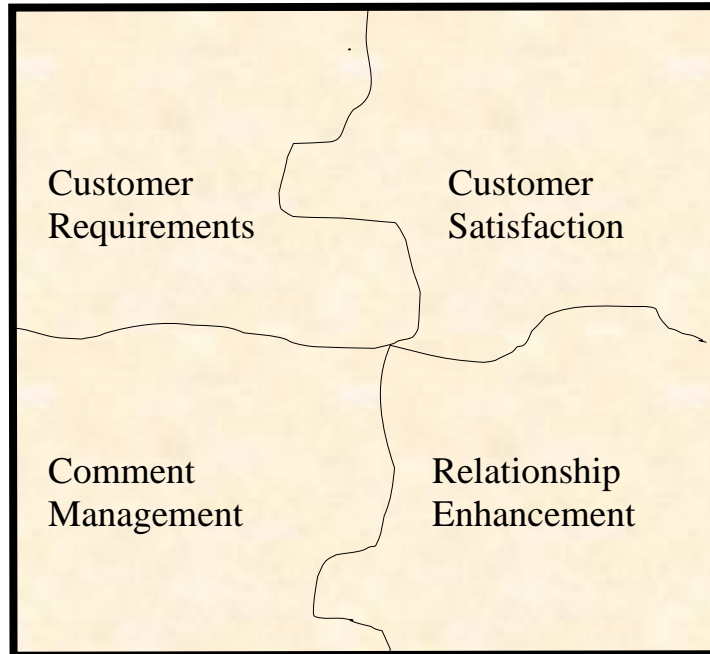


Fort Campbell Garrison



Customer Service Plan

2005-2006

FORT CAMPBELL GARRISON
Customer Service Plan

TABLE OF CONTENTS

Letter from the Garrison Commander	3
Fort Campbell Mission, Vision, and Values	4
Garrison Customer Service Council Charter	5
Customer Service Roles and Responsibilities	6
Seven Tips for Improving Customer Satisfaction	6
Garrison Definition of Customer	7
Fort Campbell's Customer Commitment	7
Customer Requirements	8
Determining Customer Satisfaction – Feedback Systems	9
Comment Management Process	12
Relationship Enhancement of Customer	13
Customer Service Skills Training	16
A Customer Service Philosophy	16

LETTER FROM THE GARRISON COMMANDER
1 October 2004

In the continued pursuit of excellence through customer service here at Fort Campbell, I fully endorse and support this written Customer Service Plan. No matter how well we may have done in the past, we must remain constantly alert and responsive to the needs of our customers. These are the many people and organizations who receive goods or services provided by the many processes and activities of the garrison.

When we began our journey towards Total Army Quality many years ago, we worked to develop a culture that was team-based, process-oriented, and customer-focused. Today, we renew our commitment to that mission. This plan is an important step in that direction. The soldiers, family members, retirees, and civilians of this great installation deserve world-class customer service. This plan is a clear roadmap in delivering that service.

The plan is integrated with our strategic planning initiatives and cuts across organizational lines to serve shared customer groups. It provides a wellspring of information and actions that deserve the attention of every leader and service provider. I am pleased that we have a comprehensive plan that can be embraced and adopted throughout the garrison.

Our continued success in this performance excellence arena revolves around two simple questions: “Are we doing the right things?” and “Are we doing things right?” Since customers determine quality, our goal is to exceed the expectations of our customers. Our success will be determined by our customer’s response.

I strongly encourage every organization and individual on Fort Campbell to use this plan as a guide to serving customers. Strive to exceed their expectations. Make a difference in their lives by putting Army values into action. Incorporate this plan into your daily operations. As you do so, please know that you will be making a lasting contribution to the people we serve and America’s Army.

//original signed//
LARRY D. RUGGLEY
COL, SF
Commander, USAG

FORT CAMPBELL VISION, MISSION AND VALUES

We continuously focus on providing the kind of customer service and support that is necessary to help our units maintain the highest possible state of readiness, the Army's top priority.

VISION

Fort Campbell's vision is to be the benchmark for the Army in people, readiness, resources and transformation.

Our mission clearly states what we must accomplish to ensure we can realize our vision.

