



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 Branding Guidelines

Introduction – Purpose:

IMCOM contributes to Army readiness by supporting Soldiers, Families and communities every day. It is important that IMCOM professionals and those we support know who we are and what we stand for. In keeping with an organization of our size and importance, and one that provides a unique and vital contribution to Army readiness, the IMCOM brand should be strong, vibrant and well known.

Army Brand Equity – The U.S. Army Brand exists to strengthen the Army position as an organization that Americans support, join, work for and recommend. A successful U.S. Army Brand unifies marketing efforts, creates efficiencies and reduces confusion in the market; building awareness and helping the Army to achieve its goals.

A clear brand hierarchy provides structure around the unique components that make up the U.S. Army. The Enterprise Army Brand and related brands support and enhance each other in a marketing context. This allows for differentiation while continuing to reinforce and build the overarching U.S. Army Brand.

In support of the Enterprise Army Brand, it is important IMCOM has a strong brand that clearly communicates how we support and where we fit into the Army hierarchy. In order to achieve this, we must consistently communicate with one voice when describing the organization. We must communicate to our IMCOM team members and those we support, informing them of our commitment to service and contribution to Army readiness. The IMCOM Branding Guidelines outlines the core principles and values that will guide IMCOM now and into the future. It standardizes our vision, mission, and organizational principles, while reemphasizing Army values (desired behaviors). Utilizing the newly developed Leadership Pledge and Pledge to our Customers that codify expected leader and employee behaviors, we will strive to impact the organizational culture focusing on engaged and caring leaders.

The IMCOM Branding Guidelines includes both the tools and the guidance on how to properly brand IMCOM as an organization comprised of caring, dedicated professionals who serve our Army. **We are the Army's Home.**

Summary. The IMCOM Branding Guidelines provides branding guidance and directives throughout all echelons of the command.

Applicability. This publication applies to all organizations and personnel within IMCOM.

Suggested Improvements. Users are invited to make comments, recommendations, and/or suggest changes as indicated in chapter 6.

Distribution. Distribution of this publication is available in electronic media only and is intended only for the members of IMCOM.

Maintained by the IMCOM Public Affairs Office (IMCOM-PA).

Chapter 1 – General Guidance

1-1. Army branding. A brand is an actively managed, unifying set of organizing principles that show the world what we do, who we are, and what we stand for. A brand identifies what people think of you, how you project yourself, and what others say about you. A brand is not a “snappy” logo or tag line. It is not an advertising campaign or marketing issue. Having an effective brand does not occur naturally; it must be cultivated. A brand is the discipline that guides the way an organization thinks, acts and communicates. Together, these drive perception and reputation.

There are many benefits of having a strong brand. Internal to the organization a strong brand provides; clarity of purpose, a filter for decision making, motivation and streamlines efficient marketing efforts. Additionally, it allows professionals to have a clear understanding of what their organization does, what it stands for, and their contribution to it. From an external standpoint, a strong brand provides; recognition, differentiation to other organizations, loyalty, and can be used to attract quality people to the organization. All of these benefits impact the organization and its performance.

As stated in the Army Enterprise Brand Training, “The Army is a large and diverse force with an incredible history. Somewhere along the way; we lost sight of how powerful it is to speak with one voice; be identified as one service and recognized for all the good that we do as a total force - Active, Reserve & Civilian Components – “in the eyes of our key audiences.” In order to address this, the Enterprise Army Brand is used internally across commands and externally across constituencies - to inform enterprise wide cohesion, drive positive perceptions, and establish a unique and own able positioning for the U.S. Army. The goal is to transition from an organization that is comprised of diversified units, fragmented identity and messaging, decentralized culture with multiple recruitment efforts to one that transcends a unified Army through brand, voice and actions.

The goal of the new Army brand direction is to build the Enterprise Army Brand; a consistent and monolithic brand. This means units currently using distinct identities must be brought in line with a consistent identity, story, messaging and tone of voice. The Army star should take prominence in all communications, using the unit insignia and crest logos as secondary identifiers.

Subordinate unit or distinctive command/organizational brands complement and enhance the overall Army brand. They depict the many and varied sub-components that make up our Army. IMCOM will fully support this effort through our own internal branding effort.

1-2. IMCOM branding. As stated in the Introduction – Purpose, it is important for IMCOM to have its own strong brand supporting the Army Enterprise Brand. IMCOM provides unique and varied support to the Army. Our contribution to Army readiness and the strength of IMCOM’s relationship with Soldiers and Families is a direct reflection

on, not only IMCOM, but the Army. Advancing the relationship with those we support takes effort and is the responsibility of all IMCOM professionals. We must speak with one voice on who we are, what we do, and what we stand for – our identity must be clear. We must demonstrate and communicate our commitment to serving others. IMCOM professionals should take pride in being a part of IMCOM. They should take pride in who we are, what we do, and what we stand for. Those we support should value, respect and appreciate our service to them. This effort does not negate or minimize relationships with those we support (supported commands, senior commanders, etc.). It simply acknowledges that what IMCOM does is different – no other organization in the Army impacts Soldiers and Families to the level IMCOM does on a daily basis. Our installations are where Soldiers and Families live, play, train and prepare, build relationships, teams and communities, where they deploy from, and return to – **We are the Army's Home**. We must communicate this to IMCOM professionals and those we support.

1-3. Compliance schedule

a. Leaders at all levels in the organization are expected to review the guidelines and directives established by this policy, support Army and IMCOM branding efforts, and immediately begin to incorporate the products, messaging and talking points into their daily interactions with IMCOM professionals and those we support.

b. Products that are readily available at the publication date of this policy (reference chapter 5) should be deployed immediately. Within available resources, leaders at all levels should make immediate changes to meet the intent of the branding guidelines. This includes incorporating the products and messaging into web pages and social media, revising internal documents (example: briefing and signature blocks), and using the appropriate slides, posters, and flyers within their facilities as well as at town halls or other meetings. Immediate implementation of changes should be made with minimal cost to the organization.

c. Garrisons' internal and external signage and branding are required to meet Department of Defense (DOD), Army and IMCOM requirements during the scheduled life-cycle replacement of existing signage.

Chapter 2 – Operational Policies

2-1. Use of defining elements

a. IMCOM Mission and Vision statements: The following mission and vision statements are established for Headquarters (HQ) IMCOM. IMCOM Directorates (IDs) and garrisons should review internal mission and vision statements ensuring that they are nested with the IMCOM statements. IDs and garrisons are authorized to maintain/develop their own mission and vision statements, but when referring to the IMCOM enterprise brand, the statements below should be used. That is if you are

briefing someone on the mission and responsibilities of IMCOM, the IMCOM mission and vision statements should be utilized.

(1) Mission Statement: IMCOM integrates and delivers base support to enable readiness for a globally-responsive Army.

(2) Vision Statement: Committed to Service — Enhancing Readiness — Foundation of the Army Culture.

b. The Army values represent the desired behaviors we expect of all members of the Total Army Team – Soldiers and Civilians. Although specifically targeting Soldiers, Army values are equally applicable to all IMCOM professionals. IMCOM leaders should promote and emphasize adherence to these values. The Army values are; Loyalty, Duty, Respect, Self-less Service, Honor, Integrity, Personal Courage. Reference IMCOM Service Culture Initiative Sharepoint site for a graphic depiction of the Army values (https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx).

c. Principles are the norms, rules, or values that determine what is desirable and positive for a person, group, organization or community. Principles help guide individuals and organizations in determining the rightfulness or wrongfulness of its actions. The IMCOM principles complement Army values, but acknowledge the unique role of IMCOM in supporting Army readiness. They encourage all team members to strive for service excellence and hold themselves to the highest standards.

(1) The IMCOM 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.

(2) Principles defined:

- **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.

(3) 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 team member 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. Reference IMCOM Service Culture Initiative Sharepoint site for a graphic depiction of the IMCOM Principles (https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx).

2-2. IMCOM Leadership Pledge and Pledge to Our Customers

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 the organization.

- a 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 team member expectations, performance standards and recognition. The IMCOM Leadership Pledge should be placed and shared on all web, social media and electronic products immediately, and should be printed and displayed when available resources allow. Reference IMCOM Service Culture Initiative Sharepoint site for a graphic depiction of the IMCOM Leadership Pledge (https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx).

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 team member expectations, performance standards and recognition. The Pledge to Our Customers should be placed and shared on all web, social media and electronic products immediately, and should be printed and displayed when available resources allow. Reference IMCOM Service Culture Initiative Sharepoint site for a graphic depiction of the Pledge to Our Customers (https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx).

Chapter 3 – Physical Branding

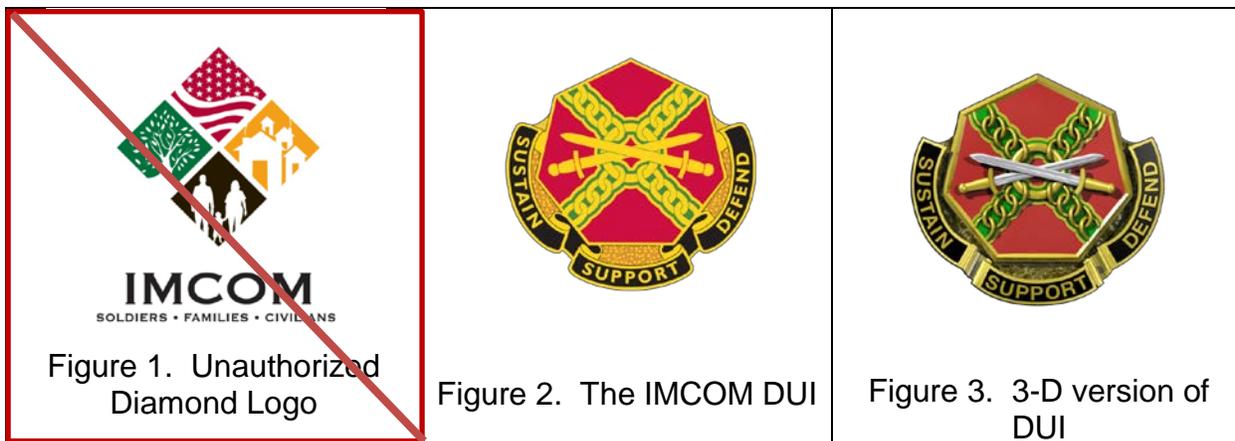
3-1. Use of the IMCOM brand

a. IMCOM Mission and Vision Statements: Within HQ IMCOM, these statements should replace any previous versions on all web, social media and electronic products (such a briefing slides) immediately. They should be replaced where resources allow on hard-copy printed products, such as brochures or other advertising mediums. When cost-prohibitive, signage can remain until the normal life-cycle replacement process.

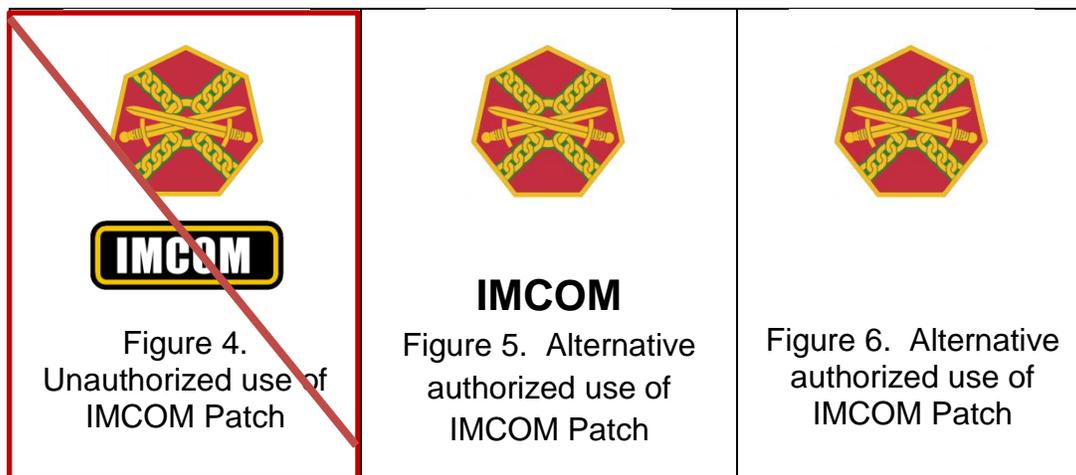
b. Effective immediately, use of the "diamond logo" is **no** longer authorized. Reference figure 1. This logo is not registered with the Army Institute of Heraldry, nor is it copyrighted. To the greatest extent possible, within available resources, IMCOM Headquarters, IMCOM Directorates and garrisons should make every effort to remove the logo and replace it with the IMCOM distinctive unit insignia (DUI). Reference figure 2.

c. The DUI is an official Army graphic, registered with the Army Institute of Heraldry. Changes or alterations to the DUI are not authorized. Care should be taken to ensure it is properly scaled so it is not distorted or cropped and not less than .5" in size when placed in documents or electronic media.

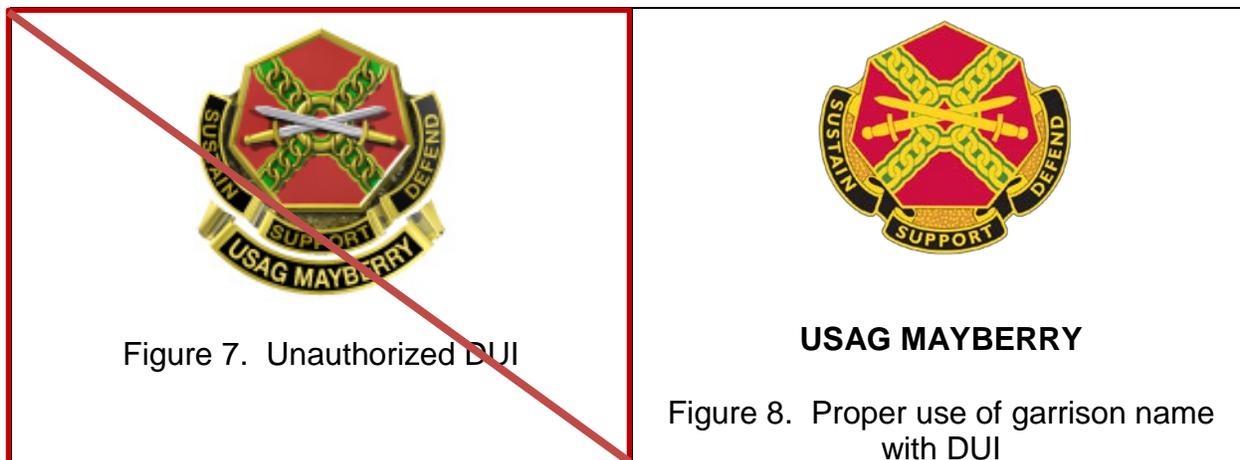
(1) On official and promotional products for both internal and external audiences, the three-dimensional graphic version of the DUI provided by the IMCOM Public Affairs Office and photographic representation (using the DUI from the Army service uniform) is also authorized for video only (not for slides, websites or digital signs). Reference figure 3.



(2) Photographic or digital representation of the IMCOM patch is authorized for use on web applications and promotional products (for example, t-shirts, coffee mugs or items not used in official correspondence or briefings). Reference figure 5 and figure 6.



(3) The addition of banners identifying garrisons is not authorized. Reference figure 7. To remain aligned with DOD standards, the garrison or installation name can be added as a separate element below the DUI. Reference figure 7. Text should be at least the distance of the height of the text in the banner to keep it from crowding the insignia.



d. The only authorized slogans or catch phrases authorized for use with the DUI is "We are the Army's Home." If new slogans or positioning lines, or changes to existing slogans or positioning lines are established, these will be published as separate guidance from IMCOM PAO.

(1) It is not the commander's intent to prohibit or limit the use of unit or organizational slogans or catch phrases that have historical or local heritage context, such as "Rock of the Marne" or "Home of the Airborne."

(2) Slogans or catch phrases that have historical or local heritage context are encouraged and authorized for use. Whenever possible, within design/space limitations, every effort should be made to clearly brand the item as part of IMCOM and the Army. For example, Army and/or IMCOM elements can and should be included in footers on web or briefing slide applications along with local brand elements.

(3) Currently, the phrase "Serving the Rugged Professional" is a seasonal campaign to highlight current Army and IMCOM priorities associated with supporting readiness. This seasonal addition to the tag line that may be phased out and replaced as senior leader priorities change. "Serving the Rugged Professional" should be used in addition to "**We are the Army's Home**" on products or in talking points when it assists in clarifying our service to the warfighter. This additional information concerning "Serving the Rugged Professional" can be found as part of the Service Culture Initiative Command Messaging. Information and resources can be found at the IMCOM Service Culture Initiative Sharepoint site (https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx).

e. IMCOM is not widely recognized (internally or externally) for the support we provide to the Army. To raise awareness on the array of programs and services IMCOM provides, the use of the IMCOM DUI in conjunction with other logos is encouraged. Reference figure 9.

(1) The Army logo and IMCOM logo should be used together in almost all instances. It is the Secretary of the Army's intent that all Army specific information is branded with the Army logo. Complimenting this, IMCOM's intent is to raise awareness of our support to the Army. To that end, the two logos should be co-branded whenever possible. When doing so, according to Army Marketing Research Group (AMRG) guidelines, the IMCOM DUI should be scaled to 80% the size of the Army logo. Reference figure 9 for an example of effective co-branding.

