



**DEPARTMENT OF THE ARMY**  
U.S. ARMY INSTALLATION MANAGEMENT COMMAND, PACIFIC REGION  
HEADQUARTERS, UNITED STATES ARMY GARRISON, HAWAII  
745 WRIGHT AVENUE, BUILDING 107, WHEELER ARMY AIRFIELD  
SCHOFIELD BARRACKS, HAWAII 96857-5000

REPLY TO  
ATTENTION OF

AUG 26 2016

IMHW-ZA

MEMORANDUM FOR All US Army Garrison-Hawaii (USAG-HI) Directorates and Staff Offices

SUBJECT: Policy Memorandum USAG-HI-14, Service and Facility Standards Policy for USAG-HI

1. References.

- a. Army Regulation (AR) 5-1, Management of Army Business Operations, 12 Nov 15.
- b. AR 420-1, Army Facilities Management, 12 Feb 08 (RAR 002, 24 Aug 12).
- c. IMCOM 2025 and Beyond, version 1, Nov 14.
- d. Family and Morale, Welfare and Recreation (FMWR) Customer Service Program.
- e. FMWR Employee and Customer Covenant.

2. Purpose. This memorandum defines customer service and facility appearance standards for all USAG-HI service providers and facilities, to include providing a framework for ensuring a positive customer service experience. We strive to ensure the service experience provided to Soldiers, Families, Retirees, and Civilians is consistent, objective, and measurable. The Garrison Customer Relationship Management Program achieves this by managing customer feedback, providing customer service training, and analyzing service performance measures to continuously improve the service experience. The Customer Relations Management Program Lead (CRMPL) develops, integrates and manages the Garrison Customer Service Program.

3. Applicability. This policy applies to all service providers, managers, directorates and organizations that provide customer service to the USAG-HI community.

4. Policy. It is the Garrison Commander's policy to support each community member through the Hawaiian value of "pono," meaning employees of USAG-HI must act in a polite, positive, and professional manner. The Customer Service Evaluation Form is the tool used to assess compliance with service standards (see Enclosure).

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5. Responsibilities.

a. Directors, Special Staff Office Chiefs, and Agency Supervisors will:

(1) Ensure all employees, supervisors, and managers review the Garrison Service and Standards video entitled "The Customer Experience," at <http://www.garrison.hawaii.army.mil/crmt/>. Establish mechanisms that require and provide the opportunity for new employees to review this video within the first 14 days after reporting for duty or in-processing.

(2) Ensure the Customer Service policy is implemented and all service providers are in compliance with service standards.

(3) Incorporate a program to recognize customer service excellence as part of their existing employee recognition and awards programs. The individuals are eligible for the Excellence in Customer Service coin presented by the Garrison Commander. Supervisors should ensure customer service standards are included in individual performance objectives and evaluations.

b. USAG-HI Chief of Plans, Analysis, and Integration Office (PAIO) will:

(1) Direct the CRMPL to manage the Mystery Customer Program and provide evaluation feedback to the Garrison Commander, Directors and Office Chiefs.

(2) Develop, implement, and maintain a customer feedback processing channel and report results as part of the Customer Satisfaction Index.

(3) Educate Directors and Staff Principals on how the Customer Relations Program can assist in identifying customer issues, best practices, and assist in improving services and programs across the Garrison.

c. Director, Family and Morale, Welfare and Recreation will:

(1) Manage the FMWR Customer Service Program.

(2) Coordinate customer service training for all Garrison Non-Appropriated Fund employees.

d. Workforce Development Program Manager will:

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(1) Coordinate customer service training for all Garrison Appropriated Fund and contracted employees.

(2) Maintain statistical data regarding employee customer service training completion.

(3) Develop training plans to improve service provider shortfalls identified through customer service feedback mechanisms.

## 6. Standards.

a. Exterior Facility Management. The exterior of each facility and surrounding landscape will be neatly maintained with no visible debris. This includes, but is not limited to, grass cutting, weed removal, and clean walkways.

### b. Interior Facility Management.

(1) The interior of garrison facilities will be organized, clean, and free of clutter or trash.

(2) Directional signs to services/offices will be displayed in a neat and professional manner.

(3) Operating hours will be posted in an obvious/visible area for customer information.

(4) Bulletin boards will display only current information and be free of clutter; private organization or unit (non-garrison entities) solicitations are prohibited.

(5) Changes in hours of operations, location, or contact information will be coordinated with other impacted agencies and organizations. Ensure all changes are published in the U.S. Army Hawaii Community Information Bulletin.

(6) Customer reception areas will be well furnished with enough seating to accommodate average customer visitor volume for the area.

(7) Ensure ICE advertisement with Quick Response Code (QRC), ICE poster, ICE information Trifolds, and Pono poster are visible and available to customers at points of service.

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c. Employee Service Provider Standards.

(1) Greet each customer within 30 seconds of entering the customer service area.

(2) Provide instructions for sign-in or similar queuing systems; ensure customers have required documents prior to or during sign-in.