MISSION

Fort Campbell's mission is to support training, mobilization and deployment of mission-ready forces. We provide services, facilities and a safe and secure environment for our Soldiers, civilians, retirees, veterans and their families while transforming for the future.

Our values, derived from the application of time-honored Army values, form the basis of our mission and vision. Each has meaning and should guide how we serve customers.

VALUES

Army Values

Loyalty

Duty

Respect

Selfless Service

Honor

Integrity

Personal Courage

Fort Campbell Values

Professionalism

Accountability

Teamwork

Commitment

Honesty

Sensitivity

**FORT CAMPBELL GARRISON
CUSTOMER SERVICE REPRESENTATIVE COUNCIL**

2005 Team Charter

1 October 2004 - 30 September 2006

TYPE OF TEAM: Cross-Organizational Process Improvement Team

TEAM LEADER: Determined Quarterly

TEAM MEMBERS: The team will be comprised of Customer Service Representatives (CSR) from each directorate and selected support organizations, the Office of the Garrison Commander (GC) and the Support Agreements Manager (SAM). At the discretion of the GC, other organizations/activities may be asked to join. Each team member is envisioned as a subject matter specialist in the field of customer service. Core team members are:

DPW: Bill Coke
DES: Janet Bloodworth
DMWR: Joey Samuels
DHSS: TBD
DOL: Tracy Mueller
G3/DPTM: Deborah Judge
DOIM: Theresa Perez
PAIO: James Halford
SAM: Lynn Harrison

CHARTERING AUTHORIZATION: Garrison Commander

TEAM PURPOSE: Purpose of the Garrison Customer Service Council is to assist organizational directors in the deployment of the Garrison Customer Service Plan.

Responsibilities shall include:

- Monitor customer-service training for service providers.
- Review, monitor, and update Garrison Customer Service Plan.
- Assist directorates/support staff in developing and implementing customer service initiatives.
- Improve tracking systems to compile customer requirements, satisfaction, comment management and relationship enhancement.

MEASURES: Measures are found in the documented results of a fully implemented plan within each directorate.

RESOURCES: The team will meet biweekly or as determined by the team. Request for resources will be submitted to GC for approval.

Date: 31 Jan 05

// original signed //
LARRY D. RUGGLEY, COL, SF, Commander, USAG

Customer Service Roles and Responsibilities

Senior Management Board (SMB) – The SMB sets priorities and provides strategic guidance, while reviewing performance. The SMB also considers feedback from units, local communities, key suppliers and partners.

Garrison Commander (GC) – The GC serves as the chartering authority for the GCSC. The GC develops strategic objectives and reviews progress of performance objectives. The GC also provides feedback from customers, suppliers/partners, and employees.

Directorates and Special Staff Organizations - Directors and leaders are responsible for deploying the installation customer service plan throughout the organization. They establish strategies and implementation plans that include feedback from customers and employees through designated Customer Service Representatives. The goal is to improve value creation processes for the customer at all echelons. Process improvements are based on performance data, feedback from customers, suppliers/partners, and employees.

Customer Service Representative (CSR) – Each CSR is viewed as a subject matter expert for the designated directorate or support organization on customer service issues. Specifically, each CSR should work directly with the Quality Council/Director on deployment of the Garrison Customer Service Plan. The CSR is the champion for customer issues relevant to organizational self-assessments. The GCSC is comprised of CSR's as outlined in the charter.

Service Providers - Each service provider with direct customer contact is expected to perform customer service duties in accordance with this Customer Service Plan and Fort Campbell's Customer Commitment. They must also be aware that they are probably the first Garrison representative with whom the customer will share opportunities for improvement. Those opportunities must be communicated up the chain of command for consideration in future customer requirements.

SEVEN TIPS FOR IMPROVING CUSTOMER SATISFACTION

1. Create a clear, focused, and realistic mission statement and maintain constancy of purpose.
2. Identify your customers and segment them by groups.
3. Present your services with clarity and without ambiguity.
4. Encourage effective communication with good listening skills
5. Be approachable and respond to customers' needs.
6. Maintain competence throughout the workforce.
7. Understand the process and create value in each step.

