



# U.S. Army Installation Management Command 2009 Customer Service Assessment Fort Riley Executive Report

30 October 2009





# U.S. Army IMCOM 2009 Customer Service Assessment Fort Riley Executive Report



## Acknowledgements

The 2009 IMCOM Customer Service Assessment was produced, administered, and summarized by the Installation Management Command (IMCOM) Customer Management Services (CMS) Survey Team utilizing Voice of the Customer Feedback Systems. The assessment was administered at the request of the Installation Management Command (IMCOM). The point of contact for any questions concerning the report content should be directed to Mr. Robert Crawley, Service Standards and Performance Results Division, U.S. Army IMCOM, G5/Plans at [Robert.M.Crawley@us.army.mil](mailto:Robert.M.Crawley@us.army.mil).

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## Introduction

The 2009 annual Customer Service Assessment is a major element of the Installation Management Command's Army-wide Customer Management Services (CMS) program for collecting customer feedback. The Customer Service Assessment was conducted during a four week period from 21 August to 21 September 2009.

The CMS Customer Service Assessment is a web-based, diagnostic tool that allows IMCOM customers (supported Organization Leaders, Soldiers, Families, Civilians, Retirees, Veterans, and Contractors) to share their perceptions of how our garrison services are performing and how important our services are to their organizational mission accomplishment and individual needs. This is the only tool of its kind that asks installation leaders and individuals to provide direct feedback so Garrisons, Regions, and HQ IMCOM can analyze customer perceptions to ensure we are capturing the voice of the customer.

Information obtained from customer feedback will help IMCOM answer whether our efforts to deliver quality services are making a difference and meeting our customers' expectations. It is the intent of the assessment, in combination with other tiers of CMS feedback, to answer the all important question affecting resource allocation in IMCOM **"What does it matter to our Leaders, Soldiers, and their Families?"**

## Background

As part of IMCOM's long term strategy, CMS is a key component for ensuring IMCOM is in balance; where the services expected by our Soldiers and Families, and the delivery of those services, are synchronized. CMS provides "Voice of the Customer" feedback to validate priorities, improve services, and facilitate IMCOM's continued development as a customer-focused and results-driven command. Tested from 2006-2007, CMS was resourced and implemented in August 2008 when 39 Customer Service Officers were placed at major installations representing over 75% of the Soldiers, Civilians, and Families supported by IMCOM. According to MG Macdonald (then DCG, IMCOM), "This system will begin to answer the final question that drove the formation of IMCOM (IMA) in the BASOPS business---

**#1 What does it cost?** (IMCOM On-Line); **#2What do you get?** (Common Levels of Support); and **#3 What does it matter?**(CMS).

In its first year, CMS increased customer use of the Interactive Customer Evaluation (ICE) feedback system by 71%; improved Garrison service provider manager responsiveness to their customers by 78% using ICE; identified over 2000 installation level issues with over 40% resolved within months of identification; conducted an Army-wide Customer Service Assessment that captured the voice of over 20,000 individuals, resulting in countless installation improvements involving over 100 service support programs; captured over 25,000 installation level comments used for identifying customer issues; and in support of Warrior Transition Soldiers and Families, held focus groups, identified, and resolved 112 Garrison level support issues. Customer Management Services provides a voice and mechanism for supported Leaders, Soldiers, Civilians, and Families to influence garrison service delivery by telling IMCOM their perceptions of service performance and importance.



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## Methodology & Administration

The 2009 Customer Service Assessment is an integral tool utilized by IMCOM to evaluate customer perceptions of IMCOM services. Military Personnel, Civilian Employees, Family Members, Retirees, Veterans, Contractors and others that utilize installation services were provided an opportunity to provide their feedback on IMCOM services and programs.

The assessment was marketed across IMCOM installations by utilizing all methods available to include NETCALL, email, posting on installation and Army-wide websites, installation newspapers, flyers, command communications, word-of-mouth and marquees, along with radio and television where available. The survey was administered via an open web-link that was accessible from any computer with access to the internet. Survey respondents remained anonymous while self-identifying their primary installation, constituency, military unit affiliation, etc.

