



REPLY TO  
ATTENTION OF:

**DEPARTMENT OF THE ARMY**  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT POLK  
6661 WARRIOR TRAIL, BLDG 350  
FORT POLK, LOUISIANA 71459-5339

IMSE-POL-PAI

17 JUN 2010

MEMORANDUM OF INSTRUCTION

SUBJECT: Fort Polk Customer Management Services Memorandum (CMS) of Instruction (MOI)

1. REFERENCES.

- a. Customer Management Services Implementation NETCALL # 2008-59, 23 June 2008
- b. Quality of Life Feedback at Garrisons NETCALL 2008-66, 29 June 2008
- c. IMCOM ICE Policy Memorandum #47, 13 September 2006
- d. AR 608-47, Army Family Action Plan, 14 December 2004

2. PURPOSE. The Customer Management Services (CMS) Memorandum of Instruction (MOI) documents the strategy to implement and operate CMS at Fort Polk in accordance with the philosophies outlined in the CMS strategic plan. This MOI is a living document and will be modified to meet the needs of the community.

3. OBJECTIVES. The objective of the CMS MOI is to implement supporting actions and establish responsible agencies to focus on customer service provided to the community constituent groups, Soldiers (Active, Reserve, National Guard), civilians, retirees, veterans, Families and the installation leadership.

- a. Supporting Actions (structure, process, communication, and feedback).

(1) Develop a common understanding and appreciation of CMS and its application at community level by establishing a structure consisting of key members of the installation leadership and garrison staff, Customer Services Officer (CSO), directorates, supporting organizations, and constituent representation. The structure will be comprised of three elements: a customer management services office responsible for the daily operation and integration of CMS; the Installation Action Council (IAC) responsible to the community in the resolution of issues, determining assessment strategies, and identifying concerns to improve services affecting the community; the installation leadership responsible to provide priorities based on the CMS results and recommendations.

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(2) Institute a management process that allows leaders and service providers to make better decisions from a holistic perspective by developing service area action plans formulated around individual feedback, constituent issue resolution process and assessments, corporate level assessments, installation requirements, and directorate or organization capabilities.

(3) Provide measurable assessment results to the installation staff and service providers to assist in focusing their programs toward meeting constituent and corporate level needs. Evaluate the effective delivery/receipt of the functions to determine those that truly affect constituents and those that do not and the resource impacts of both outcomes. The Garrison staff will ultimately determine the priority of functions and resource capabilities to sustain quality of services.

(4) Develop feedback mechanisms allowing constituencies and supported units to provide measurable ratings, comments, and recommendations on service areas and the IMCOM Common Levels of Support (CLS) functions utilizing the Department of Defense (DOD) Interactive Customer Evaluation (ICE) system, the constituent issue resolution process (Community First/Army Family Action Plan), and customer service (constituent and corporate) assessments.

(5) Develop an effective communications and marketing plan to promote and sustain CMS at the installation. Using the three tiered feedback mechanisms, maintain an open line of communication with the community (individuals, constituents, and corporate users). The Public Affairs Office (PAO), Network Enterprise Center (NEC), and Directorate of Family and Morale, Welfare and Recreation (DFMWR) will assist the CSO with implementing and monitoring media advertisement and marketing.

b. Responsible Agencies. Customer Management Services consists of key leaders who form the CMS team and provide guidance in the establishment and execution of the process. Member selection, key responsibilities and procedural guidance are listed below.

(1) Garrison Commander and/or Representative. The Garrison Commander, Deputy, or appointed representative provides oversight for CMS. Responsibilities include:

(a) Direct the conduct of the greater Fort Polk CMS effort.

(b) Brief the Commanding General and Chief of Staff on all CMS related matters.

(c) Provide office space, administrative support, and communications equipment to conduct CMS operations.

(d) Establish the Installation Action Council (IAC) to include membership requirements to meet the needs of the community.