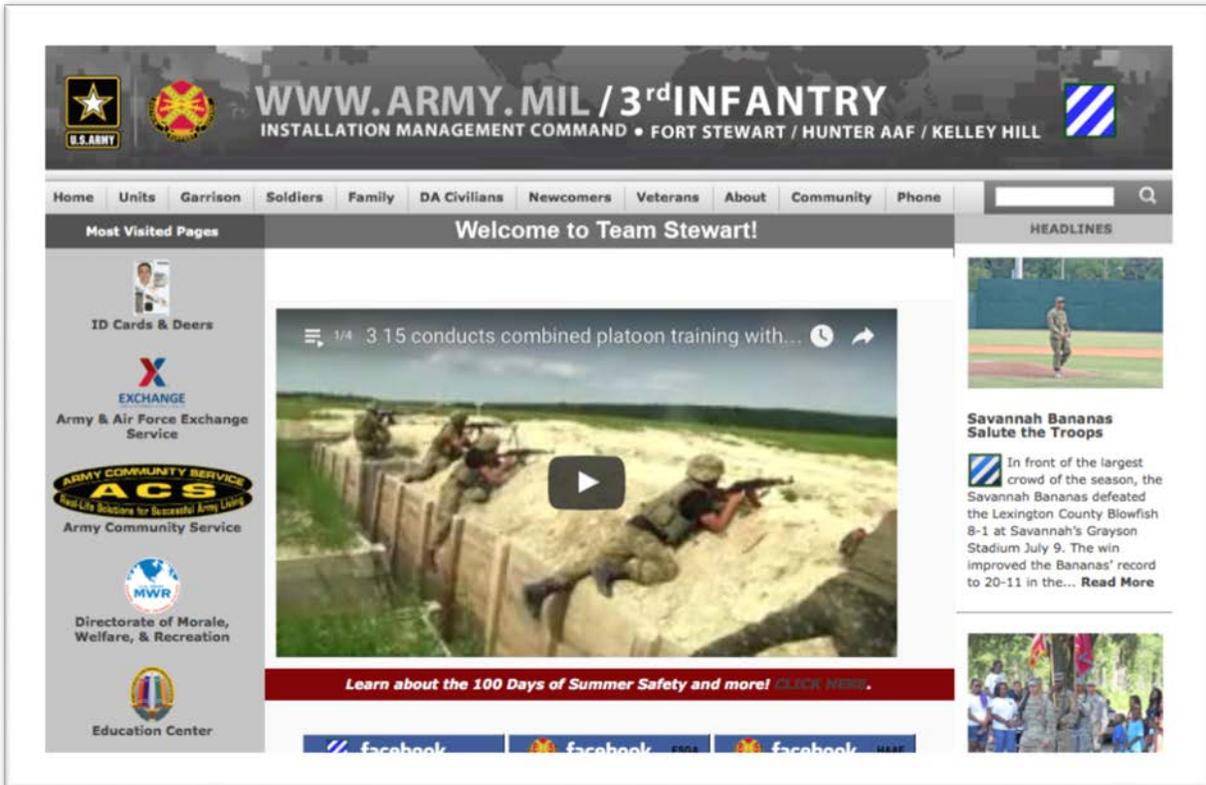
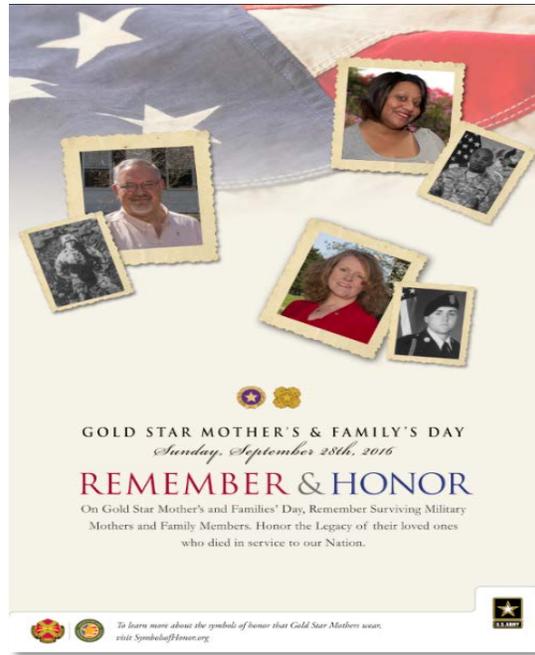


Figure 9. Effective use of co-branding linking the Army, IMCOM and unit brands.

(2) Internal and external audiences will remain unaware that Family and Morale, Welfare and Recreation (Family and MWR) programs are provided through IMCOM unless activities are appropriately co-branded. In time, the IMCOM DUI may become synonymous with Family and MWR, but in the meantime, using both logos raises awareness of the relationship. The Family and MWR logo should not be scaled larger than the IMCOM logo. Use of all three logos (Army, IMCOM and MWR) on promotional materials (that is, signs, banners, etc.) is highly encouraged. For more information on Family and MWR branding refer to www.MWRBrandCentral.com. When using a third logo in conjunction with the Army and IMCOM logos, the third logo should be scaled to 50% of the Army log. Reference figure 10 and figure 11.



Figures 10 & 11. Examples of cobranding promotional materials with Army, IMCOM and MWR brands (left), or sub-brands in the MWR family of brands above.

(3) Other unit or organizational logos can also be used in conjunction with the IMCOM and Army logos, when appropriate. UFC 3-120-01 allows installations to retain unique sign solutions that reflect their cultural heritage and historical significance (paragraph 1-1.2). It is not the Secretary of the Army or IMCOM Commander's intent to eliminate, remove or replace existing signage or the use of local graphics that promote esprit de corps, or heritage and historical awareness, but rather to add the IMCOM and Army strength to the local brand. This graphic illustration (example – not a requirement) depicts how a simple and relatively inexpensive change can add the power of the Army brand to existing signage. Removing one of the two caltrops on the Bernie Beck gate at Fort Hood and replacing it with an Army logo, clearly illustrates to passing traffic that this is an Army installation. Similarly, adding the IMCOM logo to MWR facilities helps develop the association between the two organizations. Reference figure 12.



Figure 12. Adding the Army brand to existing branding.

3-2. Standardized elements

As they are identified, the commander will standardize branded elements throughout the enterprise to create a consistent style and ensure consistent use of messaging through the command.

a. Effective immediately, the following briefing slides will be used throughout HQ IMCOM when briefings are presented to the IMCOM Command Group. IMCOM recognizes and respects local installation slide templates in order to brand local garrisons and/or supporting commands. Downloads are available on the IMCOM Service Culture Initiative Sharepoint site (https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx). These slides incorporate Army and IMCOM branding by aligning colors, slides, and Army branding standards with IMCOM messaging.

(1) For HQ IMCOM elements or internal briefings involving only IMCOM units or employees. Reference figure 13.

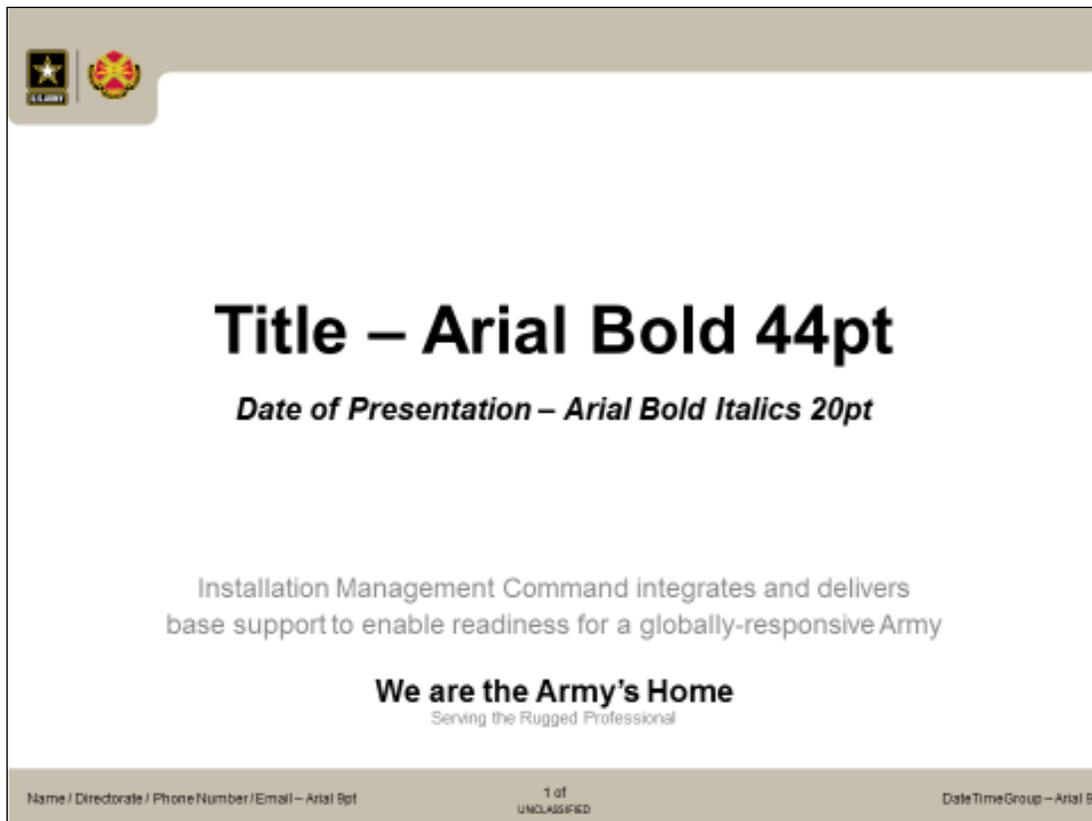


Figure 13. Standardized slide deck.

(2) For garrison or subordinate elements where the inclusion of a mission or unit logo is desired to be inclusive. Reference figure 14.

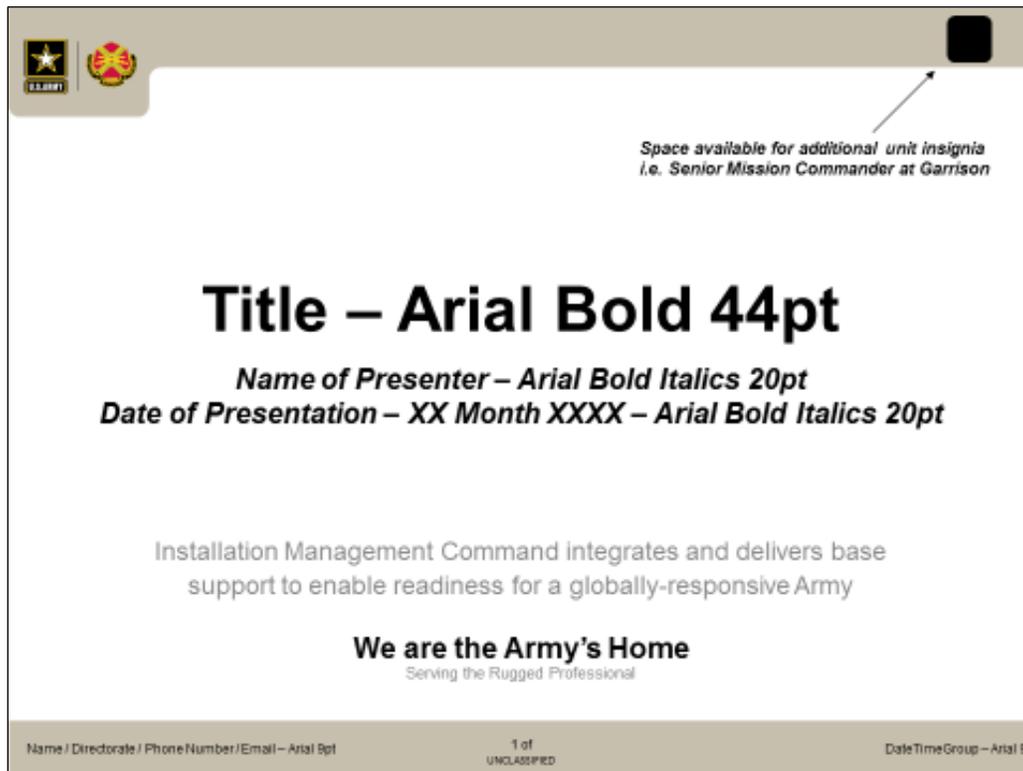


Figure 14. Garrison/subordinate element branding.

b. Signature blocks.

(1) Effectively immediately, signature blocks throughout the command will contain the sender's name, title, organization, desk phone number (with DSN prefix) the IMCOM tag line (We are the Army's Home). "Learn more at www.imcom.army.mil".

(2) Signature blocks throughout the command are inconsistent with the information they contain, often causing customers to seek phone numbers, address, or other agency information via other means.

(3) Personalized references tailored to each individual (that is, quotes, personal mottos, etc.) are inconsistent with Army or IMCOM branding.

(4) Optional items (reference figure 15 - RED) are the address, building and/or cubicle number, an official cell phone or fax number (if applicable), and when required, legal disclaimers (placed after the IMCOM tagline). If requirements exist for inclusion of Interactive Customer Evaluation (ICE), please follow local policies.

First Last Name
Title
Department/Division
Building xx, Room xx and/or Cube xx
xx Street address
USAG _____, STATE
Desk: (xxx) xxx-xxxx
DSN: xxx-xxxx
Cell: (xxx)-xxx-xxxx

We are the Army's Home

Figure 15. Standardized signature block.

Chapter 4 – Development of New Branding Elements

4.1. Application for additions to the IMCOM family of brands

a. New logos or slogans of any type will not be created without the approval of the IMCOM Commanding General or his designated representative.

(1) Subordinate organizations or staff sections wanting to establish a new brand item will staff the request through the IMCOM Public Affairs Office, the IMCOM Staff Judge Advocate's office, and IMCOM G9 before forwarding to the IMCOM Commanding General for consideration.

(2) A clear and compelling justification (for example, Business Case) for the creation of new branding elements must be made before approval will be considered. The intent is to reduce and consolidate brands wherever possible. New brands will be allowed by exception only.

b. New domain names may not be established without the IMCOM Commanding General's approval. Requests will be staffed the IMCOM Public Affairs Office, the IMCOM Staff Judge Advocate's office, IMCOM G9, and the web standardization working group before forwarding to the IMCOM Commanding General for consideration.

(1) The command no longer has the resources to create and maintain a new social media or web presence every time a new platform is introduced. Garrison marketing and PAO offices should work together to determine the best way to share resources and effectively communicate to their audiences.

(2) In order to ensure that IMCOM's brand is not diluted or confusing to the target audience, we must ensure that conflicting messages and visual brands are not reflected within the IMCOM web presence.

Chapter 5 – Product Portal

All brand materials (that is, templates, logos, etc.) are available for viewing and download on the IMCOM Service Culture Initiative Sharepoint site (https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx). Leaders are encourage to visit the site and to use the resources provided rather than creating their own to ensure the IMCOM brand is presented in a uniform manner throughout the command.

IMCOM Onboarding Program

Introduction – Purpose

The purpose of the IMCOM Team Member On-boarding Program is to provide guidance and a framework for the welcome and integration of all newly assigned Soldiers and civilians to Installation Management Command (IMCOM). It applies to all echelons and subordinate commands within IMCOM.

The IMCOM Team Member On-boarding Program is intended to help us retain our team members, get them ready to become a productive member of our organization as quickly as possible, and provide all with a sense of community and belonging to IMCOM. As stated in our IMCOM Leadership Pledge, we are committed to providing our team members a robust orientation and on-boarding to welcome them to the IMCOM Team.

To that end, the guidelines and tools provided within the IMCOM Team Member On-boarding Program will help us begin, enhance, or expand onboarding programs within the command. The program is intended to start a comprehensive onboarding program from scratch, or find new ideas, best practices, or additional resources to enhance current programs.

Part 1 - Philosophy, Principles and Tips

What is on-boarding: On-boarding is the process of acclimating and welcoming new team members into an organization and providing them with the tools, resources, and knowledge to become successful and productive.

While orientation prepares a team member for their first day of work, on-boarding is a broader, more long-term process that helps new team members acclimate smoothly, perform better in their jobs sooner, and gain a clear understanding and establish a closer connection to IMCOM's unique culture and values – all toward becoming an engaged and contributing part of the IMCOM Team.

On-boarding starts before the team member arrives and often encompasses a full series of activities over a professional's first year within IMCOM. Successful on-boarding requires commitment and effort, not only by the new team member, but by leaders at all levels within the organization.

Why is on-boarding important: Research has established a strong connection between an employee's sense of belonging (community) to an organization or business and its relationship to improved productivity and organizational effectiveness. Engaged team members are willing to take extra initiative and put extra effort into work responsibilities. Additionally, employee/team member sense of belonging to the

organization promotes the perception that their work matters to the success of the organization's overall mission.

Engaged team members:

- Use discretionary effort.
- Are motivated to do their best work.
- Are connected to the IMCOM Team – they feel a sense of belonging to our organization.
- Contribute to the overall success, and understand their role in support of the IMCOM mission.
- Function as an engaged ambassador on behalf of IMCOM to coworkers, potential team members, the Soldiers and Families we support, and local communities.

The best way to successfully engage team members is through a meaningful on-boarding process. On-boarding ensures that new team members feel welcome, informed, prepared, and supported. This increases team member success, satisfaction, and retention, allowing IMCOM to meet its goals and fulfill its mission.

Research shows that team members make the critical decision to stay or leave within the first six months of arrival to the organization and that having the new team members participate in an on-boarding program can maximize retention, engagement, and productivity.

On-boarding is more than just in-processing and completing administrative requirements or annual training. It is where we communicate who IMCOM is; what we stand for, our culture, our values – it sets the new team member up to be a successful and contributing member of our Team. It has the benefit of retention, but also development.

IMCOM's on-boarding program will set the foundation for a well-engaged team member who is a champion of IMCOM's mission, goals, and Army values.

