Background – Purpose:

The Army is facing a changing environment, one characterized by reduced resources (funding and personnel), while readiness requirements remain constant. Army leadership directed all major commands to reduce resource and program requirements. Resources re-purposed by this effort will be used to “buy back” critical areas associated with maintaining Army readiness. Therefore, IMCOM can no longer provide the same level of service as we have over the past decade and that our customers have come to expect. We must prioritize, reduce and in some cases eliminate programs and services.

As a means to mitigate reduced resources and its effect on program and service delivery, IMCOM is embarking on an initiative designed to enhance the level of customer service and inculcate a culture (defined as shared value) of service excellence within all facets of the Command – The Service Culture Initiative (SCI). Built upon the premise that excellence in customer service is a by-product of how you treat your employees, the SCI establishes an environment where employees feel valued and respected, have engaged caring leaders, possess a sense of belonging or loyalty to the organization, and treat each other with dignity and respect. Provided this environment, employees are likely to have a positive attitude and enjoy working in the organization. This positive attitude is then “passed forward” to each other and those we support.

As a component of the SCI, IMCOM developed command messaging designed to ensure IMCOM professionals and those we support are informed and understand that:

- The Army is a Profession – it has its own set of values, ethics, standards, education, training, and commitment to serving our Nation.
- IMCOM team members (employees) are professionals – they provide a unique and vital contribution to Army readiness.
- IMCOM is a Supporting Command – we support Army readiness, Soldier/Family self-reliance, and our Army’s Rugged Professionals.
- The Army/IMCOM are facing a changing environment – one characterized by reduced resources requiring adjustments to programs and services.
- IMCOM is taking steps to mitigate the effects of the changing environment – IMCOM transformation and the Service Culture Initiative are central to this effort.
- IMCOM (and each employee) is connected to and provides a vital contribution to Army readiness.
- The global IMCOM team of professionals deliver finely-tuned programs and services on installations to support senior commander priorities, infrastructure sustainment, Army training and readiness, and Soldier and Family programs.

Why this is important to the Army, Garrisons and Soldiers and Families:

During times of change, it is important that we communicate to those affected what is occurring and why. We must communicate and actively manage expectations for both those that provide the services, as well as those that receive the services. Garrison leadership and their employees are at the center of this effort. IMCOM transformation and the SCI provides us the opportunity and means to help inform and shape this effort.

IMCOM Mission Statement:

IMCOM integrates and delivers base support to enable readiness for a globally-responsive Army.

IMCOM Vision Statement:

Committed to Service — Enhancing Readiness — Foundation of the Army Culture

IMCOM Principles: S.E.R.V.I.C.E.

- **SERVICE:** We will value Soldiers and Families, we are committed to serving them.
- **EXCELLENCE:** We will execute our mission to the highest standard possible.
- **RESPECT:** We will treat everyone with courtesy, dignity and respect.
- **VISION:** We will anticipate and remain agile in a dynamic environment.
- **INTEGRITY:** We will hold ourselves to the highest professional standard.
- **COMMUNICATION:** We will connect and engage with our communities, our customers, and with each other.
- **EMPOWERMENT:** We will make a positive impact on the lives of each other and those we serve.

Visual Displays – Products:

IMCOM created a number of visual displays and graphic illustrations to support the Service Culture Initiative and assist leaders in communicating to various audiences.

Who We Are: A graphic one slide depiction of who we are and what we represent as a command. This is intended to be used at employee town halls, leader led engagements, external community engagements, etc. to assist in communicating and informing targeted audiences of who IMCOM is and what we represent. Leaders are encouraged to display the Who We Are slide in office spaces, common areas, and show

and discuss the slide and what it means at the beginning of each briefing or employee engagement.

IMCOM Principles: The IMCOM principles are desired behaviors we expect all IMCOM professionals, but acknowledge the unique role of IMCOM in supporting Army readiness. They encourage all employees to strive for service excellence and hold themselves to the highest standards.

The principles create the acronym “S.E.R.V.I.C.E.” (Service, Excellence, Respect, Vision, Integrity, Communication, and Empowerment) to reinforce the message that IMCOM’s provides service to the Army and the Nation by enabling Army readiness.

Effective immediately, the IMCOM principles, their meaning, and whenever possible the graphic depiction should be used to illustrate the desired behaviors we expect from IMCOM professionals. These principles should be communicated, emphasized and incorporated as part of establishing and evaluating IMCOM professionals’ expectations, performance standards and recognition. The principles should be placed and shared on all web, social media and electronic products immediately, and should be printed and displayed when available resources allow.

IMCOM Leadership Pledge: In order to ensure IMCOM leaders clearly understand their roles and responsibilities, the IMCOM Leader Pledge establishes and codifies the principles and requirements associated with engaged and caring leadership. IMCOM leaders will adhere to and implement all components as outlined in the Pledge. The Leadership Pledge will serve as a visible reminder, to both leaders and the led, of the minimum requirements and expectations associated with providing effective, caring and engaged leadership.

IMCOM Leadership Pledge

Taking care of our customers begins with taking care of our most valuable asset – our IMCOM professionals.

IMCOM Leaders will provide our professionals the same concern, respect and caring attitude that we expect them to share with our customers— Soldiers, Families, Civilians and Retirees.

We pledge to position you for success with:

- An impactful on-boarding and orientation experience to welcome you to the IMCOM Team.
- Clear performance standards; to include standards for service excellence.
- An individual development plan (IDP) developed with your supervisor; reviewed during periodic counseling.
- Opportunities for personal growth and professional development.
- A recognition program to reward service and performance excellence.
- Engaged Leaders who seek and welcome your input and take action to continuously improve.

- An organization that embraces the concept of *Team, Teamwork* and *Empowerment*.
- A promise to hold ourselves and each other accountable to our commitment to service excellence.

Effective immediately, the IMCOM Leadership Pledge, its meaning, and whenever possible the graphic depiction should be used to illustrate to both employees and customers that IMCOM leaders acknowledge, recognize, value and respect their contributions and are pledged to support them. The IMCOM Leadership Pledge should be communicated, emphasized and incorporated as part of IMCOM professionals' expectations, performance standards and recognition. These pledges should be placed and shared on all web, social media and electronic products immediately, and should be printed and displayed when available resources allow.

IMCOM Pledge to Our Customers: As important as it is for IMCOM professionals to know what they can expect from their leaders, it is also important for those we support (our customers) to know what they can expect from us. The IMCOM Pledge to Our Customers establishes and codifies the actions and behaviors expected of IMCOM professionals as they engage with and support our customers and each other.

IMCOM Pledge to Our Customers

IMCOM acknowledges the special contribution and sacrifice of Soldiers and their Families to our nation. As a service provider organization, we are committed to providing programs and services delivered with a sense of individual pride, professionalism, and in keeping with the spirit of Army values and IMCOM principles. We create value for our customers through consistent and easily-accessible service.

We will:

- Deliver quality products and services.
- Build relationships – with communities, with our customers, and with each other.
- Be kind and respectful to those we serve.
- Conduct ourselves professionally.
- Welcome and encourage feedback; we will communicate and listen.
- Provide neat, professional and aesthetically pleasing facilities.
- Take ownership of our actions.

Effective immediately, the IMCOM Pledge to Our Customers, its meaning, and whenever possible the graphic depiction should be used to illustrate to both employees and customers that IMCOM acknowledges and recognizes the service and sacrifice of Soldiers and their Families and is pledged to provide them the best possible service and support. The IMCOM Pledge to Our Customers should be communicated, emphasized and incorporated as part of IMCOM professionals' expectations, performance standards and recognition. These pledges should be placed and shared on all web, social media