



DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT JACKSON  
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FORT JACKSON SC 29207-5015

IMFJ-ZA

21 October 2019

MEMORANDUM FOR U.S. Army Garrison (USAG) Fort Jackson Directorates, Support Offices, and Management & Control Offices

SUBJECT: USAG Policy Memorandum #22 - Garrison Service Culture Campaign (SCC)

1. References:

- a. IMCOM CG WARNING ORDER 01 to OPORD 16-119: Service Culture Initiative Campaign, 301030ZSEP16.
- b. IMCOM OPORD 17- 061: Service Culture Initiative Campaign, 281830ZAPR17.
- c. 2018 USAG Fort Jackson On-Boarding and Out-Processing Procedure Policy.
- d. 2018 USAG Fort Jackson Annual Performance Award Policy Memorandum.

2. Purpose. To provide policy for the establishment and long-term sustainability of a culture of service excellence throughout all echelons of USAG Fort Jackson.

3. Applicability. This policy applies to all USAG Directorates, Management & Control Offices, and Support Offices.

4. Policy.

a. The USAG Fort Jackson is a supporting command and a service provider organization that 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 IMCOM and 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 the same way as we have over the past decade, especially to the level that those who 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

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that we return to the basics through engaged and caring leadership, commitment to service, self-reliance, and adherence to our core values. The IMCOM and USAG Fort Jackson's Service Culture Campaign 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 and Fort Jackson, we will define and communicate who we are and what we stand for.

d. Service excellence is also a derivative of quality employees and leadership. Leaders must be engaged with our Garrison professionals, customers, and the communities we serve. Fort Jackson Garrison leaders will adhere to the principles and actions outlined in the IMCOM Leadership Pledge. We must show a substantial commitment to our customers. Our Customer Service Representatives/Employees must be engaged with our customers (Soldiers, Family members, Retirees and Civilians) within the community we serve.

e. Garrison On-boarding Program. In order to welcome and successfully integrate all newly assigned Soldiers and Civilians to USAG Fort Jackson, we have implemented an on-boarding model. This approach provides a methodology and process to prepare new Garrison professionals to become an active member of our team as quickly as possible. It establishes a sense of community and belonging to USAG Fort Jackson, instills Army & IMCOM values, and results in increased employee performance and decreased turnover. Our Garrison leaders will abide by the on-boarding rules of engagement captured in the USAG Fort Jackson On-boarding instructions.

f. Garrison Recognition Program. In order to ensure Garrison professionals are recognized for behavior and performance that furthers the mission, goals, and values of the Army and IMCOM, we have implemented the principles and selected recognition activities outlined in the USAG Fort Jackson Recognition Program. The program builds upon already established recognition and incentive opportunities established by IMCOM, and applies a multi-layered approach to recognition; providing opportunities at all echelons of the command. The programs includes a limited number of mandated activities designed to provide a baseline standard for employee and organizational recognition. Garrison leaders will assess their current recognition program and as warranted, compliment/enhance their program through a series of optional programs.

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g. Garrison Operation Excellence (OPEX) Customer Service Training. In order to provide standardized customer service training across the Garrison, we have implemented Garrison-wide OPEX and OPEX for Leaders training. OPEX is a successful, experiential learning program that follows the Army Learning Model. To expand the reach of OPEX across all Directorates, Management & Control Offices, and Support Offices, the Garrison will provide training every quarter for newcomers, and refresher training for the rest of the command. The Garrison will maintain one lead OPEX customer service facilitator and one alternate. These facilitators will have completed the OPEX Train-the-Trainer Certification Program delivered by the IMCOM College of Installation Management. These certified facilitators will facilitate OPEX for Employees and OPEX for Leaders training for the Garrison.

5. Procedures. Garrison leaders at all levels, will take responsibility for creating a culture of service excellence within their offices and directorates. They will become familiar with the principles and components of the USAG Fort Jackson Garrison Service Culture Campaign, will assess their operations environment, and will enhance or implement additional or specified Service Culture related programs. Garrison leaders will support and implement all facets of the Garrison Service Culture Initiative. This includes all requirements associated with each enclosure of this policy letter and IMCOM OPORD 17-061: Service Culture Initiative Campaign.

6. Proponent. The Fort Jackson Garrison Plans, Analysis, and Integration Office is the proponent for this policy. The point of contact is the Garrison Service Culture Educator at (803) 751-2494.

7. Expiration. This policy memorandum remains in effect until superseded or rescinded.



JOHN W. HANKINS  
COL, AG  
Commanding