IMCOM Team Member On-boarding Program Goals: IMCOM's Team Member On-boarding Program aims to:

- Welcome and successfully orient new team members – create an initial positive impression that IMCOM is a professional organization comprised of engaged, caring and supportive leaders.
- Increase new team members' initial productivity; educate them on IMCOM's mission, culture, goals, and principles through a comprehensive team member and leader centric on-boarding process.
- Improve retention rates and the engagement of new professionals. By providing the wide array of information that team members need in order to feel engaged, successful, and connected to the IMCOM Team, this program will reduce time

spent rehiring and retraining, leading to a reduction in our downtime costs and an increase in overall organizational productivity.

- Increase new team members' chance to succeed while reducing the level of apprehension and frustration often experienced in starting a new position.
- Provide in-depth, timely information over an extended period of time, so that the information is useful and memorable for the new team member.
- Provide new IMCOM professionals' specific job related training, ensuring they have a clear understanding of their roles and responsibilities, the requisite knowledge and tools to perform their duties, and a clear understanding of organizational expectations.
- Increase team member engagement within the organization. Offer new IMCOM professionals the opportunity to meet other new and long-standing team members, to include leaders, within the organization at a variety of forums and times, thereby involving and immersing them in the IMCOM culture and Army values from an early date of their tenure within IMCOM. This fosters early engagement, a sense of belonging, enhancing initial productivity and contribution to our organization.
- Offer a systematic method for introducing new professionals to IMCOM as a whole; mission, organizational structure, key personnel, customers – supported units and community, and policies, processes and procedures. This provides new team members a contextual structure to understand where they fit within the overall mission of IMCOM, the garrison and their specific directorate, division or branch. This also supports a team member's sense of belonging within IMCOM.
- Improve their productivity, engagement, morale, and overall chance for success.

Leaders are the Critical Link: The number one factor in team member engagement is the relationship with their supervisor (leader). On-boarding is the most effective way to get that relationship off to a good start and to maintain it throughout the professional's tenure with IMCOM.

Leaders, at all levels, are the most influential person in the on-boarding process. It is a leaders' responsibility to welcome our new professionals and introduce them to our organization's culture and Army values.

New team members arrive eager and excited about joining a new team. They want to make a positive impression and to contribute to the organization. They want to feel like they are an integral part of the team – quickly. It is a leader's job to channel that energy toward success by helping them become readily acclimated and integrated within your organization. A leader's on-boarding role, which begins before their first day and lasts through their first year, is crucial. The more effective and engaged leaders are, the more effective and engaged your team member will be.

Leaders are the critical link in this process. Following the guidelines and using the tools provided in the IMCOM On-boarding program will help us be successful in this endeavor.

Guiding Principles: The IMCOM On-boarding Program is built on 4 pillars— (1) Leader Engagement/Involvement, (2) Orientation to Organizational Culture, Principles, Expectations, and Army Values, (3) Career Support and Professional Development, and (4) Building Beneficial Relationships.

1. Leader Engagement/Involvement: An effective on-boarding program requires leader commitment, involvement and engagement at all levels. Leaders must take an active role in ensuring that new team members are properly welcomed and on-boarded within the organization. Leaders set the tone and create the initial first impression of the organization and its people in the mind of the new team member. This begins with the initial contact (welcome letter or e-mail), ensuring the assignment of, and active engagement of a sponsor, and participating in on-boarding activities. It is critical to actively follow and take an interest in ensuring the new professional receives everything they need to become a contributing member of the organizational team as quickly as possible. Leaders should be engaged in and establish the conditions of a successful on-boarding program.

2. Orientation to Organizational Culture, Principles, Expectations, and Army Values: While we may assume that new team members will learn IMCOM culture, principles, and understand your organizations expectations by socializing with other members of the Team, cultural norms can be elusive and ill-communicated – thus, culture is not something we should leave to chance. Ensuring that all new IMCOM professionals, early on in their tenure with our organization, gain an understanding of IMCOM's mission (what we do and why), our unique culture, values, and organizational expectations is critical to ensuring early team member engagement and productivity. The IMCOM On-boarding Program offers a variety of tools to accomplish this. Foremost is the IMCOM Team Member Orientation (TMO) forum. TMO should be attended within the first 30 days of the team member's arrival. TMO focuses on orienting new professionals to IMCOM's culture, mission, principles, Army values, and providing the team member an understanding of where they fit in to the organization. Additionally, showing how their efforts support Army readiness and contribute to the overall accomplishment of the organizational and IMCOM mission gives them a sense of belonging to the larger organization.

3. Career Support and Professional Development: The process and effort to acclimate a new team member to IMCOM and your organization should begin the moment we offer them the position, and the process should continue for a full year after they begin work. Considering that almost a third of IMCOM professionals who have been in their current job less than six months are already job searching, offering ongoing career support, assistance, and guidance during the early months is one of the most important things we can do to ensure we retain our professionals. This includes ensuring our team members are provided clear performance standards and are assisted in developing an initial individual development plan (IDP); then refining as the year progresses. Provide performance feedback – both formal and informal. Providing team

members the necessary job specific training to accomplish his/her responsibilities, and making known to IMCOM professionals the opportunities for training and professional development.

4. Building Beneficial Relationships: A new IMCOM team member may not know who to turn to if they want to share an idea or have questions about their role and specific processes. Being confident and fitting in at a new organization means not just having a mentor, but also having a “work buddy” and peers to interact with. This means actually having someone there to be supportive every step of the way. New team members will perform at much higher levels when they have strong interpersonal networks.

Successfully welcoming and on-boarding a new IMCOM professional requires planning, careful thought, and effort – especially from leaders. However, it is effort worth spending. The IMCOM On-boarding Program aims to provide a supporting and welcoming environment to its new professionals, with the goal of gradually inculcating them with the unique culture of IMCOM. Our on-boarding program is designed to bring new IMCOM professionals up to speed, while actively involving and engaging them as part of IMCOM’s team member centric culture. IMCOM leaders, at all levels, take pride in our professionals, seeking to recruit and retain only the best team members – those that demonstrate Army values and the IMCOM principles of S.E.R.V.I.C.E. (Service, Excellence, Respect, Visionary, Integrity, Communication, Empowerment). IMCOM’s on-boarding program will help ensure that those who are new to the organization fully understand and embrace these values and will rapidly integrate into our organization, becoming engaged, highly motivated and productive members for years to come.

Part 2 - Five Phased Approach

The IMCOM On-boarding Program outlines a methodology and process designed to fully orient and integrate new professionals into IMCOM. The program consists of five (5) phases— Phase 1: Pre-arrival and Sponsorship; Phase 2: Arrival and Welcome; Phase 3: In-processing – First 30 Days; Phase 4: Orientation – First 30 – 180 Days; Phase 5: Integration – Completion First Year.

Phase 1: Pre-arrival and Sponsorship. This phase focuses on setting the conditions for the arrival and successful on-boarding of the new IMCOM professional. It includes initial contact with the new team member, assignment of a sponsor, leader and sponsor welcome letters or e-mail, preparing for the team member’s arrival, administrative coordination, and ensuring that all coordination and preparation made supports a warm and welcoming arrival.

Phase 2: Arrival and Welcome. The goal of this phase is to personalize the welcome of new professionals to the IMCOM Team. It includes an initial link-up with the new team member once he/she arrives, leader welcome, introduction to co-workers and staff, tour of the work area, organization and installation, and review of the on-boarding

requirements (that is, letting the new team member know what to expect and what the plan is for his/her first few weeks in the organization). The sponsor and team member's first line leader are responsible for this phase of the on-boarding program.

Phase 3: In-process – First 30 Days. This phase focuses on providing new IMCOM professionals the necessary tools to accomplish their duties and responsibilities. It includes the organization (sponsor and first line leader) ensuring that new team members perform all administrative requirements and obtain the physical tools (CAC Card, IT requirements, work station, etc.) required to perform their assigned duties. Additionally, during this phase, first line leaders will perform initial performance counselling, reviewing their position description, job standards, expectations, and discussing and developing an initial IDP.

Phase 4: Orientation – First 30-180 Days. This phase focuses on orienting the new IMCOM professional to the specific nuances of the Army, IMCOM and their parent organization. This includes ensuring the team member understands the culture, mission, values and expectations of their organization. Central to accomplishing this is team member and leader participation in IMCOM Team Member Orientation (TMO). This phase also includes providing the new IMCOM professional specific job related training to perform their duties. As this phase progresses, leaders regularly engage with and dialogue, providing performance feedback to the new team member, answering questions, and continuing to build a positive relationship. New team members should also receive customer service (Operation Excellence (OPEX)) training as part of this phase.

Phase 5: Integration – through the first year of employment. This phase focuses on completing all on-boarding requirements, with the goal of having a fully integrated and productive IMCOM professional. This phase consists of new personnel completing all required annual training. Supervisors will allot new team members the appropriate necessary time to complete required training during duty hours. This phase also seeks feedback from the team member on his/her on-boarding experience. At the conclusion of this phase, the IMCOM professional receives their annual counseling and performance evaluation. The 5 phases and key tasks of the IMCOM On-boarding Program are outlined in graphic form in the IMCOM On-boarding Program Model shown below.

Guidelines					
Align to Mission, Vision, Values, Principles		Connect to Culture, Strategic Goals, Priorities		Leadership Involvement & Engagement	Applies to All Professionals
ROLES					
+ FIRST LINE LEADERS		+ BRANCH & DIVISION CHIEFS, DIRECTORS		+ TEAM MEMBERS	
PHASES AND KEY ACTIVITIES					
PRE-ARRIVAL	ARRIVAL - WELCOME	IN-PROCESS FIRST 30 DAYS	ORIENTATION FIRST 30-180 DAYS	INTEGRATION – COMPLETION FIRST YEAR	
<ul style="list-style-type: none"> • Contact new Team Member • Send Welcome Letters • Assign Sponsor - Ensure Sponsor contacts Team Member • Provide Welcome Packet • Prepare Leader On-boarding Checklist • Begin Administrative Coordination (IT Access, Set up Work Area/Station, Nametag, etc.) • Prepare to assign meaningful work • Sponsor coordinate arrival date & link-up location • Coordinate w/HR/CPAC for onboarding requirements 	<ul style="list-style-type: none"> • Personalize Welcome • Confirm onboarding requirements w/HR/CPAC • Supervisor & Sponsor work administrative tasks • Link-up & meet new Team Member – sponsor escort to work area • First Line Leader Welcome/Staff Introduction <ul style="list-style-type: none"> - Tour (work area & Installation) - Review admin procedures - Welcome new Team Member – Introduce to Team • Assign workplace “Buddy” (in addition to sponsor) 	<ul style="list-style-type: none"> • In-process • Provide Team Member necessary tools to accomplish job (work space, IT, security, CAC Card, GTC, etc.) • Perform Initial Counselling w/First Line Leader <ul style="list-style-type: none"> - Review Job Description, Performance Standards, Expectations - Develop initial IDP - Discuss individual goals • Integrate into IMCOM &/or Garrison Culture • Introduce Team Member to Senior Leaders • Coordinate attendance to IMCOM Team Member Orientation (TMO) 	<ul style="list-style-type: none"> • Attend IMCOM Team Member Orientation (TMO) <ul style="list-style-type: none"> - Focus: IMCOM – Garrison Culture, Values, Expectations - Leader Participation • First Line Leader - Team Member Meeting <ul style="list-style-type: none"> - Seek feedback on onboarding experience - Discuss Team expectations - answer employee questions • Provide essential job training • Monitor performance & provide feedback <ul style="list-style-type: none"> - Quarterly Counselling • Attend OPEX - customer service training 	<ul style="list-style-type: none"> • Seek feedback on onboarding experience • Encourage participation in training/learning/professional development opportunities • Recognize positive Team Member contributions - achievements • Provide formal & informal feedback on performance • End of Year Counseling <ul style="list-style-type: none"> - Review – Refine IDP • Complete Annual Training Requirements <ul style="list-style-type: none"> - Option: Conduct two-day TMO w/2nd Day focused on Annual Training Requirements 	
OUTCOMES					
High team member job satisfaction level Retention of high-performing professionals Continued team member engagement & commitment Faster time-to-productivity					

IMCOM On-boarding Program – Phase Requirements: The following identifies guidance, a recommended model, and leader, supervisor and employee actions, by phase, in order to achieve desired outcomes of the IMCOM On-boarding Program.

Phase 1: Pre-arrival – Assignment of Sponsor

Organizational Welcome Activities

- Command Welcome Letter (HQ IMCOM, IMCOM Directorate, Army Environmental Command, Garrisons). Provided by organizational commander, deputy or chief of staff of the gaining organization.
- Director, division, branch chief *Welcome Letter* or e-mail.
 - o Includes notification/identification of sponsor and contact information.
- Assignment of sponsor.
 - o Sponsor contacts new IMCOM team member.
 - o Sponsor sends new employee a welcome letter or e-mail. Includes contact information and basic information the new employee might need supporting his/her arrival.
 - o Sponsor sends organizational – garrison welcome packet (if available).
- Administrative coordination (conducted by sponsor or first line leader).
 - o Conduct pre-arrival coordination for administrative support requirements.
 - o IT (computer access, e-mail account, computer, CAC card, etc.).
 - o Work space.

- Equipment.
- Nametag.

Sponsorship – Sponsor Responsibilities

- Sponsor contacts new IMCOM professional.
 - Sponsor provides information, assistance, inquires' about employee/Family needs and requirements.
 - Sponsor ensures all pre-arrival administrative coordination is complete.
 - Sponsor coordinates with first-leader (if separate from sponsor), identifies and communicates to new employee arrival date/time and link-up location.

Phase 2: Arrival – Welcome

First Line Leader (may also be the sponsor) Link-up and Greeting

- Pick up new IMCOM professional at CPAC or designated link-up point upon first arrival.
 - * Goal: warm hand-off – personal welcome to the organization.
- First line leader welcomes new IMCOM professional.
 - Personalized welcome.
 - Introduces new team member to key personnel— co-workers, branch chief, division chief, etc.
 - Provides tour of organization work area.
 - Provides new employee handbook (if existing).

Sponsor and Sponsorship

- Facilitate on-boarding and in-processing process.
 - The sponsor should be actively involved in the on-boarding process.
 - Accompany/stay with new team member as much as possible throughout the on-boarding process.
 - Provide reach-back support to team member (that is, if they have questions or need assistance/support).
 - Coordinate on-boarding – in-processing requirements.
 - Assign team member work area.
 - Ensure work area – desk set-up with supplies.
 - Ensure telephone, computer, and other office equipment are in working order.
 - Provide the new professional an installation tour.
 - Assign workplace “Buddy” – **note:** workplace Buddy may be different than the sponsor. The workplace Buddy should be a co-worker, easily accessible, and someone who the new team member can go to ask questions, seek assistance, etc.

Phase 3: In-process (First 30 Days)

- In-processing and administrative requirements (provide team member necessary tools to accomplish job).
 - Complete leader checklist for new employees.
 - IT support requirements.
 - Security requirements.
 - CAC card.
 - Access badge.
 - Nametag.
 - Government travel card (if required).
 - Identification of annual training requirements.
- Initial counselling with first line leader.
 - Within first week of arrival.
 - Establishment of performance standards – expectations.
 - Provide position description.
 - Development of IDP – within first 30 days of assignment.
 - Discuss employee individual goals.
- Key leader welcome meetings/office call.
 - Schedule within 30 days of assignment.
 - Meet with director, division chief, branch chief.
- Sponsor coordinate attendance to IMCOM Team Member Orientation (TMO).

Phase 4: Orientation (30-180 Days)

- IMCOM Team Member Orientation (TMO).
 - Goal: conduct within 60 days of arrival (that is, requires monthly execution).
 - Methodology: Based on Army/Adult Learning Model (interactive).
 - Focus: IMCOM & Garrison culture – Army values – IMCOM principles – team member and organizational expectations.
 - Who is IMCOM – Mission, Vision, Principles (desired behaviors), Army values, service culture, empowerment, Team (that is, “IMCOM 101” but focused on defining the organizational culture).
 - “We Are IMCOM” Presentation.
 - Army, IMCOM HQ, IMCOM Directorate, Garrison overview.
 - Organizational overview.
 - Culture.
 - Organizational structure.
 - Organizational relationships.
 - Key people (installation and community).
 - Who the IMCOM Directorate/Garrison supports – supporting commands.
 - Community relationships.

- Key organizational focus areas/priorities.
Intent: show – identify to new team members where they fit into IMCOMs support to the Army, Soldiers, Families and community. Connect the team member's role to the Army, IMCOM and the IMCOM Directorate/Garrison mission (that is, where your job fits in – done via interactive exercise).
- HQ IMCOM, IMCOM Directorate, garrison policies and procedures (that is, how you operate).
- Leader (preferably GC or DGC) presentation on organizational recognition program.
- Leader participation and engagement in TMO – Introduction to key people.
- Presentation and discussion on the IMCOM Leadership Pledge.
- Presentation and discussion on the IMCOM Pledge to our Customers.
 - Highlight empowerment and individual responsibility.
- Installation tour (optional).
- Social (optional). Ex: Have all/available garrison senior leadership (GC, DCG, GCSM, directors, division chiefs, etc.) meet new employees at installation club/facility for meet and greet social following completion of the TMO.
- Optional TMO agenda items: (conducted by the 5x5 method – divide TMO participants into 5 groups – rotate topic/program subject matter expert (SME) to each group – spend 5-10 minutes at each group discussing the topic/program).
- Employee resources - who should employees contact when professional or personal issues and conflicts arise?
- Employee assistance program.
- Standards of conduct.
- Workplace safety.
- Equal opportunity employment.
- Sexual harassment.
- Team member – first line leader meeting.
 - Following IMCOM Team Member Orientation.
 - Purpose: obtain feedback on on-boarding process, answer team member questions, discuss team member role in supporting the Army readiness and the IMCOM Directorate/Garrison mission, review Leadership Pledge and Pledge to our Customer.
- Identify-discuss annual training and functional training requirements/priorities.
- Provide essential job training.
- Monitor performance – provide feedback.
 - Conduct periodic performance counselling.
 - Conduct initial, mid-point, annual end of year evaluation.
- Attend customer service (Operation Excellence (OPEX)) training.