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- (e) Chair the IAC.
  - (f) Evaluate Community First issues to determine if issues are attainable or unattainable and recommend those forwarded beyond installation level using the AFAP process.
  - (g) Integrate the customer feedback from service provider areas currently managed through stovepipe channels into one reporting function.
  - (h) Work directly with the CSO to establish and maintain CMS on the installation.
  - (i) Prioritize the service provider area performance from an installation level perspective using constituent and corporate assessments, the ICE system, community forums, and the Garrison staff.
  - (j) Assess the service provider area performance and importance from the customer perspective based on data provided by the CSO.
  - (k) Assign responsibility of assessment or issue resolution to the appropriate directorate or organization.
  - (l) Leverage the resources in support of CMS.
  - (m) Promote CMS through meetings, briefings, marketing, and media support.
  - (n) Evaluate the satisfaction levels of all Fort Polk service providers through the ICE system, constituent and corporate level assessments, and as determined by the Garrison staff.
- (2) Customer Service Officer (CSO). The CSO is overall responsible for the operation of the CMS and is the primary advisor, trainer, ICE site administrator. Responsibilities include:
- (a) Brief the Garrison Commander, Deputy, and Garrison CSM on all CMS related matters on at least a weekly basis.
  - (b) Establish and maintain an installation CMS office within the Plans, Analysis, and Integration Office (PAIO) with access to the Garrison Commander and Deputy to the Garrison Commander.
  - (c) Establish and maintain an installation CMS structure including membership recommendations for the Garrison Commander.

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(d) Develop, organize, prepare, and conduct briefings, presentations, and workshops to various constituent groups, directors and organization commanders on CMS.

(e) Develop a communication and marketing plan to promote and sustain CMS and its feedback mechanisms at the installation.

(f) Conduct Customer Service assessments in conjunction with IMCOM using Common Levels of Support (CLS) and service support (SSP) areas.

(g) Coordinate volunteers in the Community First issue resolution process. Assist in prioritizing and processing constituent issues received throughout the year to the Army Family Action Plan (AFAP) Coordinator for inclusion in the AFAP Conference.

(h) The CSO is the Installation's primary subject matter expert on the Community First process on the installation and responsible for its operation and strategic link with the AFAP. The CSO is overall responsible for the integration of the two processes.

(i) Plan, develop agendas, and organize meetings for the IAC.

(j) Consult, interview, discuss and solicit CMS information from all constituent group representatives.

(k) Serve as the ICE System administrator for the installation/community.

(l) Collect, screen, staff, and prepare constituent issues from all installation forums (Community First, AFAP) for council consideration and Garrison Commander approval.

(m) Prepare and track the operation budget, if provided, for CMS Program.

(n) Monitor and manage the progress of all issues submitted locally until they reach resolution. Maintain the resource library (automated and hard copy). Ensure all issues identified for approval beyond installation are forwarded to the AFAP program manager.

(3) Installation Action Council (IAC). The IAC membership will consist of those individuals that will represent each directorate and organization of the installation/community and each constituent group. Each directorate/organization representative should have the ability to effect change if required at the directorate/organizational level. The IAC responsibilities are:

(a) Establish and validate the greater Fort Polk goals, objectives, and actions to improve the quality of life for all constituencies.

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(b) Upon receipt of constituent issues or assessment, the IAC will evaluate, resolve, or develop recommendations.

(c) Discuss which issues cannot be resolved at installation/community level and should be forwarded to higher HQ through the AFAP program manager. Final approval of issue disposition is the Garrison Commander.

(d) Continually monitor services provided for importance and performance levels.

(e) Discuss actions for issue resolution and functional assessments to improve services provided to constituents.

(f) Promote constituent group participation and CMS awareness through focus groups, IAC membership, briefings, marketing and media campaign.

(g) Review feedback gathered by CMS constituent assessments, corporate assessments and the ICE system to evaluate satisfaction levels and corrective actions to improve services.

(h) Review the ICE Policy on an annual basis for validation.

(i) Report solutions and best practices to the IAC.

(j) Monitor the integration of CMS initiatives, issues, functions, and resources.

4. GOALS. Establish, implement and maintain an installation/community management structure that focuses on improving customer service and achieving the Army Strategic Goals, which provide:

a. Leadership that maximizes the positive, combined effects of intangibles on the success of the well-being of serving Soldiers, civilians, and their Families and institutional strength of the Army.

b. A competitive standard of living for all Soldiers (Active, Reserve, National Guard), retirees, civilians, and their Families.

c. A unique culture, sense of community, and record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Reserve, National Guard), veterans, retirees, civilians, and their Families.

d. An environment that allows Soldiers (Active, Reserve, National Guard), veterans, retirees, civilians, and their Families to enrich their personal life by achieving their full potential.

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5. For additional information or questions please contact *Customer Service Officer, Fort Polk PAIO, Phone 531-7334 or email polk.custsvc Officer@conus.army.mil.*

  
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