(3) Affix organizational name tag to outer garment so that it is easily visible to customers.

(4) Demonstrate polite, positive, and professional conduct throughout the customer interaction process.

(5) Acknowledge any delays in service and provide estimated wait time for service.

(6) At the completion of the service, ask whether service needs were met and ascertain whether further assistance is needed.

(7) Offer customer an opportunity to comment about their service experience via ICE.

(8) Thank the customer for the opportunity to provide service and visiting the facility or office.

d. Telephone and Voicemail Service Provider Standards.

(1) Answering the telephone is every employee's responsibility throughout the Garrison. As a general rule, telephones must be answered within three (3) rings.

(2) When answering phones, employees will greet the caller, identify the office called, identify themselves to the caller and offer to assist the caller. Should a caller interrupt before finishing, employees will remain polite, professional and positive; listen intently for the purpose of the call. For example:

"Good morning, Public Affairs Office, (employee's name) speaking, may I help you?"

"Hello, Bowen CDC, this is (employee's name), how may I assist you?"

(3) Ensure voicemail is enabled to answer on the fourth ring.

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(4) Should the need arise to place a caller on hold, ask first if he or she minds holding and wait for the caller's response.

(5) When returning to a caller that was on hold, thank the caller for holding then proceed with providing assistance.

(6) At the conclusion of phone conversations, ask the caller if further assistance is required and thank the caller for the opportunity to serve him or her.

(7) Voicemail can be a valuable tool in queuing customer inquiries and represents an opportunity to create a positive impression of the office and its employees. It is designed to ensure callers do not become frustrated, but receive prompt customer service.

(8) Voicemail greetings must be current, understandable to the listener and concise. They should provide the caller with the name of the office, service provider reached, and whether he/she is out of office and unable to return phone calls. Employees who are out of office for more than one business day should leave the name and number of an alternate contact who can assist customers.

(9) Voicemail boxes should be checked frequently for messages. The owner of the voicemail box is responsible for checking messages and ensuring the box does not fill up.

e. Electronic Mail (e-mail) Standards. Communication via e-mail must be conducted in a polite, positive, and professional manner. E-mail responses must be clear, informative, and timely. All e-mails will include the following:

(1) A signature block at the end of the communication with first name, last name, title, office name, phone number, email address, and ICE link as a minimum.

(2) If used, avoid comments or quotes that could be viewed as offensive or inappropriate for the business environment. (As a reminder, contents of e-mail messages are considered public information.)

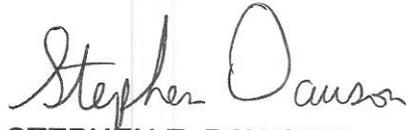
(3) Always check for spelling, punctuation, and formatting errors prior to sending an e-mail message.

7. This policy memorandum supersedes Policy Memorandum USAG-HI-52, SAB, dated 18 Jul 14, and remains in effect until cancelled or superseded in writing.

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8. Points of Contact for this memorandum are the Customer Relations Management Lead, Plans, Analysis, and Integration Office, at 656-0880 or [usaghi.cms@us.army.mil](mailto:usaghi.cms@us.army.mil) and Service Culture Educator, IMCOM Pacific, at 656-0572.



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COL, SC  
Commanding

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**USAG-HI CUSTOMER EVALUATION FORM**

Name of Facility Visited:

Date and Time of Visit:

Purpose for Visit:

Customer Name & email (optional):

	<b>Customer Service Standard</b>	<b>Met Standard</b>	<b>Did Not Meet Standard</b>	<b>Standard is N/A</b>
<b>Facility Exterior</b>				
1	Outside of the building and surrounding grounds are neat and clean with no visible trash ( grass and landscape maintained)			
2	Building signs clearly visible from the main traffic routes, with signs indicating the building number, agency(s) and services the building houses			
3	Operating hours posted in an obvious/visible area			
<b>Facility Interior</b>				
4	Neat and clean, free of clutter/trash, visually appealing			
5	Restrooms: neat/clean/in working order			
6	Directional signs to individual services/offices (neat and professional in appearance and display)			
7	Operating hours posted in an obvious/visible area (if not posted on the exterior)			
8	Bulletin boards: current information, uncluttered no private organization or company solicitation (non-garrison entities)			
9	Customer reception area well-furnished with ample seating for waiting			
10	ICE Poster with QRC is visible at point of service			
11	Pono poster is visible at point of service			
12	ICE Trifolds are visible/available at point of service			
<b>Employees</b>				
13	Customer greeted within 30 seconds upon entering the customer service area			
14	Instructions clearly given for sign-in sheets or similar queuing systems; confirmed customer had necessary documents during sign-in (if applicable)			
15	Nametag: Worn by employee (USAG-HI/DFMWR issued)			
16	Asked how they may be of assistance (both in person and on phone)			
17	Professional, Positive, and Polite during customer interaction			
18	Actively listened to the customer			
19	Demonstrated technical knowledge of service area			