Phase 5: Integration – through completion of the team member’s first year

- Conduct periodic counselling.
 - Review of initial IDP (mid-year counselling).
 - Monitor performance and provide feedback.
 - Encourage quarterly performance reviews/counselling.
 - Encourage participation in training, learning, professional development opportunities.
- Attend customer service training (Goal = All IMCOM professionals).
 - Goal: accomplished within first 90 days of assignment.
 - Annual refresher training (if available-offered).
 - Garrison’s should prioritize team member attendance to OPEX, given available resources and time, to front line service providers.
- Regular leader communication with team member.
 - Supports components of the Leadership Pledge, leader engagement, open communication.
 - Provide formal and informal feedback on team member performance.
 - Recognize positive team member contributions and achievements.
- Obtain feedback on the on-boarding process.
 - Conducted twice (minimum).
 - Purpose: obtain feedback on on-boarding process, answer team member questions.
 - Can be conducted during performance counseling.
- Provided end of year counselling.
 - Finalized annual evaluation.
 - Review – refine IDP.
 - Includes: career focus – goals, professional training and leader development opportunities (CES, DAP, mentoring program, College of Installation Management, etc.).
- Complete annual training requirements.

Part 3 - Products

Service Excellence Performance Standards: The following are example – recommended leader and IMCOM professionals’ performance standards associated with delivering service excellence. They provide not only the specific leader responsibilities associated with creating a work environment conducive to delivering service excellence, but specific behaviors desired of our leaders and team members. Since requirements and expected behaviors often vary dependent on duty position and the level of responsibility, recommended performance standards are provided in the following categories: 1) Executive (Garrison Commanders, Deputy Garrison Commanders, Garrison Managers, Garrison Command Sergeant’s Majors), 2) Director, Division and Branch Chief, 3) First Line Leader, and 4) Employee

Given performance standard content restrictions/limitations associated with the New Beginnings Civilian Personnel Appraisal Program, it is recommended that the employee performance standards outlined below be used as a reference or supplement to a service culture initiative entry on the employee's official performance standard (that is, employee will adhere to the standards and principles identified in the IMCOM Service Culture Initiative).

Executive: Garrison commanders, deputy garrison commanders, garrison managers, garrison command sergeant's majors

- Foster, implement and maintain an organizational culture that embraces the concepts of team, teamwork, empowering individuals, and leader engagement with team members, customers and the community.
- Ensure the garrison has a robust program to welcome and on-board all new IMCOM professionals. Ensure all new team members are assigned a sponsor. Actively participate in the welcoming and IMCOM Team Member Orientation of all new IMCOM professionals. Ensure that leaders at all levels take an active role in the welcoming, orientation, and on-boarding of new IMCOM professionals.
- Ensure all team members have relevant and clear performance standards. Performance standards will include standards for service excellence. Ensure directorate/division/branch chiefs conduct annual reviews ensuring first line supervisors/leaders review performance standards with each team member as part of performance counseling.
- Ensure all IMCOM professionals have relevant and attainable IDPs. Ensure directorate/division/branch chiefs conduct semi-annual reviews ensuring first line supervisors/leaders review IDPs with each professional as part of career development counseling. Ensure leaders, at all levels, take an active role in team members achieving mutually agreed upon IDP goals. [Active role is defined as: conducting semi-annual IDP reviews with employees to determine and review progress toward achieving stated IDP goals].
- Establish and maintain a holistic team member and organizational recognition program to reward service and performance excellence. Adhere to the principles of the IMCOM Recognition Program (Encl 3).
- Establish and maintain a culture of two-way communication with employees. Establish mechanisms and processes to receive employee feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness, organizational environment and leader engagement. Ensure team members are informed of actions taken or not taken (and why) based on feedback-input provided.
- Establish and maintain a culture of two-way communication with customers. Establish mechanisms and processes to receive customer feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness and customer relations. Ensure customers are informed of actions taken or not taken (and why) based on feedback-input provided.

- Promote and provide (based on available resources) team member and organizational training and professional development opportunities to enhance skills and maximize employee growth and develop.
- Establish a culture that ensures all within the garrison are accountable for established performance standards, commitment to a service excellence culture, and demonstrate Army values and IMCOM principles (S.E.R.V.I.C.E.).

Directors, Division and Branch Chiefs:

- Foster, implement and maintain an organizational culture that embraces the concepts of team, teamwork, empowering individuals, and leader engagement with team members, customers and the community.
- Ensure new IMCOM professionals receive a welcome letter or welcome e-mail upon team member selection/acceptance of position from their first line supervisor/leader. Ensure all new team members are assigned a sponsor. Ensure all new team members fully execute the components of the garrison on-boarding program to include participation in IMCOM TMO. Take an active role in the welcoming, orientation, and on-boarding of new IMCOM professionals. [Active role is defined as physical attendance and participation in TMO and on-boarding activities for new team members].
- Ensure all IMCOM professionals have relevant and clear performance standards. Performance standards will include standards for service excellence. Ensure that first line supervisors/leaders review performance standards with each team member as part of performance counseling.
- Ensure all IMCOM professionals have relevant and attainable IDPs. Ensure that first line supervisors/leaders review IDPs with each team member as part of career development counseling. Ensure leaders, at all levels, take an active role in team members achieving mutually agreed upon IDP goals. [Active role is defined as: conducting semi-annual IDPs reviews with team members to determine and review progress toward achieving stated IDPs goals.]
- Fully support the garrison team member and organizational recognition program to reward service and performance excellence. Ensure first line supervisors/leaders recognize and reward team members and organizational teams for their commitment to service excellence and demonstration of Army values and IMCOM principles (S.E.R.V.I.C.E.). Promote both formal and informal recognition of team members and organizational teams.
- Establish and maintain a culture of two-way communication with IMCOM professionals. Establish mechanisms and processes to receive team member feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness, organizational environment and leader engagement. Ensure team members are informed of actions taken or not taken (and why) based on feedback-input provided.

- Establish and maintain a culture of two-way communication with customers. Establish mechanisms and processes to receive customer feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness and customer relations. Ensure customers are informed of actions taken or not taken (and why) based on feedback-input provided.
- Promote and ensure first line supervisors/leaders support team member and organizational training and professional development opportunities to enhance skills and maximize team member growth and development.
- Establish a culture that ensures all within the directorate/division/branch are accountable for established performance standards, commitment to a service excellence culture, and demonstrate Army values and IMCOM principles (SERVICE).

First Line Leaders:

- Foster, implement and maintain an organizational culture that embraces the concepts of team, teamwork, empowering individuals, and leader engagement with team members and customers. Empower and encourage the demonstration of team member and team initiative to improve operations and support to customers.
- Ensure new IMCOM professionals receive a welcome letter or welcome e-mail upon team member selection/acceptance of position. Ensure new team members are assigned a sponsor. Ensure all new team members fully execute the components of the garrison on-boarding program to include participation in IMCOM TMO. Take an active role in the welcoming, orientation, and on-boarding of new team members. [Active role is defined as ensuring the employee attend all on-boarding and TMO requirements, meeting with team member following the completion of orientation requirements to fully address all team member questions.]
- Ensure IMCOM professionals are provided relevant and clear performance standards. Performance standards will include standards for service excellence as developed by the first line leader. Review performance standards with each team member as part of performance counselling.
- Ensure all IMCOM professionals have relevant and attainable IDPs. Review IDPs with each team member as part of career development counseling. Actively manage team member professional development based on the IDP.
- Ensure IMCOM professionals and organizational teams are recognized as part of the garrison recognition program to reward service and performance excellence. Promote both formal and informal recognition for their commitment to service excellence and demonstration of Army values and IMCOM principles (S.E.R.V.I.C.E.).
- Foster a culture of two-way communication with team members and customers. Regularly engage with your IMCOM professionals; keep them informed on relevant employee, customer and organizational information.

- Establish mechanisms to receive team member and customer feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness, organizational environment and leader engagement. Ensure team members are informed of actions taken or not taken (and why) based on feedback-input provided.
- Identify team member and team training and professional development opportunities to enhance skills and maximize employee growth and development. Actively support participation of team member and team training and professional development opportunities to the maximum extent based on mission requirements and fiscal capability.
- Establish a culture that ensures all within the organizational team are accountable for established performance standards, commitment to a service excellence culture, and demonstrate Army values and IMCOM principles (S.E.R.V.I.C.E.).

Employees:

- **Cheerful Greeting:** Greet customers within 15 seconds of main door entry, actively engage with customers by greeting, welcoming, identifying your name and organization, smile, use friendly tone or voice, and make eye contact with customer.
- **Positive Communication:** Use a professional conversational tone, display appropriate body language (make eye contact, smile/show concern or empathy as appropriate), use appropriate tone of voice (avoid sarcasm, sighing to show annoyance/frustration), focus on what you can do to solve the problem (avoid focusing on what we can't do), explain complicated information in a manner that is easy to understand, respond to questions in a timely, accurate and courteous manner, give customers full attention and avoid multi-tasking.
- **Show a Positive Image – Be Professional:** Ensure nametag is on and visible, adhere to local uniform/dress code/grooming standards, maintain a clean and organized workplace that is absent of clutter, demonstrate positive professional behavior that reflects Army Values and IMCOM Principles.
- **Teamwork:** Communicate as a member of your organization/team (“we” not “they”), coordinate handoffs with team-members, talk positively about the team, provide information to and willingly share knowledge and skills with team members, relate criticism/information only to involved parties (avoid gossip), offer solutions versus simply complaining.
- **Own Your Job – Ownership:** Follow policies, SOPs, regulations, established processes, communicate to customers why those policies, etc. exist when asked or needed, provide customers accurate information and resources, solicit input

from customers on their needs and expectations, deliver on organizational and personal promises, and take actions to meet the needs of the customers.

- **Make it Up to the Customer:** Solve problems at the lowest level, avoid escalation to management when possible, offer service recovery within the range of authority, be calm, empathize, solve, and thank.
- **Extra Mile:** Exceed customer expectations with range of authority by going beyond facility/organizational type offerings.
- **Thank you:** Thank customers for their business.

Leader Checklist – New IMCOM Professional



LEADER CHECKLIST - New IMCOM Professional

NEW EMPLOYEE INFORMATION

Name: _____ Start date: _____
Rater and _____
Position: _____ Senior Rater: _____
Assigned _____ Work "Buddy:" _____
Sponsor: _____ (If Assigned)

WITHIN 5 DAYS OF FIRM ACCEPTANCE OF JOB

- Contact new IMCOM team member to welcome him/her to the team and send a welcome letter and/or email (template below).
- Ensure Garrison Command Team sends welcome letter (In addition to supervisor welcome letter) (template below).
- Assign sponsor for new team member and explain sponsor responsibilities.
- Ensure sponsor contacts new team member.
- Send Organizational – Garrison Welcome Packet.
- Administrative: Review work area and confirm availability of workstation, chair, IT capabilities (network & computer access, computer, email and CAC Card) telephone, office supplies, nametag.

AT LEAST 1 WEEK BEFORE START DATE

- Coordinate with HR Office for in-processing and onboarding schedules.
- Announce pending arrival of new team member to staff and stakeholders.
- Work with sponsor to identify needed administrative tasks for new team member's first 1-2 weeks.
- Assign "buddy" or "partner" co-worker(s) in addition to sponsor to answer general questions (can be military or civilian).

FIRST DAY

- Try to personalize experience with something unique for the new team member – welcome note, name plate, flowers, etc.
- Ensure sponsor meets new team member at designated location and escorts new team member upon arrival.
- First Line Leader Welcome - meet with new team member to discuss first day topics below; introductions to the team.
- Provide new IMCOM professional with Team Member Handbook (if available).

FIRST DAY – INTRODUCTIONS, TOURS, AND ADMINISTRATIVE PROCEDURES

- Give introductions to department staff and key personnel (unless pre-arranged for sponsor to perform these introductions).

**FIRST DAY – INTRODUCTIONS, TOURS, AND ADMINISTRATIVE PROCEDURES
(continued)**

- Ensure tour of facility, including:
 - Restrooms
 - Mail rooms
 - Copy centers
 - Fax machines
 - Bulletin board
 - Parking
 - Printers
 - Office supplies
 - Kitchen
 - Coffee/vending machines
 - Cafeteria
 - Emergency exits and procedures

- Review general administrative procedures:
 - Office/desk/work station
 - Keys
 - Mail (incoming and outgoing)
 - Shipping (FedEx, DHL, and UPS)
 - Business cards
 - Purchase requests
 - Telephones
 - Building access cards
 - Conference rooms
 - Picture ID badges
 - Travel / Expense reports
 - Office supplies

- Review computer hardware and software including:
 - Email
 - Intranet/SharePoint
 - Security Requirements
 - Data on shared drives
 - Databases
 - Internet
 - Access Card

WITHIN FIRST WEEK – MEET WITH NEW EMPLOYEE ABOUT POSITION INFORMATION

- Perform initial counselling with first line leader and discuss the development IDP.
- Review job description and performance standards.
- Review job schedule, hours, payroll timing, time cards (if applicable), and policies and procedures.
- Accept request in Army Career Tracker (ACT) as supervisor for new team member.
- Assist new team member with understanding DoD, Army, and organizational culture.
- Provide meaningful work — either training or substantive work related to the new job.

WITHIN FIRST WEEK – POLICIES

- Review key policies:
 - Anti-harassment
 - Vacation and sick leave
 - FMLA/leaves of absence
 - Holidays
 - Time and leave reporting
 - Overtime
 - Performance reviews
 - Dress code
 - Personal conduct standards
 - Progressive disciplinary actions
 - E-mail and Internet use
 - Recognition program
 - Safety
 - Security
 - Confidentiality
 - Emergency procedures
 - Visitors

WITHIN FIRST MONTH

- Schedule IMCOM Team Member Orientation. DATE: _____
- Review and finalize performance objectives and sign performance plan.
- Set individual development goals and finalize IDP in Army Career Tracker (ACT).
- Review payroll timing, time cards (if applicable), and policies and procedures.
- Arrange for new team member to meet director, division chief and branch chief.

- Ensure that a senior leader (including senior rater) welcomes new team member.
- Make yourself available by phone, email, or for in-person meeting.
- Seek feedback from new team member about onboarding, in-processing, work assignments, and job satisfaction to date.

WITHIN FIRST 90 DAYS

- Check with new team member regularly to ensure he/she continues to assimilate and expand knowledge and capabilities.
- Provide training, as needed, to help new team member understand internal systems, general operating practices and obtain other information or skills required in the performance of his/ her job.
- Give performance feedback early and often to new team member.
- Encourage new team member to participate in training, webinar conferences, “lunch and learn” activities and other outreach/developmental activities.
- Arrange for new team member to attend customer service training.

WITHIN FIRST 180 DAYS

- Continue to talk with new team member about expectations, culture, and practices.
- Meet with new team member for formal performance feedback.
- Continue to provide and/or arrange coaching, counseling, and mentoring.
- Quarterly performance reviews/counseling.
- Seek feedback from new team member about onboarding, in-processing, work assignments, and job satisfaction to date.

WITHIN FIRST YEAR

- Encourage new team member to participate in training, webinar conferences, “lunch and learn” activities and other outreach/developmental activities.
- Meet regularly with new team member to complete mid-point performance review (at a minimum) and review of IDP to revalidate performance and developmental goals.
- Finalize annual evaluation and review – refine IDP.
- Seek feedback from new team member about onboarding, in-processing, work assignments, and job satisfaction to date.

Sample Welcome Letters

WELCOME LETTER / E-MAIL SAMPLE

First Line Supervisor SAMPLE #1 (Be sure to spell out all acronyms and replace items in RED with specific details):

Dear [First Name of New Employee]:

Welcome to the [Directorate Name] Team! We are absolutely delighted that you are joining us as a [Job Title of New Team Member]. United States Army Garrison [Name of Garrison] is a dynamic organization filled with Soldiers, Leaders and Civilians dedicated to serving Soldiers and their Families. Our mission is clear – provide services and support to keep our Army ready. Your future role will be critical in fulfilling this mission. We think you will enjoy being a part of our great organization.

A sponsor from our organization will contact you soon by e-mail to provide you information and resources to assist you in making a smooth transition into your new role. Between us, he/she and I will help guide you through your first days and weeks here. I also encourage you to complete any paperwork from the Civilian Personnel Advisory Center (CPAC) that you still need to submit.

I look forward to introducing you to the rest of the [Directorate Name] Team. We all look forward to serving with you. I am sure your time with us will be exciting, challenging and rewarding – both personally and professionally.

I know that you will be well taken care of by the [Garrison or Division Name] Team, but if there is anything that I can do during your settling in process, please do not hesitate to ask for assistance. You can reach me via e-mail or telephone at [Contact Information]. Once again, welcome and it is great to have you on board.

Best regards,

[Supervisor/Hiring Manager Name]

[Supervisor/Hiring Manager Title]

Garrison Command or Director SAMPLE #2
(Be sure to spell out all acronyms and replace items in RED with specific details)

Dear [New Team Member Name]:

Welcome to United States Army Garrison [Name of Garrison]. We are very excited that you have agreed to join our Team. I trust that this letter finds you excited about the opportunity to serve our Army and its Soldiers and Families.

You are joining our Army and United States Army Garrison [Name of Garrison] during a very dynamic time; one full of challenges, change, and opportunities. Each and every member of our team plays a vital role in ensuring we keep our Army ready. I am sure you will find your service with us exciting and rewarding.

