



**DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS UNITED STATES ARMY GARRISON, FORT JACKSON  
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AMIM-FJA (5-5d2)

30 June 2023

**MEMORANDUM FOR United States Army Garrison (USAG) Fort Jackson Directorates,  
Support Offices, and Management and Control Offices**

**SUBJECT: United States Army Garrison Policy Memorandum #21 - Operation  
Excellence (OPEX) Training Action Plan**

**1. References:**

a. U.S. Army Installation Management Command (IMCOM) COMMANDING  
GENERAL WARNING ORDER 01 to Operations Order (OPORD) 16-119 (Service  
Culture Initiative Campaign).

b. IMCOM OPORD 17-061 (Service Culture Initiative Campaign).

**2. Purpose.** To provide policy for sustaining an enterprise approach to providing  
standardized customer service training to the USAG Fort Jackson workforce.

**3. Applicability and Purpose.** This policy applies to all USAG Fort Jackson Directorates,  
Management & Control Offices and Support Offices. OPEX Training Program is modeled  
after the Family, Morale, Welfare and Recreation (FMWR) OPEX customer service  
curriculum. Non-Appropriated Fund (NAF) law and regulations prevent NAF faculty from  
fully training the IMCOM workforce outside of FMWR. This creates a training gap that  
leaves over half of the IMCOM workforce unsupported. To address this training gap,  
IMCOM instituted a train-the-trainer model utilizing the OPEX curriculum for Appropriated  
Fund (APF) personnel.

**4. Concept of Operations.** USAG Jackson's OPEX Training Program will subscribe to the  
same methodology and process that IMCOM follows. This program is designed to fully  
train all Garrison personnel (employees and leaders) in the finer aspects of customer  
service.

a. The Garrison Service Culture Educators will provide OPEX training to all  
Appropriated Fund employees, while FMWR Service Culture Educator will continue to  
train NAF employees.

b. Initial OPEX Customer Service training is a one-time attendance requirement.  
Leaders may choose to send select employees back through the training if the need is  
warranted. Reporting of OPEX training will be in compliance with the IMCOM reporting  
requirements, outlined in IMCOM OPORD 18-107.

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c. The course is also an essential part of on-boarding new team members; setting the standard and foundation of success for customer service delivery. The target audience for OPEX Training are all members of the Garrison. New employees should complete OPEX within their first 30-90 days of employment, if possible. Leaders have flexibility in how best to prioritize the scheduling of staff to attend OPEX training.

d. It is recommended that all Garrison staff attend OPEX because a key tenant of a customer-focused culture is that all customers, both “external” customers who utilize IMCOM’S “front-door” programs/services, as well as the “internal” customers (aka “back-door”) who serve each other as a team in executing the IMCOM mission, deserve courtesy and respect. The principles taught in OPEX equally apply to both audiences.

e. Soldiers assigned to IMCOM are expected to attend.

5. Methodology. The program consists of three (3) phases: Phase 1: Delivery of Initial OPEX for Employees and Leaders’ training; Phase 2: Annual Customer Service Refresher training; and Phase 3: Sustainment of Customer Service training for newly assigned personnel.

Phase 1: During this phase, all Garrison employees and leaders are required to attend the four-hour OPEX for Employees and Leaders’ training classes.

Phase 2: During this phase, leaders and employees will go through refresher training yearly; using the 20 example modules provided by the IMCOM Academy.

Phase 3: This is an on-going phase that will provide quarterly OPEX training for newly assigned employees and leaders. OPEX training opportunities for those employees and leaders can also go back through OPEX training.

a. Initial OPEX Employee training is a four-hour course that focuses on the service experience, successfully resolving challenging situations with customers, and being a professional when serving Garrison customers. Topics include:

- Learning Garrison Service Culture foundations.
- Creating strategies to deliver on the Garrison Pledge to our Customers.
- Applying the eight customer techniques.
- Projecting professionalism when delivering customer service.

b. The initial OPEX training for leaders is a four-hour course. The target audience is Directors, Managers and Supervisors. The Garrison APF Service Culture Educator will deliver OPEX for Leaders’ training for Directorates (Not including FMWR).

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Topics include:

- Generating ideas to improve internal customer service to team members.
- Creating strategies to empower team members.
- Building a positive recognition plan.
- Adapting one's own communication based on team members' preferred communication styles.

c. Beginning of each fiscal year, and after completing the initial one time requirement of the four hour OPEX for Employees and Leaders training, Garrison personnel will complete shorter annual customer service refresher training to maintain customer service competency and build higher-level skills. Refresher training for employees can be conducted at the lowest level, while the Garrison Service Culture Educator will facilitate refresher training for leaders.

d. Newly assigned employees should complete OPEX within their first 30 – 90 days of employment. The priority to attend should be the staff with direct contact with customers (face-to-face or over the phone). Directors, Management & Control Officers, and Support Officers have flexibility in how best to prioritize the scheduling of staff that attend OPEX training.

6. Training. Each IMCOM organization appointed an APF professional to serve as their primary customer service facilitator to support directorates outside of FMWR. Plans, Analysis, and Integration Office (PAIO) has the responsibility to appoint this facilitator within their office. The IMCOM College of Information Management (CIM) provides a robust train-the-trainer regimen to certify facilitators to deliver OPEX training. PAIO will ensure a representative attends the OPEX facilitator's course.

a. OPEX training is experiential learning programs that follow the Army Learning Model and adult learning principals. The training is designed for active participation, with an ideal size of 16-24 students per class.

b. This hands-on classroom training utilizes a variety of individual and small-group exercises. It is not lecture-driven and should not be delivered to groups in an auditorium setting. Small group settings encourage discussion amongst the group and helps people feel at ease in conversations.

c. In an effort to strengthen the customer service delivery across the installation, OPEX training will be made available to the U.S. Army Training Center (USATC) team, and our Partners-in-Excellence.

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d. PAIO will develop measurable Objectives & Key Results that show progression toward OPEX goals that are to be presented during Quarterly Integration Briefs.

7. Point of contact for this action is the OPEX Coordinator, PAIO, USAG Fort Jackson, at 803-751-6441.



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Commanding