Based upon the answers to the assessment demographic questions, respondents were provided the opportunity to rate the performance, importance, and provide comments on each IMCOM service they rated using a Likert scale with the following rankings:

**Performance: Very Poor / Poor / Ok / Good / Excellent / No Experience or Not Applicable**

**Importance: Not Important / Not as Important / Important / More Important / Very Important / No Experience or Not Applicable**

Military and Civilian Leaders were asked to evaluate the performance and importance of IMCOM services as they relate to the accomplishment of their organizational mission. In addition, they were asked to select up to five services in each IMCOM Standard Garrison Organization that were most important to mission accomplishment. The average assessment respondent spent approximately 15 minutes to complete the assessment, and results indicated that most individuals completed the assessment easily. If the definition or scope of a service was in question, the respondent had the ability to hover their cursor over the service title and a customer friendly definition of the service would appear to define the service.

The 2009 Customer Service Assessment format was structured to include Common Levels of Support (CLS) services arrayed by the Standard Garrison Organization (SGO) structure. Assessment results may be used at all organizational levels to evaluate and improve installation programs and services based on customer perceptions of service performance and importance. In concert with other IMCOM corporate management processes (CLS, ACOE, Organizational Self-Assessment, Enterprise Performance Management, et al) CMS customer data may be integrated to reflect the customer view/perspective in performance and cost decision processes.



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## Results Overview & Interpretation

Overall 35,041 people participated in the 2009 Customer Service Assessment across IMCOM.

Based on Army Stationing and Installation Plan (ASIP) data, the samples representing Soldiers, Civilians, and Family Members achieved a 90% confidence level with a 10% margin of error at most installations. The demographic results are significant as they represent the highest level of participation IMCOM has ever had on a web-based survey of this depth with statistically relevant results. Please note that while many respondents took the assessment, they each chose what services they wanted to provide feedback on. As such, services that did not have at least 10 responses will not have any data displayed in the report.

Results are displayed in the 2009 Customer Services Assessment Executive Report in the following categories; Demographics, Communications, Constituent CLS Quadrant Charts and Directorate SSP Quadrant charts, Bar/Line and the Leadership Top 5. A brief description of the various results types are found below to assist in the interpretation of the charts in the report.

**Quadrant Charts:** Quadrant Charts are provided at Overall CLS and Directorate SSP level of detail. After compiling data from the Customer Service Assessment, a simple scatter diagram clearly displays both positive and negative service performance, importance, and resulting analysis that should be completed. The interpretation of the quadrant chart is depicted on the following page for ease of reference.

Those items in the upper left quadrant (area A) are rated of greater than average importance, but are exhibiting less than average performance according to customers' perceptions. This analysis suggests that items here are the best candidates for improvement. Services falling in quadrant A should be further analyzed to determine the reasons for above average importance, but below average performance.

Those services that fall in area D all perform better than average and are considered above average in importance to customers. These services would traditionally be said to be strong drivers of customer satisfaction and are areas of confidence. These services should be reviewed for best practices, maintenance of current policy and procedures, and reviewed for being over resourced.

Areas B and C, on the other hand, are of lesser importance. These services could be considered the low hanging fruit prime for further evaluation through a Lean Six Sigma project review or a Strategic Communications effort. Area B may also be evaluated for service area divestiture.