A member of our team will contact you by email in the near future to act as your sponsor and will assist you and you're Family during your transition. He or she will send you helpful information and arrange to escort you on your first day on the job after you complete in-processing at the Civilian Personnel Advisory Center (CPAC).

Again, on behalf of the entire United States Army Garrison [Name of Garrison] Team, welcome. We look forward to serving with you. If you have questions prior to your start date, please call me or your sponsor at any time, or send email if that is more convenient.

Best regards,

[Supervisor/Hiring Manager Name]
[Supervisor/Hiring Manager Title]

Template Agenda for IMCOM Team Member Orientation (TMO)

Networking

- Food.
- Nametags.
- Tables.
 - Try to have tables where new team members can sit in groups.
 - Classrooms don't provide much chance for the new team member to talk with each other, this should be one of the main goals of this session.
 - Table tents with team member names.

Welcome – Organizational Overview

- Garrison Commander or Deputy Garrison Commander.
- New IMCOM Team Member/Professional Introductions.
 - Name.
 - Where from.
 - Directorate or division they will serve – assigned to.
 - Hobbies – Interests.
- IMCOM Overview – Who is IMCOM?
 - Mission.
 - Vision.
 - Principles.
 - Service culture.
 - We Are IMCOM – “IMCOM 101” Presentation.
- Garrison overview.
 - Mission.
 - Vision.
 - Organizational overview.
 - Organizational structure.
- Overview of services each directorate provides.
- Provide handout – organizational structure chart.
 - Key personnel – leaders (both garrison and mission).
- Provide handout – photo directory.
 - Who – units the garrison supports.
 - History – accomplishments.
 - Key focus areas – priorities.
 - Key focus areas of strategic plan.
- Where organization wants to be in 3, 5, 10 years (that is, where the garrison – installation is going).
 - Intent: identify to new team member where they fit into IMCOM/garrison and the support to Soldier, Families, community.
 - Presentation of and discussion on the Leadership Pledge.

- Discuss organizational recognition program.
 - Presentation of and discussion on the Pledge to our Customers.
 - Discuss – establish organizational expectations.
 - Garrison-organizational policies – procedures (how you operate).

New IMCOM Professional Panel

- Panel of recent hires/new IMCOM professionals.
- Discuss – provide feedback on why it's great to work for the organization, what they wish they would have known, nuances of the installation, community, etc.
- Q & A.

Human Resources

- Team Member Resources - who should team member contact when professional or personal issues and conflicts arise?
- Employee assistance program.
- Standards of conduct.
- Workplace safety.
- Equal opportunity employment.
- Sexual harassment.
- Professional development - Discuss your organization's professional development policy and how new employees can take advantage of getting more training for their position.
 - Performance reviews.
 - Individual development plan (IDP).
 - Career development opportunities.
 - Civilian Education System.
 - Mandatory training requirements.

Installation tours can be helpful to an employee and encouraged but not required as part of your onboarding process.

IMCOM Team Member Orientation (TMO) AAR

Welcome to the Team Ceremony. Presentation of symbolic IMCOM professional gift (that is, notebook, coin, pin, etc.).

Social (optional) Example: Have all/available garrison senior leadership (GC, DGC, GCSM, directors, division chiefs, etc.) meet new IMCOM professionals at installation club/facility for meet and greet social following completion of TMO.



INSTALLATION MANAGEMENT COMMAND

IMCOM Onboarding & In-processing Survey Conducted 90 Days Following Hire

Please indicate the date you began working:
Directorate:

(MMDDYYYY)

Please answer/rate the following statements:

1	2	3	4	5
Unsatisfied		Satisfied		Very Satisfied
Fully Disagree		Agree		Fully Agree

1. Please rate your overall Onboarding experience.

1	2	3	4	
<input type="checkbox"/>				

2. Did it assist you in integrating into your organization?

1	2	3	4	
<input type="checkbox"/>				

3. Did it prepare you to perform your duties and responsibilities?

1	2	3	4	
<input type="checkbox"/>				

4. Were you provided a Welcome Packet upon employment?

Yes - No -

4a. Was the Welcome Packet provided easy to follow?

1	2	3	4	
<input type="checkbox"/>				

4b. Was it useful?

1	2	3	4	
<input type="checkbox"/>				

5. Please rate your experience at IMCOM Team Member Orientation.

1	2	3	4	
<input type="checkbox"/>				

Please indicate the date of attendance:

6. Do you understand how your job supports the organization's mission?

1 **2** **3** **4**

7. Please rate your experience at customer service training.

1 **2** **3** **4**

Please indicate the date of training:

8. Were you assigned a sponsor?
(Sponsor is a fellow employee that assists in your onboarding and in-processing)

Yes - No -

9. Was he/she helpful?

1 **2** **3** **4**

10. Were you assigned a "Work Buddy"?
(Work Buddy is a fellow employee that assists in training you for your position)

Yes - No -

11. Was he/she helpful?

1 **2** **3** **4**

12. Have you received a job description & performance standards?

Yes - No -

13. Did your first line leader/supervisor review your job description & performance standards with you?

Yes - No -

14. Do you understand what is expected of you in your position?

Yes - No -

15. Have you established an individual development plan with your supervisor?

Yes - No -

16. Have you had the opportunity to meet leadership?
(director, deputy garrison commander, garrison
commander, etc.)

Yes -

No -

Please indicate which leaders you have had the
opportunity to meet.

17. Were you provided the proper equipment in a timely
manner in order to perform your duties?

1

2

3

4

**Please provide any additional comments on your onboarding & in-processing
experience and suggestions for improvement:**



**HQ IMCOM
IN-PROCESSING CHECKLIST**

2405 GUN SHED ROAD, BUILDING 2261 FORT SAM HOUSTON, TX 78234



Employee Name (Last, First, Middle Initial)	Directorate:	Division/Branch
Title:	Series & Grade/Rank:	Date of Arrival:
Supervisor's Printed Name:	Supervisor's Phone number:	TDA PARA/LN:

The following actions need to be completed within 5 days of arrival. Note: This section will be utilized by all personnel (DA Civs, NAF, and Mil Pers) All locations are in building 2261 unless otherwise stated.

SECTION	INITIAL/DATE	SECTION	INITIAL/DATE	SECTION	INITIAL/DATE
1. Security Badge/JPAS-Ray Taylor, 2 nd Floor, Rm 2605, 466-0671 and Johnny Hammel, Rm 2605, 466-0668		5. G1 Personnel and Payroll-Michele Hawk, 2 nd Floor, Cubicle 2-242, 466-0320		9. Safety /OSHA Training-Gordon Tate, 2 nd Floor, Cubicle, 2-300, 466-0366 <i>Conducted at Newcomers Orientation</i>	
2. CMTD Security IA Training-Required Security Awareness for computer access: https://ia.signal.army.mil		6. G8 Manpower IOL Update-Cynthia Snipes, 3 rd Floor, Cubicle 3-162, 466-0800 or Keith Dyer, 466-0835		10. G1 Personally Identifiable Info (PII)- Jeff Sweeney, 2 nd Floor, Cubicle 2-186. <i>Conducted at Newcomers Orientation</i>	
3. G6 IT Access-Tom Deierlein, Cubicle 1 st Floor, Cubicle 1-273, 466-0509 or Tony Silva, Cubicle, 1-274, 466-0504		7. G8 GTC & DTS- GTC: Sandra Elizondo, 3 rd Floor, Cubicle 3-202, 466-0641. DTS: Teresa Strizich, Cubicle 3-176, 466-0822		11. Knowledge Management (KM) Training-Charles Weeks, 1 st Floor, Cubicle, 1-97, 466-0203	
4. CPU Pickup-Endy Cain, 2 nd Floor, Rm 2605, 466-0935		8. Newcomers Orientation-Mike Berry, 2 nd Floor, Cub. 2-221B, 466-0379 or 466-0404		12. SJA – Ethics Training, LTC Nancy Alouise, 3 rd Floor, Office 3427, 466-0852	

Return checklist to Mike Berry, G1 WFD when completed, 2nd Floor, Cubicle, 2-221B, 466-0379

NAF SERVICES

SECTION	INITIAL/DATE	SECTION	INITIAL/DATE	SECTION	INITIAL/DATE	SECTION	INITIAL/DATE
1. Team Member Orientation		2. Family and MWR Orientation		3. Operation Excellence Customer Service		4. Basic Management Course (Required within first 6 months)	

REQUIRED ANNUAL TRAINING (ALL Personnel)

This training must be completed within 6 months of arrival unless proof of completion can be provided.

	Completed		Completed
Accident Avoidance	Y/N	Operational Security	Y/N
Anti-Terrorism	Y/N	Preventing Workplace Violence	Y/N
ASAP/Substance Abuse Awareness Training (SAAT)*	Y/N	SHARP	Y/N
Combat Trafficking of Person	Y/N	Supervisor Development Course (if applicable)	Y/N
Composite Risk Management	Y/N	Threat Awareness and Reporting Program	Y/N
Ethics Training	Y/N	No Fear Act	Y/N
Staff Officer Course	Y/N	*First Available	

Note: Military personnel will have 2 weeks to complete any Annual training which is within 30 days of being out of tolerance. Complete list of mandatory Annual Training for Military Personnel can be found in AR 350-1, Table G-1.

Military Personnel will in-process the following sections at the S1, HHC Orderly Room and Training Room

S1 ACTIONS	INITIALS	DATE	COMPANY ACTIONS	CHECK	DATE
ORDERS				Y/N/NA	
DUTY MEMO			CIF PRINTOUT	Y/N/NA	
DD FORM 93/SGLV			FAMILY CARE PLAN	Y/N/NA	
2D SET OF I.D. TAGS FOR SRP PACKETS			COPY OF FCP	Y/N/NA	
FRG SURVEY			PT CARD/5500/5501	Y/N/NA	
FOREIGN LANGUAGE SURVEY			PROFILE	Y/N/NA	
ERB/ORB			WEAPONS QUALIFICATION	Y/N/NA	
NCOER/OER (COR)			PERSONALLY OWNED WEAPON	Y/N/NA	
BIO			MOTORCYCLE OWNERSHIP (CERT OF COMPL)	Y/N/NA	
DRIVERS LICENSE (MIL & CIV) IF APPLICABLE					
POC PHONE NUMBERS					
HHC, IMCOM, COMMANDER		210-466-1912			
HHC, IMCOM, FIRST SERGEANT		210-466-1913			
S1 NCOIC		210-466-2034			
S1 NCO		210-466-2098			

Training Links:

Log into ALMS by first logging into AKO www.us.army.mil. You will now see navigation headers (Home, My Account, Favorites, Quick Links and Self Service) on your homepage within AKO.

Sexual Harassment/ Assault Response and Prevention Program (SHARP): <http://www.sexualassault.army.mil/>

Violence in Workplace: <http://media.cpms.osd.mil/faslerd/employee/menu.htm>

OPSEC Training: <http://cdsetrain.dtic.mil/opsec/index.htm>

Anti-Terrorism: <https://atlevel1.dtic.mil/at/>

Constitution Day Training: <http://constitutionday.cpms.osd.mil/>

Composite Risk Management Training: <https://safety.army.mil/crm/>

Safety: <https://safety.army.mil/training/>

Combating Trafficking in Persons: <http://www.combat-trafficking.army.mil/>

COMPLETED INPROCESSING CHECKLIST WILL BE TURNED IN TO HHC, ORDERLY RM FOR MILITARY PERSONNEL AND G1 CIVPER FOR CIVILIANS AFTER COMPLETION OF NEWCOMERS ORIENTATION

IMCOM Recognition Program

Introduction – Purpose

The purpose of the IMCOM Recognition Program (IRP) is to recognize and reward team member and organizational work, performance and behaviors that support/further the mission, goals, values and initiatives of IMCOM. A robust, varied and fair recognition program is a simple and powerful tool to create and sustain a culture that engages and aligns team members with organizational goals. It applies to organizations of every size. What's more, it is low cost and one of the pre-conditions for establishing a service oriented culture within an organization. Professionals, at all echelons of IMCOM, want to feel that their work, performance and effort is noticed, valued, respected and appreciated. The IRP provides the means, tools and ideas for leaders at all levels to establish a holistic recognition program – with the intent of recognizing IMCOM professionals and celebrating their accomplishments. The tools provided will arm you with viable low cost/no cost ideas to recognize the quality professionals you lead and the invaluable services they provide to Soldiers, Families, Civilians and Retirees.

Part 1 – Philosophy and Principles

Why Appreciate our IMCOM Professionals? When team members feel appreciated, they are more productive and likely to stay with an organization.

Team members prefer to receive recognition from their first line leader/direct supervisor. The interaction and communication between the leader and the team member is key to a successful recognition program because most team members find this more meaningful than if the recognition comes from elsewhere.

The top two reasons leaders give for not recognizing team members are not having enough time and not knowing what to do. The tools provided in this document will help with the “what to do aspect”.

When someone feels valued, they feel that they are part of the team and appreciated. Make recognizing “a job well done” a priority. It is an important part in making everyone feel appreciated and part of a winning team.

The Power of Positive Reinforcement

The benefits of an effective team member and organizational recognition program are many and varied. Simply put, appreciation is a fundamental human need. Team members respond to appreciation expressed through recognition of their good work because it confirms their work is valued and respected. When team members and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Additionally, praise and recognition are essential to an outstanding workplace. People want to be respected and valued for their

contribution. Everyone feels the need to be recognized as an individual or member of a group and to feel a sense of achievement for work well done or even for a valiant effort. Everyone wants a “pat on the back” to make them feel good. Some of the tangible benefits of an effective team member recognition program include:

- Greater understanding of IMCOM mission, principles, and goals.
- Increased team member engagement, productivity and motivation.
- Increased team member loyalty and retention; lower turnover. Team members who feel appreciated and respected will be more productive, motivated and have higher job satisfaction. Thus, they are likely to remain with IMCOM longer.
- Increased retention of mid to high performers.
- Overall increased team member morale. Team members often go above and beyond what is expected of them. Showing appreciation creates an environment of respect and gives team members a sense of ownership and belonging to their organization/IMCOM.
- Fewer issues and complaints – both from team members and customers.
- Increased customer satisfaction and loyalty.
- Team members’ model respect, appreciation, and caring for each other and customers in daily interactions. It improves the overall environment in which our team members and customers interact.
- Teamwork between team members is enhanced.

Guiding Philosophy: The following philosophy should guide our recognition program.

The power of a simple “thank you” – leaders should not forget the power of a simple ‘thank you’ to team members for a job well done. Taking short breaks during the day to visit with team members expressing your appreciation is a simple and effective recognition activity.

Team Member and organizational recognition will be tied to the mission, goals, principles (desired employee behaviors) of IMCOM and Army values. Recognizing team members/organizations for exhibiting behavior consistent with the values help the values come alive and build understanding and buy-in of the values. Recognize and reward the right things. You get what you pay attention to. If leaders positively comment on how an effort helps maintain IMCOM principles and Army core values, or facilitates service excellence, or builds teamwork, etc. IMCOM professionals will gain a greater appreciation for and know what is important to the organization.

The IRP provides a **variety/menu of recognition options** designed to afford leaders, at all echelons of the organization, the means to recognize deserving professionals and organizations.

Fair: The IRP will be fair. IMCOM professionals must know and understand the criteria and standard used for formal recognition. There should be opportunity for all team members to receive recognition – whether for improving performance, for extra effort, for creativity, or for reliably doing their job each day.

Transparency: The processes used to recognize team members and organizations will be as transparent as possible. To the maximum extent possible, recognition selection panels will consist of a varied group of IMCOM professionals; not just senior leaders. This shares the decision making process and assists in obtaining team member buy-in of the program.

Participation: The IRP will include participation at all levels of the organization – peer to peer; leader/supervisor to team member; team member to leader/supervisor.

Recognize teamwork: As an organization that embraces the concept of *Team and Teamwork*, utilize team member/organizational recognition to highlight examples in action.

Formal and informal recognition: The IRP includes both formal recognition options/awards and informal recognition. Informal recognition should be used to the maximum extent possible as an effective means to provide quick, easy, on the spot recognition for outstanding performance and service. Formal recognition serves to supplement informal, day-to-day recognition of team members.

Marketing: In order to broaden the positive effects of employee/organizational recognition, efforts should be made to publicize and announce recognized team members and organizations. Give recognition to leaders that support a "recognition culture" with their actions and words by publicly noting their contribution, including it in their performance appraisal, inviting them to recognition celebrations, etc.

Inspire Effort: People who feel appreciated give more to the job than what is merely required. They are ready to give the "discretionary effort" necessary to a healthy organization. **Praise effort – Reward results.**

Keep it Positive: To have the greatest impact, the recognition message needs to be completely positive, specific, sincere, and given soon after the effort.

Leader Engagement – Pay Attention: An effective recognition program requires leader commitment, involvement and engagement at all levels. Leaders must create a culture which promotes and celebrates team member and organizational recognition. Pay attention – noticing when people are doing the right thing increases the probability they will repeat it. To the maximum extent possible, recognition (formal and informal) will be done face to face with the recognized team member. Do not underestimate the degree in which team members value kind words face to face.

Key Factors in a Successful Recognition Program:

Commitment from Leadership: Recognition programs tend to fail because leaders don't believe that recognition improves performance, or team members may not believe that senior leaders support recognition. Leaders, at all levels, must believe in, commit to, and tout the benefits of effective team member recognition.

Empower Leaders: The most powerful assets an organization has to attract, retain and engage its workforce are its first line leaders. Unfortunately, some of our junior leaders don't have the skills to motivate and engage our IMCOM team members. Leaders don't use recognition as a motivational and performance improvement tool because they don't know how, they don't think it is their job, or they don't think their team member's value it. All leaders should receive recognition coaching or training, which helps them identify team member motivation, assess their own strengths and weaknesses related to recognition, and identify how recognition can help them motivate their team members to achieve their own goals.