GARRISON CUSTOMER FOCUS

Definition of Customer

Customer: *"Anyone who uses Fort Campbell's products or services"*

Any person who receives a good or service from us is our customer. Customers may be internal or external, individuals or organizations, inside or outside the walls of the garrison. Every process at Fort Campbell has a customer, or it will cease to be a process.

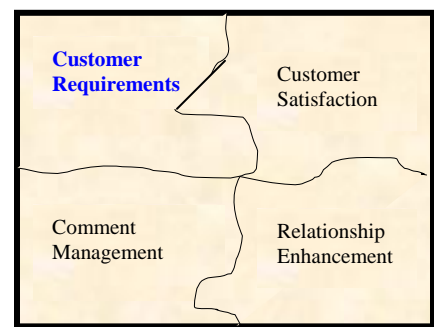
Sharpening customer focus simply means putting people first. It is not enough to just give good service; the customer must perceive the fact that the service is good. Whether the customer receives quartermaster laundry, housing, or food service, they deserve our commitment to providing the best possible experience. The customer determines quality!

**Fort Campbell's
Customer Commitment**

You can expect:

- ★ **A courteous, respectful and helpful staff.**
- ★ **Prompt, polite and positive responses to questions and concerns.**
- ★ **High quality products and services.**
- ★ **Listening with understanding.**
- ★ **Flexibility and competence on your behalf.**
- ★ **Army values in action.**

CUSTOMER REQUIREMENTS



Customers are identified and grouped in terms of common levels of service and resources needed to meet needs and requirements. Different requirements are likely to exist for products, services or support for each customer group. Almost always, the requirements include the need for timeliness, consistency, or other factors. The ability to identify needs and requirements in a systemic manner is a key step in designing processes that result in satisfied customers. Without a system to determine customer requirements, customer service becomes a guessing game.

Customer requirements and needs are prioritized using existing and potential products and services. Particular care is given to identify all potential customer areas that may be opened as a result of the vision statement that may take the organization in a different direction with a different set of customers. Customer requirements and needs are tested against the mission statement to identify inconsistencies--needs that cannot be supported within existing mission, missions no longer supported by customer needs—resulting in a prioritized list of customer requirements that will be met when the new mission is developed.

In identifying and analyzing customers, products or services, the customer requirements matrix, or a similar tool, can be used. A matrix can be developed by identifying and prioritizing what products and services are provided to each customer. The list of customers is identified in the left-hand column and the list of products and services is identified across the top.

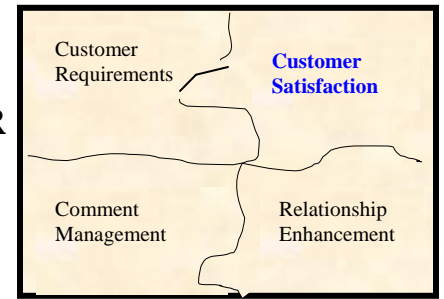
CUSTOMER MATRIX

	Req. #1	Req. #2	Req. #3	Req. #4	Req. #5	Req. #6
Customer A	X		X		X	
Customer B		X		X	X	
Customer C	X				X	
Customer D			X		X	
Customer E	X		X		X	
Customer F		X			X	

Customer surveys, focus groups and interviews are useful in providing an indication of what products and services they are interested in and the level of satisfaction in the quality of existing products and services.

Each customer requirement may vary in importance or value to the customer. Understandably, the most important requirement should receive resources accordingly.

DETERMINING CUSTOMER SATISFACTION AND DISSATISFACTION



Feedback Systems

A variety of feedback systems may be used to capture the “Voice of the Customer.” Since customers determine quality, feedback is vital to sustaining supplier relevance. Effective processes will obtain feedback from multiple sources.

Surveys and Assessments

Various surveys and assessments are in place within the Garrison. These surveys may be targeted to units and organizations, as well as internal or external customers. They may include questions that measure the importance of specific services or the satisfaction at the manner a service is delivered. Internally, employees often provide feedback from employee satisfaction surveys and exit interviews. All supervisors are strongly encouraged to conduct exit interviews with departing employees. The Garrison Employee Advisory Council also uses different means to capture the “Voice of the Employee.” Installation-wide Customer Satisfaction/ Importance Survey and Employee Satisfaction Surveys are administered to provide leaders with feedback opportunities.