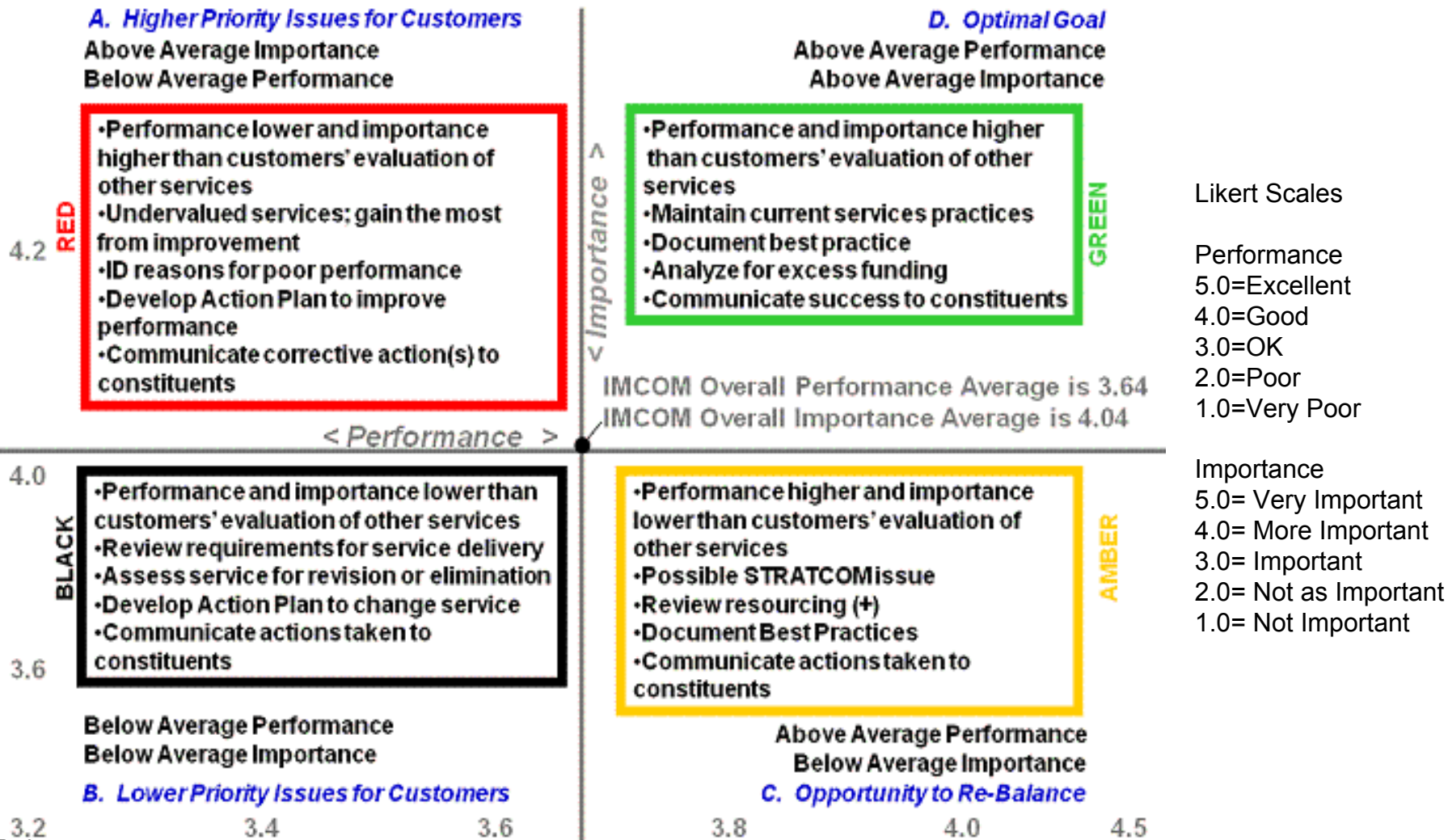


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4.5

## Feedback Quadrant Analysis





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## Constituent Demographics

West Installations	Counts
Fort Hood	2,350
Fort Sill	1,391
Fort Lewis	1,277
Fort Huachuca	1,177
Fort Bliss	1,086
Fort Riley	946
Fort Leavenworth	796
Fort Sam Houston	433
Fort Carson	429
NTC & Fort Irwin	428
Presidio of Monterey	238
Dugway Proving Ground	237
White Sands Missile Range	213
Fort Hunter Liggett	113
None of the Above	37
Yakima Training Center	1
Yuma Proving Ground	1

Northeast Installations	Counts
Fort Leonard Wood	1,441
Fort Eustis	1,175
Fort Drum	861
Fort Lee	627
West Point	451
Fort Dix	274
Adelphi Lab	138
None of the Above	55
Aberdeen Proving Ground	54
Fort Detrick	20
Fort Story	12
Fort McCoy	7
Fort AP Hill	5
Detroit Arsenal	3
Rock Island	2
Devens Reserve Forces Tng Area	1
Picatinny Arsenal	1

Europe Installations	Counts
USAG Grafenwoehr	657
USAG Wiesbaden	453
USAG Baumholder	213
USAG Kaiserslautern	120
USAG Garmisch	118
USAG Vicenza	112
USAG Bamberg	90
USAG Benelux/Chievres	89
USAG Brussels	75
USAG Heidelberg	36
USAG Ansbach	33
USAG Stuttgart	33
USAG Schweinfurt	31
USAG Hohenfels	26
USAG Mannheim	12
USAG Schinnen	5