Reach All IMCOM Professionals: In most cases, any kind of feedback is preferable to none at all. Obviously, recognition can be either positive or negative however, testing results have shown that positive recognition and constructive criticism are not opposites. Actually, results proved that the opposite of any kind of recognition is being ignored. The worst possible thing we can do to someone at work is to ignore him or her. Workplaces that continue to abide by the old culture – “If you don't hear anything, assume you're doing a good job” – will destroy the very human spirit that makes the true difference in quality output and service delivery. Leaders/supervisors good at providing recognition find ways to recognize each team member when that team member shows excellent performance.

Align with Organizational Goals, Principles (shared behaviors), Army Values: Alignment happens in individual day-to-day actions (behavior) of every team member. Therefore, recognition programs should clearly communicate and encourage the values and behaviors the organization is promoting.

Decentralize Ownership: An organizational recognition strategy should not stop teams, branches, divisions, directorates, etc. from establishing their own recognition program/effort.

Be Multi-directional: The more abundant that recognition is in a workplace culture, the more likely it will be to come in different forms and from different directions – not just from the top down, but up the hierarchy as team members recognize their leaders, and laterally as peers recognize peers.

Ensure Meaningful Recognition: Based on the 2015 IMCOM Customer Service Culture Survey, approximately 60% of IMCOM team members believe that their organizational recognition programs are inadequate or recognize the wrong people. Effective recognition needs to relate to a team member's own wants or desires or it is a waste of time, not much better than no recognition at all. It is therefore vital that an organization understands what types of recognition are most meaningful to its teams and individual team members.

Apply Consistently and Equitably: Team member recognition programs that have no guidelines and allow managers to decide unilaterally who and what gets awarded are

quickly perceived as fake. Leaders and team members should clearly understand the criteria and standard for recognition.

Recognize Performance – Outstanding Service Immediately: Recognition initiatives that are not tied to performance or are of forced quantity and timeliness will do little to drive the results the organization is seeking. Organizations should foster a culture where team members are awarded immediately for demonstrating the defined behaviors that drive overall organizational performance.

Continuous Improvement: Lack of freshness is the single largest complaint among team member participants in ongoing recognition initiatives. Instead of waiting for annual 'update' campaigns, you should meet frequently to share ideas, capture best practices and update the programs. Involved professionals should be empowered with the tools necessary to update communications and incorporate program changes.

Consolidate Effort: Tighter alignment, increased visibility, administrative efficiency, and economies of scale are a few of the organizational benefits for developing and maintaining a strategic recognition program. This effort should include a documented plan, high level framework for formal recognition and tools for all organizations.

Recognition Culture: A culture of recognition can extend past the individuals being recognized. Positive emotions are contagious and an environment rich in recognition produces such emotions spontaneously, creating an "upward spiral" to organizational success.

Conclusion: Effective recognition requires planning, careful thought, and empathy. Individual leaders at all levels can create meaningful recognition activities within the context of the overall recognition climate of their organizations. Adding additional recognition events and making the process personal are ways leaders can provide their IMCOM professionals with recognition that can make the difference between an organization that simply performs well and an organization whose team members are highly motivated and create truly outstanding results.

Online Resources: Managers who want guidance on praise and recognition of their employees can find a wealth of information on the Office of Personnel Management's (OPM) Web site: www.opm.gov. OPM offers managers a "rewarding" portal, from which managers can delve deeper into recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions.

Part 2 – Program and Tools

IMCOM Recognition Program – Concept of Operation: The IRP builds upon already established recognition and incentive opportunities that exist within IMCOM or external recognition opportunities in which IMCOM professionals and organizations are eligible for. The IRP applies a multi-layered or tiered approach to recognition, with recognition

opportunities provided at all echelons of the command. It will include a small number of mandated recognition programs, at all levels of the command, designed to provide a baseline standard for team member and organizational recognition throughout the command. Enhancing and complimenting the mandated programs are optional – recommended programs (that is, a menu) that commanders and leaders may use to enhance, fully develop and provide a comprehensive and mature team member and organizational recognition program within their organization.

Incentive Awards Program: Recognizing team members with incentive awards is probably one of the most flexible management tools you have as a leader. Public recognition of superior ideas and outstanding individual and team/group performance helps build morale. It can also help you as a leader to build and maintain a highly motivated and productive organization. Your team members will perceive that you welcome new ideas and reward high performance.

Types of Recognition: There are three categories of recognition; monetary, honorary, and time-off. All can serve as motivation to the recipients and other team members. Effective use of awards requires consideration of the nature of the contribution and the needs and interests of team members. For example, while it might be more appropriate to grant an honorary award to an individual for long and distinguished service, cash recognition might be considered appropriate for individual sustained superior job performance or for an individual or a group of team members who have produced an excellent product or completed a complex assignment in an outstanding way.

The Appropriate Use of Awards: The granting of awards should be considered judiciously by leaders, especially in the area of performance awards, in order to avoid giving the impression that it is a team member's entitlement. Awards should only be granted where fully deserved, to those who meet the criteria, and with full explanation as to the accomplishments being recognized. In this way, you will maintain team members' confidence in the value and integrity of awards granted in your organization.

Superior Accomplishment Awards:

[Special Act or Service Award](#)

[On-the-Spot Cash Award](#)

[Time Off Award](#)

[Performance Award](#)

Honorary Awards (These awards are listed in hierarchical order from the highest to the lowest):

[Secretary of Defense Medal for the Defense of Freedom](#)

[Secretary of the Army Award for Valor](#)

[Decoration for Exceptional Civilian Service](#)

[Meritorious Civilian Service Award](#)

[Superior Civilian Service Award](#)

[Commander's Award for Civilian Service](#)

[Achievement Medal for Civilian Service](#)

[Certificate of Appreciation for Patriotic Civilian Service](#)
[Civilian Award for Humanitarian Service](#)
[Certificate of Achievement](#)
[Armed Forces Civilian Service Medal](#)

Awards by Non-Federal Organizations:

[Arthur S. Flemming Award](#)
[GEICO Public Service Award](#)
[Roger W. Jones Award for Executive Leadership](#)
[National Public Service Awards](#)

DOD and Presidential Awards:

[The President's Award for Distinguished Federal Civilian Service](#)
[Department of Defense Distinguished Civilian Service Award](#)

DOD and Presidential Public Service Awards:

[Presidential Medal of Freedom](#)
[Presidential Citizens Medal](#)
[Department of Defense Medal for Distinguished Public Service](#)
[Secretary of Defense Award for Outstanding Public Service](#)
[Decoration for Distinguished Civilian Service](#)
[Department of Defense Meritorious Award](#)

Miscellaneous Awards and Information:

[Invention Awards](#)
[Career Service Recognition for Civilian Employees](#)
[William H. Kushnick Award](#)
[John W. Macy, Jr. Award](#)
[Nick Hoge Award](#)
[Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award](#)

**AR 215-3, Nonappropriated Funds Instrumentalities Personnel Policy;
chapter 9, Incentive Awards:**

9-8. Other incentives

Time-off awards. Commanders may establish a time-off award program. Time-off with no charge to leave may be authorized in lieu of the traditional cash award for a special act or service. The DA Form 5167 will indicate the number of hours approved. At the time the hours are used the time card will indicate "Time-off award" in the remarks section, and hours used will be recorded as administrative leave. Team members may receive more than one time-off award. The maximum for a single award is 40 hours. The maximum for a 12-month period is 80 hours. The time-off award must be scheduled and used within one year of the approval date. A time off award may not be converted to a cash payment under any circumstances.

Tips to keep in mind:

- All operating budgets should include provisions for incentive awards.
- When disciplinary actions are pending on team members for whom performance awards have been recommended, all action on the awards will be suspended pending final determination on the disciplinary action.
- DA 5167 is required for any award authorized by this regulation. One copy signed by the nominating official, supervisor, and approving official will be placed on the right side in the OPF, and one copy will be sent to the payroll office.

For more information on Time off Awards and other Incentive Awards, please reference AR 215-3, chapter 9 or AR 672-20, Incentive Awards.

IMCOM Command Awards: The following are IMCOM Command Awards. All IMCOM team members are eligible to receive the awards. They are the highest awards given within the command recognizing excellence in installation management.

IMCOM Stalwart Award (Per IMCOM Regulation 672-9, 16 July 2010):

Purpose— Objectives of the Stalwart Award Program: The Stalwart Award was developed for IMCOM and approved by the Administrative Assistant to the Secretary of the Army. The award represents the Army's continued commitment to conducting business in the best way possible. It recognizes IMCOM professionals (military and civilian) for the following achievements:

- Exhibiting strength and vigor in mind, body, and spirit in promoting the IMCOM mission and vision. These are individuals who have demonstrated the highest standards of performance in ways that are worthy of formal recognition.
- Achieving accomplishments that not only have been highly exemplary and an inspiration to others, but have significantly contributed to the Command's success and enhanced operational responsibilities.
- Standing out as model professionals among their peers and represent the ideals and values of IMCOM in the daily performance of their assigned duties.

Evaluation criteria— In order to emphasize the behaviors we desire in our IMCOM professionals, the IMCOM principles of S.E.R.V.I.C.E. will be used as one of the evaluation criteria for the Stalwart Award.

- **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.

- **V**ISION: We will anticipate and remain agile in a dynamic environment.
- **I**NTEGRITY: We will hold ourselves to the highest professional standard.
- **C**OMMUNICATION: We will connect and engage with our communities, our customers, and with each other.
- **E**MPOWERMENT: We will make a positive impact on the lives of each other and those we serve.

Concept—

- Annual award.
- Awarded to 6 IMCOM team members annually (1 HQ IMCOM; 1 per IMCOM Directorate (ID)).
- Awardees honored at annual Garrison Commander Conference or other IMCOM Senior Leader Forum.
- Eligibility: Any Soldier or Federal employee (contractors are not eligible), of any rank or grade, employed by or assigned to HQ IMCOM, IMCOM Directorates, USAEC, and USAGs during the award consideration period is eligible to receive the Stalwart Award.

IMCOM Headquarters (HQ) Awards – Recognition Activities: The following are Headquarters, IMCOM awards, recognition or engagement activities. All team members assigned to the HQ IMCOM and Army Environmental Command (AEC) are eligible to receive the awards and/or participate in the activities.

HQ IMCOM Professional of the Quarter/Year (POQ/POY): (FY17 Implementation)

Purpose— Objectives: The HQ IMCOM POQ/POY is designed to recognize outstanding IMCOM professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

Concept—

Professional of the Quarter Award

- Awarded to one (1) outstanding HQ IMCOM professional each quarter.
- Presented at IMCOM Town Hall.
- One (1) nominee per HQ IMCOM Directorate.
- HQ selection board selects one (1) awardee.
 - HQ selection board comprised of representative group of GS1315/NF5 equivalent team members.
- All HQ IMCOM Directorate POQ nominees recognized/honored at IMCOM Town Hall.

Award

- IMCOM Professional of the Quarter Certificate.
- Achievement Medal for Civilian Service.
- 16 hour Time Off Award.

- Professional of the Year (POY) Award.
- Awarded one (1) outstanding HQ IMCOM professional each calendar year.
- Presented at IMCOM Town Hall.
- One (1) nominee per HQ IMCOM Directorate.
- HQ selection board selects one (1) awardee.
 - HQ selection board comprised of representative group of GS1315/NF5 equivalent team members.
- All Directorate POY nominees recognized/honored at IMCOM Town Hall Award.
- IMCOM Professional of the Year Certificate.
- Commander's Award for Civilian Service.
- 24 hour Time Off Award.

***Note:** HQ IMCOM Directorates are encouraged to manage an internal directorate level POQ programs. Directorate POQ awardees may be used as nominees for the HQ IMCOM POQ award.

HQ IMCOM Town Hall – Hero of the Month Spotlight Recognition: (FY17 Implementation)

Purpose— Objectives: The HQ IMCOM Town Hall Hero of the Month Spotlight Recognition is designed to recognize and highlight outstanding HQ IMCOM professionals, leaders or organizational teams for significant contributions to the IMCOM Mission.

Concept—

- Conducted during monthly/quarterly HQ IMCOM Town Hall.
- Each HQ IMCOM Directorate selects one (1) professional or organizational team to be recognized.
- HQ IMCOM Directors present their outstanding professional(s) – organizational team.
- Accompanied by Power Point Picture – Narrative display (projected to the audience).

IMCOM Commanding General – Command Group Team Member ‘Brown Bag’ or ‘We Care that You Care’ Lunches: (FY17 Implementation)

Purpose— Objectives: The IMCOM Commanding General – Command Group Brown Bag Lunch is designed to promote leader engagement and foster two-way communication within HQ IMCOM (that is, obtain feedback from IMCOM team member perspective).

Concept—

- Conducted weekly (as leader availability allows).
- Representative professionals from all HQ IMCOM Directorates.
- Small groups (no more than 10).
- Targeted audience: All GS/NF grades.
- In the absence of the CG, other command group members may host the lunch (that is, DCG, Chief of Staff, CSM, DCOS).

IMCOM Garrison Mandated Recognition Actions/Activities: The IMCOM Recognition Program provides commanders and leaders maximum flexibility to determine, design and execute recognition actions/activities to accomplish the intent of the program. However, the following two actions are mandatory for all garrisons. How they are accomplished is at the discretion of the garrison.

(1) **Document and publish/communicate the garrison recognition program:** A key component of a successful organizational recognition program is that members of the organization are aware that a recognition program exists, what its components are, what is available, who is eligible, etc., and that it is highlighted and communicated by leaders to organizational team members. Garrisons are required to formally document their internal recognition program and then communicate the program to garrison leaders and team members.

(2) **Garrison recognition forum:** Garrisons are required to conduct a minimum of one (1) recognition forum annually. As with documentation and publicizing the garrison recognition program, a recognition forum is a public (organizational team members) display that team member and team recognition is an important part of the organizational culture. Examples of recognition forums include; team member recognition breakfast/lunch, incorporate recognition activities as part of team member town hall, etc. This does not preclude garrisons from conducting additional recognition forums or activities.

IMCOM Directorate and Garrison Recognition and Leader Engagement Activities (Ideas - Menu): The following are employee recognition / appreciation ideas to be utilized, at their discretion by leaders – organizations at all levels of the command. They represent activities and best practices from within IMCOM as well as external organizations. They are not mandatory, but recommended as means to enhance organizational recognition programs. Garrison recognition programs (winners – nominees) should serve as the ‘feeder’ for ID recognition (that is, garrison winners should serve as nominees for ID recognition).

Garrison Service Culture Award

Purpose— Objectives: The Garrison Service Culture Award is designed recognize Garrison professionals who exemplify Service Excellence and demonstrate the IMCOM principles of S.E.R.V.I.C.E. – Service, Excellence, Respect, Visionary, Integrity, Communication, and Empowerment. The award highlights the importance of a service culture and service excellence within a service provider organization.

Concept—

- Quarterly & annual award.
- Quarterly awardees automatically compete for Garrison Annual Award.
- In addition to automatic quarterly awardees competing, other nominations for annual award may be submitted (no limit).

Award—

- Garrison Service Excellence Certificate (created at Garrison discretion).
- Achievement Medal for Civilian Service.
- 16 hour Time Off Award.

Garrison Professional of the Quarter (POQ) – Year (POY):

Purpose— Objectives: The Garrison EOQ/EOY is designed to recognize outstanding garrison professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

Concept—

- Quarterly & annual award.
- POQ awarded to one (1) outstanding garrison professionals each quarter.
- POY awarded to one (1) outstanding garrison professional annually.
- Presented at Garrison Quarterly Recognition Lunch/Breakfast or other appropriate forum (intent is to present the award in the presence of as many employees as possible).
- One (1) nominee per division.
- All divisional nominees recognized/honored at the Garrison Quarterly Recognition Lunch/Breakfast.

Award—

- Garrison Professional of the Quarter – Year Certificate (created at garrison discretion).
- Achievement Medal for Civilian Service.
- 16 hour time off award.

Garrison Leader of the Quarter (LOQ) – Year (LOY):

Purpose— Objectives: The Garrison LOQ/LOY is designed to recognize outstanding garrison leaders who exemplify the components and principles of the IMCOM Leadership Pledge. Since leader behaviors are vital to establishing and maintaining a service culture, this award highlights and recognizes those leaders who embrace the concepts of the Leadership Pledge.

Concept—

- Quarterly and annual award.
- Awarded to one (1) outstanding garrison leader each quarter.
- Awarded to one (1) outstanding garrison leader each year.
- Presented at Garrison Quarterly Recognition Lunch/ Breakfast or other appropriate forum (intent is to present the award in the presence of as many employees as possible).
- One (1) nominee per division.
- All divisional nominees recognized/honored at the Quarterly Recognition Lunch/Breakfast.

Award—

- Garrison Leader of the Quarter – Year Certificate (created at garrison discretion).
- Achievement Medal for Civilian Service.
- 16 hour time off award.

Garrison Professionals’ Recognition Lunch/Breakfast/Forum

Purpose— Objectives: The Garrison Professionals’ Recognition Lunch/Breakfast/Forum is designed to provide a forum to highlight – recognize outstanding garrison professionals and teams. It is designed to promote and foster a team environment, team member sense of belonging to the organization, and leader engagement.

Concept—

- Quarterly execution.
- Provides an opportunity for garrison leadership to honor and recognize outstanding professionals and teams. Provides opportunity for leaders (at all levels) to engage with their fellow professionals.
- Examples of items that can be highlighted during the forum: positive ICE comments, recognition from supported commands, outstanding effort, Professional/Leader of the Quarter, Length of Service, etc.
- Optional – Recommended Technique: Employee leadership pays for lunch/breakfast of employees being recognized.