Comment Cards

Customer Comment Cards are provided to customers at service delivery locations. The CSR proactively facilitates the process of distribution and collection in each directorate and support organization. Responses are aggregated and entered in a database for analysis and tracking purposes. The data received is extremely valuable in determining how customers feel and what they want from that activity. Comment cards may serve as the basis for process improvement initiatives.

Opinion Meter

The Opinion Meter is a flexible, easy-to-use interactive survey system designed to collect customer satisfaction feedback at any point-of-service. Customers answer questions and enter responses on a freestanding battery operated Opinion Meter. Customers self-administer the device, anonymously, and answers are instantly tabulated and made available after every survey. Results and trends are analyzed between the managers and CSR’s. The results are used as a basis for planning, doing, checking and acting on process improvements.

Focus Groups

Focus groups provide a method to help organizations gain a deeper understanding of their customers’ perceptions, feelings, motivations and desires. They help gather in-depth,

qualitative information to include opinions and attitudes. Focus groups allow organizations to ask the “What if...” type questions. They are economical to administer and provide immediate contact with customers.

ICE

The DoD Interactive Customer Evaluation (ICE) system is helping to shape the future of Fort Campbell’s customer service through technology. The primary purpose of ICE, a web-based customer feedback system, is to improve Fort Campbell’s internal and external customer service. Some of the key benefits of ICE include giving leadership timely information about service quality; improving the speed, quality, and quantity of feedback from customers to service providers; and saving money.

Fort Campbell’s primary goal is to strengthen its position as a world-class service provider by providing the best service possible. The Fort Campbell Garrison Customer Service Council implemented ICE to help meet this commitment. ICE allows customers to comment on services and receive prompt response. Customers must provide their name, telephone number, and/or email address to get a response. Managers will use the feedback to continuously review, improve, and provide the highest quality service available. Simply log on to register your comments about Fort Campbell products and services, including Directorate of Morale Welfare and Recreation, Directorate of Human Support Services , Directorate of Emergency Services, Directorate of Public Works, Directorate of Logistics, Directorate of Information Management, Directorate of Plans, Training and Mobilization, AAFES, Blanchfield Army Community Hospital, and many others.

Customers can visit ICE at <http://ice.disa.mil> to share comments. The system can also be accessed from the Fort Campbell homepage at <http://www.campbell.army.mil>. If further assistance is needed, the Fort Campbell ICE Site Manger, Tracy Mueller, can be reached at (270) 7956-2755 or muellert@campbell.army.mil

***“There can be no improvements
where there are no standards”***

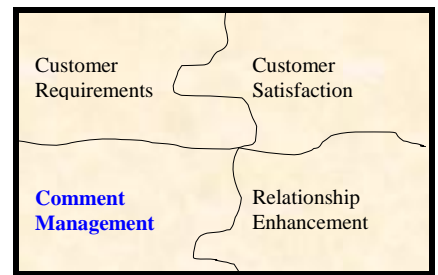
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Listening Posts

The Garrison expands its management capabilities by using formal and informal listening posts to identify real-time requests, expectations, new ideas, and comments.

Units and Soldiers	After Action Reviews Annual Commander's Conf Audits/Inspections BOSS Chain of Command Command Forums Congressional Inquiries Customer Focus Groups Dial 798-INFO EO Executive Steering Committee Interactive Customer Evaluation Inspector General Intranet/Internet	Military Affairs Committee On-site visits Open Door Policy Opinion Meter Process owner Boards/Councils /Committees/Meetings Protocol Office Senior Management Board Strategic Planning Conf Support Agreements Surveys Tenant Customer Requirement Sessions Unit/Activity Liaison feedback
Civilians	All of the above, plus Civilian Affairs Committee Clarksville Metro Planning Org Emergency Management Sys Employee Advisory Council Friends of Fort Campbell	Joint Land Use Study Liaison on City Councils Local Media Restoration Advisory Board
Retirees	Army Family Action Plan Conf Club Advisory Council Customer Focus Groups Dial 798-INFO Interactive Customer Evaluation Inspector General	Internet Letters to Command One-on-one w/ Process Owner Open Door Policy Opinion Meter Surveys
Veterans	Army Family Action Plan Conf Dial 798-INFO Interactive Customer Evaluation	Internet Opinion Meter and other Surveys Veterans Affairs Office
Family Members	AAFES Advisory Council AFAP Conference Club Advisory Council Customer Focus Groups DeCA Advisory Council Dial 798-INFO Fort Campbell School Board Interactive Customer Evaluation	Internet Letters Mayoral Meetings One-on-one w/process owner Open Door policy Opinion Meter Surveys Town Hall Meetings