Southeast Installations	Counts
Fort Bragg	1,691
Fort Knox	1,178
Redstone Arsenal	1,157
Fort Rucker	883
Fort Benning	850
Fort Campbell	804
Fort Stewart	542
Fort Jackson	536
Fort Gordon	483
Fort Polk	402
Hunter Army Airfield	90
Fort McPherson	81
USAG Miami	2

Korea Installations	Counts
USAG Yongsan	999
USAG Humphreys	852
USAG Daegu	515
Camp Casey	374
USAG Red Cloud	364

None of the Above= Respondents that did not specify an installation

National Capital Region Installations	Counts
Fort Belvoir	343
Fort Meade	134
Fort Myer Military Community (Fort Myer/Fort McNair)	78

Pacific Installations	Counts
Fort Wainwright	1,287
Schofield Barracks/Fort Shafter	1,072
Fort Richardson	1,055
Torii Station	334
Camp Zama	266
Fort Greely	258
None of the Above	28

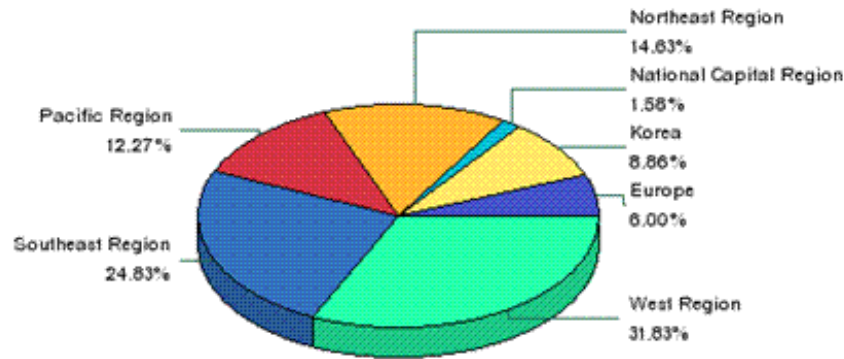


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## Constituent Demographics

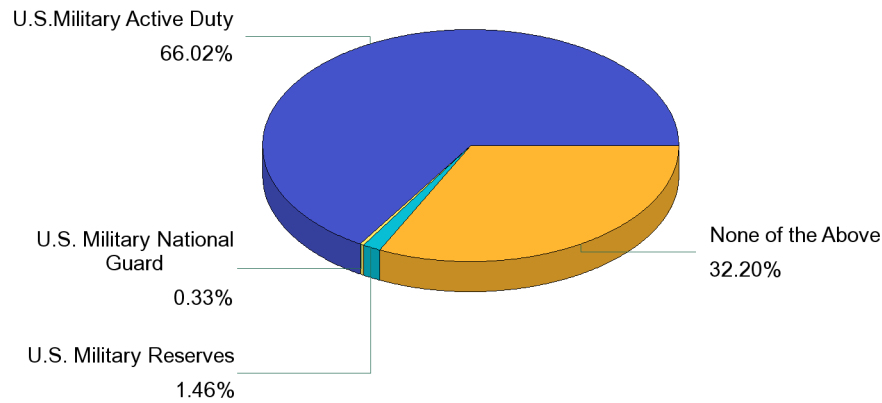
**Region Affiliation Percentages**  
Figure 1.1



**Region Affiliation Numbers**  
Figure 1.2

Region Affiliation	Response Counts
West Region	11,153
Southeast Region	8,699
Northeast Region	5,127
Pacific Region	4,300
Korea	3,104
Europe	2,103
National Capital Region	555
Sum:	35,041

**IMCOM Fort Riley  
Constituent Representation**  
Figure 1.3



**IMCOM Fort Riley  
Constituent Numbers**  
Figure 1.4

Army Affiliation	Response Counts
U.S. Military Active Duty	406
U.S. Military National Guard	2
U.S. Military Reserves	9
None of the Above	198