Annual Garrison Accomplishment Town Hall or Recognition Event

Purpose— Objectives: The Annual Garrison Accomplishment Town Hall or Recognition Event is designed to provide a forum in which garrison leadership can highlight – recognize garrison (individual and team) accomplishments during the year. It is designed to show that garrison leadership acknowledges, respects, appreciates, values and appreciates the outstanding work accomplished during the year. It is intended to give IMCOM professionals a sense of pride in the achievements of their organization, team and garrison.

Concept—

- Employee Town Hall(s) – may have to conduct several to ensure all team members have the opportunity to attend.
- Garrison leadership (GC) presents – highlights significant accomplishments (both individual and organizational) of that year.
- Outlines priorities and focus areas for following year.

Garrison Commander / Leadership Letter of Appreciation to outstanding IMCOM Professionals – Organizations – Teams

- Hand written (more powerful).
- Given to Professionals of the Month, Professionals of the Quarter, Professionals of the Year, members of organizational teams who demonstrate superior service or achievement, etc.

Garrison Directorate Professional or Leader of the Month

Purpose— Recognize outstanding Garrison professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

Concept—

- Monthly award.
- Conducted – awarded by each Garrison Directorate (that is, DPW, DHR, DFMWR, DPTMS – each select – recognize their own Professional of the Month).
- Can be recognized at Garrison Quarterly Recognition Lunch/Breakfast/Forum.

Award— Garrison discretion.

Garrison Peer to Peer Recognition Program

Purpose— Establish a mechanism allowing IMCOM professionals to nominate-recognize fellow professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

Concept—

- Nomination cards (reference Part 3 Products).
- Establish collection boxes at directorate/divisional locations.
- Team members who receive nomination cards recognized at Garrison Employee Recognition Lunch/Breakfast.

ICE Recognition: Recognize IMCOM professionals – organizations who receive positive ICE comments – reinforces service culture.

Purpose— Reinforce service culture and recognize outstanding professionals/teams.

Concept—

- Read ICE comment.
- Present in front of team member co-workers (that is, leadership recognizes employees in front of their co-workers).
- Option: recognize team members who receive positive ICE comments during staff meetings.

Award (options)—

- Coin, pin, Service Excellence Certificate, certificate of appreciation, time off award.

Garrison Newsletter

- IMCOM Professional Recognition section.
- Team member birthday – Special Day section.

Garrison Professional Recognition Display Board (Wall of Fame)

Purpose— Celebrate and honor excellence

Concept—

- Post in Garrison HQ.
- Option: Directorate/divisional team member recognition boards.
- Pictures of outstanding professionals – organizations (that is, POQ/POY, LOQ, LOY, length of service recipients, etc.).
- Post positive letters, ICE, e-mails from customers.

Garrison Commander / Leadership Letter of Appreciation to outstanding professionals' Family

Garrison Leadership Appreciation E-mail to outstanding professional

- cc supervisor and team member co-workers / teammates.

Installation Digital Signage Professional – Organizational Team Recognition

- That is, advertise – post on installation digital signs names of outstanding professionals – organizations.

Highlight outstanding professionals – organizational teams during garrison staff meetings

- That is, spotlight awards – staff meetings, town halls, etc.
- Informal recognition.

Special parking designation

- Garrison – Directorate Professional of the Month/Quarter.

Post a thank you note in the team member's work area

Outstanding Professional to Lunch Day

- Leaders take outstanding professionals out to lunch.
- Directorate Professionals of the Month or other outstanding professionals.
- Leader buys lunch for recognized team member.
- Team member co-workers invited to participate.

Garrison Team Member Suggestion Program

IMCOM Professional/Team Member Board

- Modeled after Fort Carson, DFMWR.
- Consists of a certain number of professionals from each directorate/division/facility.
- Meet monthly and talk/discuss issues/concerns/kudos that are going on in their areas.
- They work “voice of the employee” issues – making improvement recommendations for the workforce.

“Solve the Problem” Tiger Team

Concept—

- Similar in construct to AFAP - if the garrison is having a problem/challenge, invite team-members to serve on a tiger team to work on fixing the problem.
- Charge them to study data, make recommendations, create a budget, etc.
- Leader’s only role is as champion to provide resources and break-down barriers.
- This recognizes that our people have the answers to almost all challenges the organization faces.

Facilitator for IMCOM Team Member Orientation (TMO)

- Being a part of the TMO facilitation team is a recognition opportunity – it shows the organization thinks highly enough of the team member to trust them to help onboard others.
- Reference IMCOM On-boarding Program for information on TMO.

Garrison Leadership – Team Member Brown Bag Lunch

Concept—

- Conducted monthly/quarterly.
- Rotate directorates – targeted audiences.

Garrison Leadership Brown Bag Lunch with New IMCOM Team Members (Welcome)

Concept—

- Conducted quarterly or as required
- Attended by senior garrison leadership (GC, DGC, CSM, Directors, etc.)

Day with the Garrison Commander

Concept— Allow select outstanding professionals to spend a day ‘shadowing’ the Garrison Commander.

Garrison ‘Day in the Life’

Concept—

- Members of the Garrison Command Team – Directors – Garrison leadership perform front line team member duties
 - Examples: Serving as access control guards, check-out at outdoor recreation, ACS front door, ID Card in-out processing, etc.

Casual Dress Day

Garrison Empowerment Award

Purpose— Recognize professionals who demonstrate initiative, good ideas, improve operations, etc. Emphasizes empowerment philosophy.

Garrison Extra Mile Award

- Recognize professionals who put forth extra effort.

Staff Meeting at Off-Site Location

- Over lunch/breakfast.
- Relaxed environment.
- Build team concept.

Garrison Organization Day – Spirit Week

Program – Staff Functional Outstanding Achievement Awards

Purpose— Recognize professionals who receive certifications, credentials, complete functional training, etc.

Leader Birthday Letter/Card to IMCOM Professionals on Their Birthday

Spirit of “Fred” Award:

- Fred is acronym for “Friendly” “Resourceful” “Enthusiastic” “Dependable”.
- Presented to IMCOM professionals who exemplify these characteristics.

Rotating Trophy:

- Find a trophy or figurine that you can pass around the office. Give it to an IMCOM professional who has exemplified one of your organizational values, and let them keep it on their desk for a week. The following week/month, let that employee hand it off to one of their peers who has done the same.

Birthday Celebration:

- Rather than having an IMCOM professional use personnel leave on their birthday, give them the day off.

Staff Appreciation Day

Concept— Once a year where leaders supply cooks, food, etc. – leaders serve.

Part 3: Products

Peer to Peer Recognition Card:

Team Member: _____
Work Location: _____
Recognized by: _____ Date: _____
Leader Name & Signature: _____
I recognize you for demonstrating the IMCOM Principles
Comments: _____

Sample IMCOM Professional Recognition Letter

Below are sample thank you letters that leaders and/or co-workers can write to a team member to recognize the IMCOM professionals or a team's good work. The semi-formal team member recognition letter can be written in just a few minutes. Keep in mind that a team member recognition letter is appropriate from co-workers, professionals in different departments/branches, and leaders at all levels within the organization. When possible, handwritten letters or notes should be utilized vice prepared form letters. A prepared birthday note or note of appreciation signed by leaders is great, but a handwritten note signed by leaders and co-workers is more personal and sends a powerful message of caring leadership to the receiving team member.

Dear Barb,

Just wanted to let you know how much we appreciated your help with the training classes. We would have missed our due date without everything you did to make the instructional language consistent in the email, and on the Web site.

Our team members will be thankful for the fact that the instructions are straightforward and easy to understand. Even the graphics added to the message and helped with the clarity.

I know you had to have let other work slide on our behalf so you must be feeling swamped right now. On behalf of everyone involved in the training, thank you for your effort and all you have done!

Jennifer,

I want you to know how much we appreciate the extra time you put in this week to get the new fitness program up and running. The customers were well-served by your extra efforts and USAG _____ once again met their expectations of delivering great service and support!

Thanks so much!

Dear Mr. _____,

I would like to express my sincere appreciation for yours and your Team's outstanding effort in supporting the pre-deployment SRP for 2nd Brigade. The outstanding support provided by your Team was indicative of your professionalism and dedication to supporting Army readiness. The organization of SRP site and smooth execution of all activities was appreciated by Soldiers and their Leaders alike.

Again, thank you for your outstanding efforts and everything you and your Team do to support Soldiers and their Families each and every day.

IMCOM Operation Excellence (OPEX) Customer Service Training Program

Introduction – Purpose:

The IMCOM OPEX Training Program is the Command's enterprise approach to provide standardized customer service training to the IMCOM workforce. It applies to all echelons and subordinate commands within IMCOM.

Background

The IMCOM OPEX Training Program is modeled after the Family and Morale, Welfare and Recreation (FMWR) Operation Excellence (OPEX) customer service curriculum. The training program has been delivered to over 44,000 FMWR professionals by the College of Installation Management's (CIM) Non-appropriated Fund (NAF) Service Culture Educators (SCEs) since 2010. 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. Each garrison appoints an Appropriated Fund (APF) professional to serve as their primary customer service facilitator to support directorates outside of Family and MWR. The CIM provides a robust train-the-trainer regimen to certify facilitators to deliver OPEX Training.

Concept of operation

The IMCOM OPEX Training Program outlines a methodology and process designed to fully train IMCOM personnel in customer service. The program consists of three (3) phases: Phase 1: OPEX Facilitator Certification Program; Phase 2: Delivery of Initial OPEX and OPEX for Leaders Training; Phase 3: Annual Customer Service Refresher Training.

Phase 1: OPEX Facilitator Certification Program (initial launch in Aug-Dec 2016; augmented annually in 2017 and beyond)

In IMCOM Operations Order 16-049, garrisons selected one APF primary staff member, NOT ASSIGNED to the Directorate of Family and MWR, to serve as an OPEX customer service facilitator. The CIM enrolled these personnel in one of four initial OPEX Facilitator Certification courses delivered from August to December 2016 at the CIM in Fort Sam Houston, Texas. The CIM centrally funded all TDY and tuition costs for the OPEX Facilitator Certification Program.

These APF OPEX facilitators will deliver OPEX Training as an *other-duty-as-assigned* with a workload that varies based on the number of employees to be trained.

Certified OPEX facilitators should deliver exceptional internal and external customer service. The facilitators are expected to follow the Army Learning Model in accordance with industry-standard adult learning principles. This means they should be comfortable facilitating discussion and hands-on experiential learning so that adult learners can be

active participants in their own learning. It is highly recommended that OPEX facilitators possess at least a Bachelor's degree.

Week one (1) of the certification program is the Faculty Development Program (FDP1) course, which addresses the main adult education philosophy within the Command, including adult learning theory, experiential learning application, facilitation, learning styles, and self, peer, and student assessment. Week two (2) is OPEX-Train-the-Trainer, in which participants will observe, analyze, and practice facilitating the OPEX and OPEX for Leaders curriculum. Once these facilitators complete the two-week certification program they will be certified to facilitate OPEX training.

For ongoing support, the CIM's NAF Service Culture Educators, who have been successfully facilitating the OPEX curriculum to the DFMWR workforce since 2010, will provide subject matter expertise (SME) and guidance to the garrisons APF OPEX facilitators on how to implement the OPEX training program.

For sustainment, the CIM will provide annual OPEX Facilitator Certification courses in 2018 and beyond to ensure a cadre of certified OPEX facilitators are maintained for the Command. No further OPEX Facilitation Certification courses will be available in 2017. Given the limited number of CIM OPEX Facilitator courses and to ensure an adequate training instructor pool, garrisons are encouraged to utilize their Certified OPEX lead trainers (those that have received formal CIM instruction) to conduct local train the trainer sessions to build the bench of available OPEX trainers. As with the original selection of OPEX trainers, careful consideration should be given to those selected to serve as OPEX and OPEX for Leaders trainers (that is, they should be professionals who can 'teach'/facilitate discussion, demonstrate a good example of customer service themselves, etc.). NAF Service Culture Educators are available to assist and provide expertise.

Phase 2: Delivery of Initial OPEX and OPEX for Leaders Training Delivery (APF launch and NAF Sustainment in FY17)

OPEX and OPEX for Leaders training are experiential learning programs that follow the Army Learning Model and adult learning principles. The training is designed for active participation, with an ideal size of 16-24 students per class. This hands-on, classroom training utilizes a variety of individual and small-group exercises; it is not lecture-driven instruction and cannot be delivered to groups in an auditorium setting.

Certified OPEX APF facilitators will begin implementing OPEX and OPEX for Leaders training in FY17 for directorates outside of Family and MWR. The CIM's NAF Service Culture Educators will continue to sustain OPEX training for the Family and MWR workforce. DFMWR professionals do not have to re-take initial OPEX training if they have already completed it. Teamwork and collaboration between the NAF and APF facilitators will ensure a unified, comprehensive training program is implemented for the total IMCOM workforce.

Reporting: In order to minimize the reporting requirements associated with OPEX training, IMCOM G9 created a Sharepoint site for use in reporting and tracking garrison OPEX training.

https://army.deps.mil/army/cmds/imcom_HQ/SCI/SitePages/OPEX_Training_Tracker.

On a quarterly basis, beginning July 2017, IMCOM G9, as the proponent for the Service Culture Initiative, will provide IMCOM leadership a simple report with the total number of OPEX classes delivered, the number of personnel trained, and the percentage of the garrison APF workforce trained in OPEX. Upon completion of each garrison APF OPEX and OPEX for Leaders course, garrison APF OPEX Facilitators will submit/upload completed training data into the OPEX Training Tracker sharepoint site. NAF SCEs will continue to follow the quarterly Service Culture reporting process of NAF OPEX completions to DFMWRs and the CIM.

Although the goal is for every Garrison IMCOM professional attend OPEX training, this is likely unrealistic given available time and resources in the short-term. Therefore, Garrison's should prioritize who attends first. It is recommended that leaders attend the OPEX for Leader Training first in order to set the example and demonstrate the importance of this initiative/training. Following leader attendance, it is recommended that priority/focus of training effort go to front door service providers (that is, those IMCOM professionals who interact directly with customers).

Initial OPEX Training

The OPEX course helps IMCOM professionals hone their skills in delivering outstanding customer service as promised in the IMCOM Pledge to our Customers. The training clearly communicates standards to ensure consistent customer service delivery across Army garrisons. 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 IMCOM. New employees should complete OPEX within their first 30-90 days of employment. In the initial OPEX rollout, the priority to attend should be staff with direct contact with customers (face-to face or over the phone). Commanders have flexibility in how best to prioritize the scheduling of staff to attend OPEX training:

- 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.
- Local national employees OCONUS should attend OPEX as much as feasible given language-constraints and status-of-forces/host nation requirements.
- Soldiers assigned to IMCOM are expected to attend.

- Contractors could attend depending on the nature of their contracts and local requirements (for example, some contracts say the contractor is expected to provide a fully trained employee, so garrisons wouldn't want to incur an expense that violates stipulations of the contract).

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

- Creating strategies to deliver on the IMCOM Pledge to our Customers.
- Applying the eight CUSTOMER techniques:
 - **C**heerful Greetings – for every customer.
 - **U**se Positive Communication, in person, on the phone, and in email.
 - **S**how a Positive Image – Be Professional.
 - **T**eamwork – supporting the IMCOM team.
 - **O**wn your job – take responsibility for the role you play in service delivery.
 - **M**ake it up to the customer – Solve problems at the lowest level.
 - **E**xtra mile – exceed customer expectations.
 - **R**emember to thank every guest.
- Developing strategies to resolve challenging situations.
 - Analyzing the root of customer dissatisfaction.
 - Using the BEST strategy to solve problems:
 - **B**e There
 - **E**mpathize.
 - **S**olve.
 - **T**hank.
 - Projecting professionalism when delivering customer service.

OPEX for Leaders Training

The OPEX for Leaders course is a key component of building a service culture in IMCOM. The training supports leaders in delivering the promises of the IMCOM Leadership Pledge, focusing on key behaviors such as empowerment, recognition, and communication.

The target audience for OPEX for Leaders are managers and supervisors, who should take this training in addition to initial OPEX training. Certified OPEX APF facilitators will deliver OPEX for Leaders training in FY17 for directorates outside of Family and MWR, while the CIM's NAF Service Culture Educators will deliver OPEX for Leaders to DFMWR managers for their FY17 annual customer service refresher training.

OPEX for Leaders is a four-hour workshop in which IMCOM leaders develop a personalized action plan that includes specific improvements to deliver the IMCOM Leadership Pledge. The workshop focuses on leaders delivering excellent customer

service to internal customers, setting up team members for success, and effectively communicating with team members. 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.

Phase 3: Annual Customer Service Refresher Training. (Beginning in FY18 for APF team-members; continuing for DFMWR in FY17)

IMCOM will continue to provide opportunities for the workforce to refresh their skills every year in customer service delivery. Annual refresher training keeps IMCOM focused on the importance of creating value for our customers through consistent and easily-accessible service.

Beginning the fiscal year after completing initial OPEX training, IMCOM professionals will complete shorter annual customer service refresher training to maintain customer service competency and build higher-level skills.

A variety of smaller targeted refresher training topics are available to meet the needs of learners and facilities, including:

- Stand-alone OPEX follow-on lessons that can be delivered in one to two hour blocks of time, either in classroom settings or directly at the facility/program level.
- Free self-paced online tutorials available through AKO/Skillport.
- "Hip-pocket" training—refresher training guides written for leaders to be able to directly deliver to staff at a meeting or a short training session.
- Leader workshops focused on how to sustain a service culture.

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

and electronic products immediately, and should be printed and displayed when available resources allow.

Communication Tools:

The following tools are provided to leaders at all levels of the Command to incorporate into engagements with IMCOM professionals, supported commanders/leaders, and local communities as part of their effort to inculcate a culture of service excellence throughout all facets of IMCOM operations. These are intended to be internal resources for IMCOM professionals to refer to prior to communicating about the SCI, changing environment, and our commitment to Serving the Rugged Professional.