Comment Management Process



Customers use a variety of methods to provide comments, both positive and negative. The laudatory comments are always appreciated, while the complaints are best viewed as golden opportunities for improvements. The process used to manage comments is outlined in the chart below. The customer can file a comment at any level of the organization using the feedback mechanisms identified in Listening Posts above. The service provider receiving the comment is empowered to resolve the issue, or if necessary, notify the next level for assistance. Each CSR is responsible for gathering, tracking and acting on customer comments and suggestions. Directors are encouraged to acknowledge comments within 48 hours. Each directorate and support staff measures the number of comments received, the number issues resolved, timeliness of resolution, and process improvements made. CSR's share their open and resolved issues at the GCSC. The basic process uses a three-phased approach:

1. Customer Interface

Receive Comment From the Customer	Acknowledge and Document the Comment	Provide Immediate Relief To the Problem
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2. Problem Analysis

Enter Comment Into Database	Analyze Data to Assess Trends or Patterns
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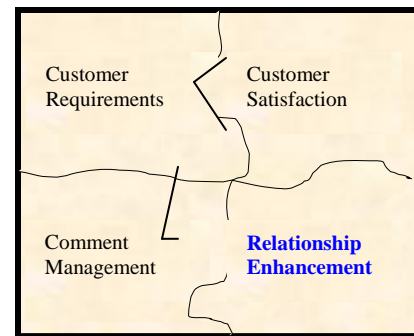
3. Process Improvement (Golden Opportunity)

Establish Process Improvement Team	Modify The Process	Monitor The Change	Obtain Customer Feedback
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Dial INFO

The Dial INFO (798-INFO) line provides customers direct access to all staff sections and installation activities for the purpose of offering suggestions, seeking resolution to problems, and posting questions/concerns. Calls are recorded on a 24-hour answering device. All comments on Dial INFO require acknowledgement within 24 hours. The Special Inquiries Office contacts the individual who initiated the call and provides the appropriate response.

RELATIONSHIP ENHANCEMENT OF CUSTOMERS



Relationship enhancement deals with how Fort Campbell builds loyalty, positive attributions, and relationships with its customers. It includes processes that increase accessibility, improves satisfaction ratings, and demonstrates appreciation to core customers. A concerted effort towards enhancing the customer-supplier relationship should increase loyalty, one of the seven Army values.

Strong relationships are important to valued outcomes. When you remember the experience, what do you remember? You remember how you felt. Employee relationships and customer relationships are integral to the loyalty experience. Creating value for customers builds loyalty. When delivering the service, the foundations for strong, effective relationships should be built on:

a. Core Offerings: What are you offering to customers? Why are you in business, i.e., to create happiness, offer security, provide training support, housing, transportation, recreation or help people see new horizons? Relationships are a reflection of value creation.

b. Core Competencies: Look at the different bundles of skills, knowledge, and technologies that enable you to give value to your customers. These competencies should set you apart from your competitors. There may be many experiences leading up to the core competencies, but your core competencies define your organization.

c. Core Customers: These are our repeat customers, the primary ones with whom we have the most contact. They are units, families, soldiers, and organizations who receive the majority of service that we provide. This is where loyalty is built.

d. Aligning the Three Components: The core competencies, core offerings, and core customer needs and expectations must be aligned. When customer needs are continually changing, components must be reexamined. The goal is to win the faith, trust, and confidence that come with the predictability of the experience.

In the end, the strength of the customer-supplier relationship will be built around open, honest and effective communication. Seek to understand the customer and strengthen the relationship, and they will always be gratified.

PERSONNEL CUSTOMER SERVICE SKILLS

The following guidelines are intended for any employee who is in a position to serve customers. They are key and crucial in the process of sharpening customer focus.