IMCOM SCI Command Messaging Target Audiences:

- Internal: IMCOM professionals.
- External: (1) Supported Commanders, (2) Army Senior Leaders, (3) Soldiers, (4) Families, (5) Communities, (6) the American Public.

IMCOM SCI Command Messaging Strategy Statement:

This is a multi-year effort designed to enhance the service culture within IMCOM. It supports the Army's/CSA's effort to adjust Army culture; focusing on the Army as a profession, individual self-reliance, empowerment, commitment to service, community well-being, and taking care of each other. Engagement with target audiences will outline the genesis of the campaign and emphasize what IMCOM is doing to provide programs/services to those we support as effectively and efficiently as possible. IMCOM will define who we are as an organization, why we exist, how we support Army readiness (Installations are the foundation of Army readiness and central to the Army's culture), and actions we are taking to fine-tune and improve our services. Our goal is for IMCOM professionals to become advocates and be proud of IMCOM's contribution to Army readiness. Heavy use of visual imagery, to include depicting IMCOM professionals and those we support, will be used to show IMCOM's and our professionals contribution to the Army. IMCOM will communicate all components of the Service Culture Initiative as one of the tools to help mitigate risks during a time of reduced resources and changing conditions. Emphasis will be placed on leader responsibilities. IMCOM will assist the Army in conveying the critical need to prioritize programs while maximizing every dollar spent.

IMCOM SCI Command Messaging Engagement Opportunities:

IMCOM leaders will leverage all available forums as part of the effort to inform to our internal (IMCOM team members) and external (those we support) audiences. IMCOM and garrison senior leadership will serve as the principle spokespersons to communicate the SCI and the effects of the changing environment. The following are possible engagement opportunities to be utilized to communicate the SCI, changing environment and IMCOM's service to the Rugged Professional.

(1) External Audiences:

- Army Senior Leader Forum.
- Service Provider Forum.
- Pre-command Course.
- IMCOM Command Briefs.
- AUSA (National) – displays, brochures, IMCOM Army 10-Miler Hooah Tent.
- Community Events – Community Partnerships – Community Leader Engagements.
- IMCOM Web-site.
- Soldier Magazine.
- Garrison Community Forums.
- Soldier for Life.
- ACOM – MACOM Leader Conferences.
- General Officer Senior Commander Course.
- Installation Management (IM) Board of Directors (BOD).
- SMA Senior Executive Council.

(2) Internal Audiences:

- IMCOM Town Hall.
- Garrison Leader Course (Garrison Leadership – primary advocates).
- Garrison Town Halls.
- IMCOM Commanding General – Public Service Announcements (SCI Phase II).
- Garrison and IMCOM Newsletters.
- Garrison Commander Conference(s).
- Installation Management (IM) Board of Directors (Internal).
- IMCOM CG Garrison Visits – Town Halls – meeting with Garrison Leadership.
- IMCOM Annual Command Guidance.
- IMCOM – IMCOM Directorate (ID) Monthly VTCs.
- IMCOM Garrison Commander & Command Sergeants Major Spouse Forum.
- IMCOM Web-site.
- IMCOM Headquarters Branding.
- IMCOM On-boarding Program – IMCOM Professional Orientation.
- Leader to Led Engagements (conversations).

IMCOM Commanding General's Service Culture Initiative Presentation: This PowerPoint presentation was used by the CG to reveal the Service Culture Initiative to the workforce. Leaders are encouraged to use this in part or in whole to ensure both internal and external audiences understand the Army's changing environment, its linkage to Army readiness, IMCOM transformation, and the Service Culture Initiative.

We Are IMCOM Presentation: We Are IMCOM is a power point presentation depicting who we are as an organization. Built and organized around four (4) pillars (Readiness, Support, Culture, and People) it captures the many and varied programs, services and support IMCOM provides the Army. It is intended to be used as a means to communicate, educate and inform IMCOM professionals, supported commanders, Army senior leaders, Soldiers, Families, communities, and the American public who we are

and our unique contribution to the Army. It can be used in whole or in part to highlight key programs, services, and outcomes provided by IMCOM.

SCI Communication Toolkit: Provides a quick reference regarding SCI background, components and messaging.

Messaging:

The following are the key messages associated with SCI command messaging—

- The Army is facing a changing environment, one that is characterized by reduced resources (funding and personnel), while readiness requirements remain constant.
- The Army asked all major commands to reduce resource and program requirements.
- Resources re-purposed by this effort will be returned to the Army and used in other ways to “buy back” critical areas associated with maintaining Army Readiness.
- As a part of this effort, IMCOM can no longer provide the same programs and services as we have over the past decade and that our Soldiers and Families have come to expect.
- IMCOM must prioritize and deliver the right programs and services, maximizing every dollar we spend.
- We will apply and align resources with the Army’s #1 priority – Readiness. For IMCOM, this means supporting infrastructure – for without infrastructure there is no Readiness.
- This is the time when the Army and IMCOM will have make some tough, and potentially, unpopular decisions.
- Certain programs will be reduced or eliminated. Aligned with this, we may have to reduce our civilian work force.
- Even in this time of change, IMCOM professionals will continue to provide a unique and special contribution to Army Readiness.
- As we fine-tune programs, the manner in which we deliver services becomes even more important.
- Improving service delivery provides a means to mitigate the effects of reduced services.
- The IMCOM Service Culture Initiative is designed to mitigate the effects of reduced resources on employees and customers.
- The IMCOM Service Culture Initiative promotes and fosters a return to basics; emphasizing engaged and caring leadership, fair and appropriate recognition, accountability, and empowering our employees to make a difference in lives of those we support.
- As installation management professionals, we must remain dedicated and committed to service excellence.
- IMCOM and our installations provides the foundation of the Army culture.

- Our installations provide the Army roots – it is where we live, work, train, prepare, where we deploy from, where our Family is cared for, where we come back to, where our friends and Family are.
- We must always keep in mind that IMCOM's primary mission is to serve and support our Army's Rugged Professional – those Soldiers who may have to go into harm's way. We Are The Army's Home.

Themes and Messages:

The following are detailed themes and messages to be referenced and utilized to communicate and inform target audiences concerning the SCI and IMCOM's efforts to mitigate the effects of a changing environment. They should be tailored to the topic, audience, and desired end-state of the engagement.

Army as a Profession Messages:

- Serving in the Army, both in and out of uniform, is a profession, not a job.
- The Army is a trusted profession.
- The Army is comprised of dedicated professionals who are committed to serving our Nation.
- As a profession, the Army has a set of values, ethics, and standards.
- The Army culture emphasizes service to others, individual self-reliance, empowerment, self-discipline, commitment to each other, community well-being.
- IMCOM is at the forefront of shaping Army culture.
- The Army provides its members (Soldiers and Civilians) education and training.
- Army culture emphasizes service to others, individual self-reliance, empowerment, self-discipline, commitment to each other, and community well-being.

IMCOM Team members/Employees are Professionals Messages:

- IMCOM team members are highly trained professionals.
- IMCOM is comprised of experts in the art and science of Installation Management – they are Professionals.
- IMCOM Professionals remain dedicated and committed to service excellence.
- IMCOM Professionals, at all levels, are accountable for delivering the best possible services (within resources – capabilities) to those they support (Supported Commanders, Units, Soldiers, Families, and Communities).
- IMCOM is at the forefront of supporting Army readiness.
- IMCOM team members are dedicated and professional service providers.
- IMCOM team members are at the forefront of shaping and serving the Army culture.
- IMCOM is a supporting command and a service provider organization.
- IMCOM provides a unique and special contribution to Army readiness.
- IMCOM is committed to providing programs and services delivered with a sense of pride, professionalism, and in keeping with Army values and IMCOM principles.

- IMCOM Professionals are held to the highest standard of Army values.
- IMCOM Principles are; Service, Excellence, Respect, Vision, Integrity, Communication, and Empowerment.

The Operational Environment and IMCOM Transformation Messages:

- The Army is facing a changing environment, one that is characterized by reduced resources (funding and personnel), while readiness requirements remain constant.
- The Army has a requirement to maintain or enhance readiness requirements.
- Readiness is the CSA's #1 Priority (there is no other priority).
- For IMCOM, this means supporting infrastructure – for without infrastructure there is no readiness.
- Transformation is defined as a process of profound and radical change that orients an organization in a new direction and takes it to an entirely different level of effectiveness.
- IMCOM is transforming to meet the challenges of our current operational environment.
- There are three main elements of IMCOM transformation; IMCOM – ACSIM Transition, IMCOM Directorates, and the Service Culture Initiative.
- IMCOM – ACSIM Transition: The decision to assign a separate commanding general to IMCOM recognizes the complexity and importance of the IMCOM mission. Separating policy and programming (ACSIM) from the execution arm (IMCOM) improves the support IMCOM provides to senior commanders. IMCOM is an independent command operating in the field, reporting to the Chief of Staff of the Army.
- IMCOM Directorates: IMCOM established three functionally aligned IDs co-located with Forces Command (IMCOM-Readiness), Training and Doctrine Command (IMCOM-Training), and Army Material Command (IMCOM-Sustainment) Nov. 1, 2016. IDs improve mission command through unity of purpose, co-location with supported commands, a smaller number of garrisons to manage, and similar community demographics. IDs solve functional challenges for garrison commanders, coordinate IMCOM HQ support, and drive/assess garrison execution of service delivery.
- Service Culture Initiative: Represents a long-term commitment to improve ourselves as an organization. It is designed to inculcate a culture of service excellence within all facets of the command. The foundation of this initiative is leader engagement. The SCI establishes an environment where professionals feel valued, possess a sense of belonging and loyalty to the organization, and treat others with dignity and respect. In such an environment, professionals have a positive attitude that is shared with each other and the rugged professionals we support.
- The Army is having to make tough decisions to balance available resources (money, manpower, time and leadership) on installations to support priorities that enable a ready Army to rapidly deploy combat formations to fight and win anywhere in the world.

- IMCOM has a realistic understanding that acknowledges with fewer personnel and less funding, it must divest non-essential tasks and operations to meet mission-essential requirements within existing resource allocations.
- Even in this time of change, IMCOM professionals will continue to provide a unique and special contribution to Army readiness.

Managing Expectations Messages:

- During times of change, it is important that we communicate to those affected what is occurring and why. The Army and IMCOM can no longer provide the same programs and services that we have over the past decade and that our Soldiers and Families have come to expect.
- We must communicate and actively manage expectations for both those that provide the services, as well as those that receive the services.
- Soldier and Family expectations remain high – they must know we are committed to giving them our best within available resources/capabilities.
- Enhancements were made to many programs and services over the past decade when the Army was larger and funded to higher levels – many of these enhancements are no longer necessary, affordable or sustainable.
- As we fine-tune programs and services, we need to focus on those that empower and promote self-reliance of Soldiers and Families.
- Those that serve should look upon the Army as a means to serve, grow, be challenged, and develop.
- When you join and subsequently serve in the Army, there should be an expectation that you will experience and endure some level of hardship (that is, physical and mental challenge, separation from Family, long work hours, frequent moves, etc.).
- A Soldier's life should be characterized by modesty, humility, frugality, self-discipline, and focused on service to others.
- Acknowledging a Soldiers, and their Families', service to our nation; the nation and the Army have an obligation to correspondingly provide services supporting a modest quality of life (housing, medical, recreation, community, etc.).
- The Army continues to acknowledge and recognize the special service to our nation of our Soldiers and their Families.
- The Army – IMCOM will continue to provide programs and services to the best of our ability within available resources.
- IMCOM remains committed to the well-being of Soldiers and Families.
- Given our limitations, we will ensure we provide the most impactful programs and services.

We are the Army's Home – Serving the Rugged Professional Messages:

We are the Army's Home

- IMCOM provides the foundation of the Army culture.
- Home – our installations are the Army's Home – they are where our Army (units, Soldiers, Families) live, work, play, and build relationships.
- Family – our installations provide a sense of Family (units – big and small, community, Families, individuals).
- Community – our installations provide a sense of community.
- Our installations are the glue that keeps our units, Soldiers, and Families cohesive.
- Our installations are the link between the Army and local communities.
- Well-being – our installations provide the means to take care of each other and ensure Soldier and Family well-being.
- Future – Roots – Stability – our installations provide our Army continuity. It is where we live, work, train, prepare, where we deploy from, where are Family is cared for, where we come back to, where our friends and Family are.
- As our Soldiers and their Families transition to civilian life, it should be our greatest hope that some of their best memories were made possible by the dedicated, caring support provided by installation management professionals and the programs and services they provide.
- We have been, we are, we will always be...The Army's Home.

We Serve the Rugged Professional

- When a Soldier joins and subsequently serves in the Army, there should be an expectation that he/she will experience and endure some level of hardship (i.e. physical and mental challenge, separation from Family, long work hours, frequent moves, etc.).
- Soldiers should take pride in this – not avoid hardship or tough assignments...but seek them out.
- Soldiers are Army's Rugged Professionals who have the training and ethos to thrive in difficult conditions.
- A Soldier's life should be characterized by modesty, humility, frugality, self-discipline, and focused on service to others.
- Acknowledging a Soldiers, and their Families', service to our Nation, the Nation and the Army has an obligation to correspondingly provide services supporting a modest quality of life (housing, medical, recreation, community, etc.).
- We must always keep in mind that IMCOM's primary mission is to serve and support our Army's Rugged Professional – those Soldiers who may have to go into harm's way.
- IMCOM's focus should be on supporting 'Warriors,' allowing them to accomplish their mission.
- IMCOM provides support to senior commanders, thereby enabling Army readiness and Soldier and Family self-reliance.

- IMCOM Employees should take pride in supporting the Army's Rugged Professionals.

Service Culture Initiative (SCI) Messages:

- To ensure quality service delivery as programs and services are adjusted, IMCOM is re-focusing on the command's service culture.
- The SCI is designed to create a positive environment for customers and IMCOM professionals alike.
- Service excellence is a by-product of how you treat your employees.
- We know when IMCOM professionals are treated with dignity and respect, they in turn engage each other and their customers in similar fashion.
- IMCOM professionals are dedicated and committed to excellent customer service.
- The foundation of the SCI is leader engagement. During periods of change, leaders must be open, honest, and straight forward in communication.
- Our work environment will be characterized by; engaged and caring leaders, fair and appropriate recognition, opportunities for personal and professional development, empowerment to make a difference in lives of those we support, and accountability.
- IMCOM professionals at all levels are accountable for delivering the best possible services (within resources/capability) to those we support (supported commanders, units, Soldiers, Families, and communities).
- The SCI is designed to ensure our team members are prepared for and empowered to deliver services in the best possible manner given available resources.
- Improving service delivery provides a means to mitigate the effects of reduced services.
- The SCI ensures that those we support understand and acknowledge IMCOM's commitment to service and our support to Army readiness.
- The IMCOM Service Culture Initiative focuses on four key areas: (1) Team Member Sense of Belonging to IMCOM, (2) Leader Engagement, (3) Team Member On-boarding, and (4) Team Member Recognition.
- The SCI promotes and fosters a return to basics; emphasizing engaged and caring leadership.
- Through the use of available leader and community engagements, IMCOM leaders will use every available opportunity to inform and educate our professionals, our customers, and the communities they serve on the changing environment and how IMCOM will continue to support them.
- 2013 Return on Investment (ROI) study of 10 garrisons that fully implemented the FMWR Customer Service Program (utilized same principles as SCI) in FY11 & FY12 demonstrated: (1) Five-percentage point increase in Employee Satisfaction (75% to 80%). (2) \$3,156,132 in financial benefits (increased NAF net-revenue and reduced employee turnover costs) directly attributable to the program. (3) Positive ROI of 39.6% for combined HQ program and garrison labor costs.
- The SCI provides a direct contribution to Army readiness.

Back to Basics – Leader Engagement Messages:

- We must empower and trust our Leaders to ensure Soldiers and Families remain ready.
- IMCOM, and other supporting organizations, assist leaders and commanders in maintaining Soldier and Family readiness.
- IMCOM's goal is to empower Soldiers, Families, and leaders to be self-reliant and ready at all times.
- Empowerment is a by-product of the programs, services, information, and education IMCOM provides.
- As always, the key to success in supporting our IMCOM professionals and those we serve is engaged and caring leadership.
- IMCOM leaders are dedicated to providing our professionals the best in leadership.
- IMCOM leaders will be engaged and caring to our employees and those we serve.
- We will return to and focus on the “basics” – Army values and IMCOM principles of SERVICE.
 - Army values:
 - Loyalty
 - Duty
 - Respect
 - Self-less Service
 - Integrity
 - Personal Courage
 - IMCOM principles:
 - Service: We value Soldiers and Families; we are committed to serving them.
 - Excellence: Execute our mission to the highest degree possible.
 - Respect: We will treat everyone with courtesy, dignity and respect.
 - Vision: Anticipate and remain agile in a changing environment.
 - Integrity: We 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.
- Additional basics: (1) Leadership (fundamentals). (2) Followership. (3) Training. (4) Mission Support. (5) Service to others. (6) Commitment. (7) Creating self-reliant Soldiers and Families. (8) Taking care of each other. (9) Treating each other with dignity and respect. (10) Loyalty.

Service Culture Initiative Information – Products:

All SCI materials (that is, documents, tools, presentations, etc.) are available for viewing and download on the IMCOM Service Culture Initiative Sharepoint Page (https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx).

Providing Feedback: Employees and leaders at all echelons are invited to provide feedback, suggestions and recommended changes to the Service Culture Initiative.

Feedback related to anything associated with the IMCOM Service Culture Initiative should be sent to matthew.t.margotta.naf@mail.mil or katy.d.carter2.naf@mail.mil.