Checklist for Customer Contacts

Actions, Appearances, and Service

1. With contacts with customers, do you make a top-notch impression in the way you act and look? Check these points:
 - Are you proud of your organization and do you understand the purpose of your job in relation to the function of the organization?
 - Do you have confidence in your ability and in what you are saying and doing?
 - Do you know the functions of other offices and branches?
 - Do you dress appropriately and present a pleasing appearance?
 - Do you avoid creating a negative impression in the sight and hearing of the public (i.e., private conversations, reading newspapers at desks, feet on the desk, etc.)?
 - Do you exercise a high degree of courtesy?
 - How is your tone of voice? Is it always warm and friendly?
 - Are you truly interested in providing service?
2. Is there any way that you can improve your customer reception area?
 - Convenience.
 - Ease of location.
 - Clear identification.
 - Cleanliness and orderliness.
 - Comfort.
3. How about your information services? Can the customer easily obtain desired information? Would you be described as “customer-friendly?”
4. Are your office hours posted and compatible with the needs of your customers?

Official Policies, Regulations, and Procedures

1. Are the regulations and procedures within your unit and organization reasonable, current and understandable to your customers?
2. Can you logically and simply explain the rules to someone who must abide by them? Can you explain the thoughts between the lines and how the rules assist in providing better service, instead of saying, “Don’t ask me, I just work here?”

Handling Comments

1. What procedures exist for handling the irate customer?
2. Are you proficient in all of the following:
 - Getting the facts.
 - Creating a problem-solving atmosphere.
 - Listening attentively to a person's story.
 - Checking back to see what happened.
 - Understanding the difficult customer.
 - Convincing the customer that you *will* do your best.
 - Demonstrating that you really care.
 - Taking the lead in order to satisfy the customer's needs?
 - Understanding the level of empowerment in resolving complaints.

Telephone Courtesy

Is the picture that comes over the phone a good one? Be aware of your telephone manners and techniques to determine if you demonstrate courteous service.

1. *Answering a Call*
 - Try to answer the phone by the third ring.
 - Answer the phone by identifying yourself and the department.
 - Speak clearly and enunciate.
 - Apply all Customer Service Guidelines as appropriate.
2. *Putting the Customer on Hold*
 - Whenever you need to refer to materials or other staff members, ask the customer's permission before placing them on hold.
 - Use the hold button, or if not available, gently set the phone down.
 - Keep the customer informed. Never put a customer on hold for an extended amount of time (more than 60 seconds) without going back and saying, "I'm still checking on your problem. Would you like to continue holding or would you prefer that I call you back when I find an answer?" In this case, commit yourself to the request and be sure to call the person back as soon as possible.
 - Thank the customer for waiting.
3. *Transferring a Call*
 - Always offer to transfer a customer if you are giving a referral. Let the customer know that you are going to transfer the call, and ask permission first.
 - When transferring a call, give the customer the phone number to which you will be transferring them.
 - Review and practice the transfer process BEFORE you need to transfer a call.

CUSTOMER SERVICE SKILLS TRAINING

Customer service skills and competencies are behaviors that may be learned and developed. They are taught in customer service training and are used in the area of almost every service provider.

1. Personnel involved with direct customer-contact will complete some form of customer service training. The training content includes:
 - Handling customer criticism effectively.
 - Creating a problem-solving environment.
 - Listening skills.
 - Handling the irate customer.
 - Effective questioning skills.
 - Observational skills.
2. Managers will also receive a customer service-training course. This will be designed specifically for managers and includes:
 - Customer service from the manager's perspective.
 - Review of front-line employee's program.
 - Changing environment of customer service.
 - Elements of a "positive management experience."
 - Service quality management model.
 - Establishing outcomes in quality service standards.
 - Customer service performance standards.

A Customer Service Philosophy

“A customer is the most important person ever in this office – in person or by mail.

A customer is not dependent on us, we are dependent on him.

A customer is not an interruption of our work, he is the purpose of it. We are not doing him a favor by serving him, he is doing us a favor by giving us the opportunity to do so.

A customer is not someone to match wits with. Nobody ever won an argument with a customer.

A customer is a person who brings us his wants. It is our job to handle them profitably to him and to ourselves.”

- L. L. Bean

It is this type of philosophy that resulted in the Fort Campbell, KY Customer Commitment as shown on page 7 of this document.