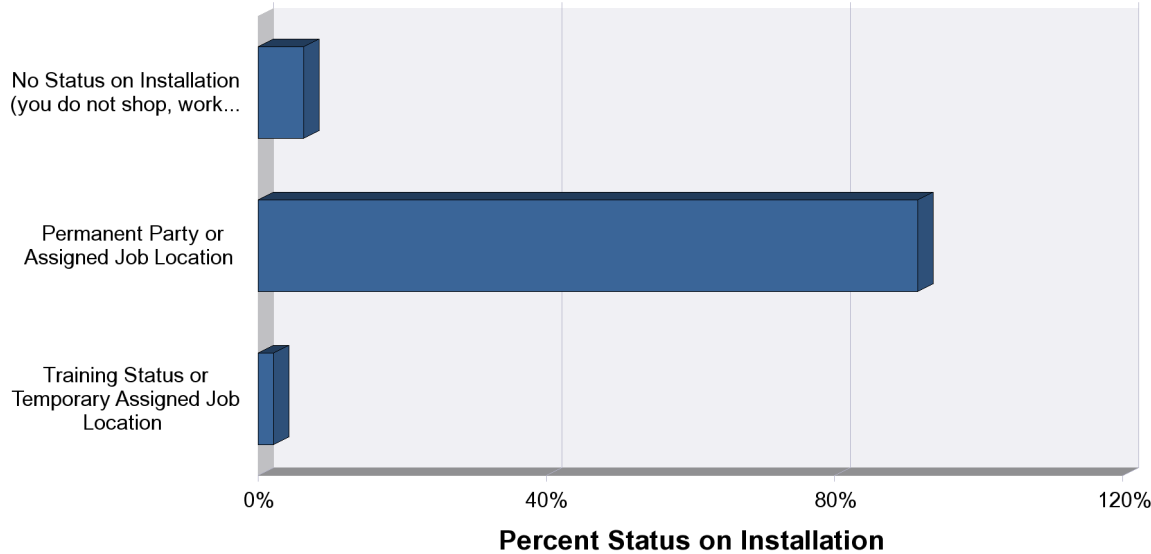




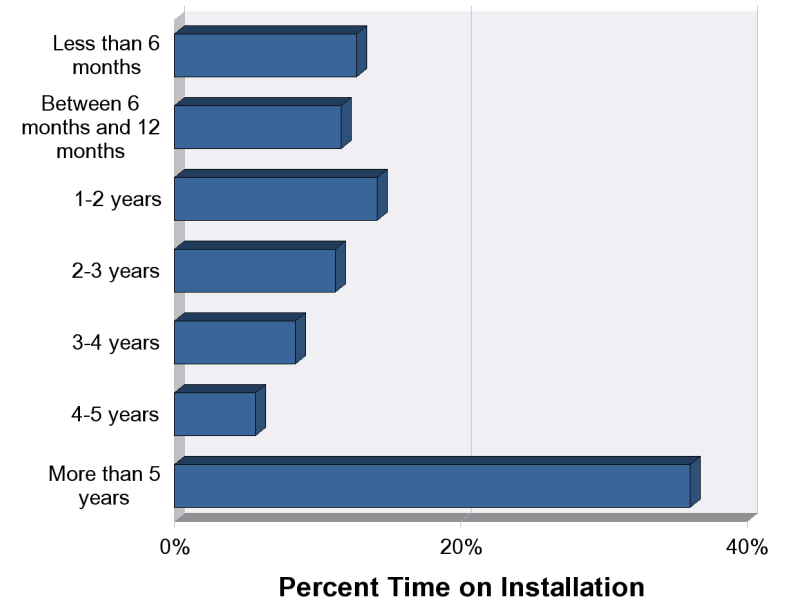
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**Constituent Demographics (Cont.)**  
**IMCOM Fort Riley Status on Installation**  
**Figure 1.5**



**IMCOM Fort Riley Time on Installation**  
**Figure 1.6**



**IMCOM Fort Riley Military Branch of Service**  
**Figure 1.7**

Branch of Service	Response Counts	Percentage
Army	909	95.99%
Company/Corporation with Contract Service/Support	17	1.80%
Other U.S. Governmental Agency	15	1.58%
Air Force	6	0.63%

**IMCOM Fort Riley Military Affiliation**  
**Figure 1.8**

Army Affiliation	Response Counts	Percentage
U.S. Military Active Duty	406	66.02%
U.S. Military National Guard	2	0.33%
U.S. Military Reserves	9	1.46%
None of the Above	198	32.20%



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## Constituent Demographics (Cont.)

IMCOM Fort Riley Unit Affiliation  
Figure 1.9

Command/Unit	Response Counts	Percentage
FORSCOM - U.S. Army Forces Command	314	41.53%
IMCOM - U.S. Army Installation Management Command	280	37.04%
I don't know	83	10.98%
Other U.S. Government Organization/Agency located on Installation	23	3.04%
None of the Above	15	1.98%
AMC - U.S. Army Materiel Command	13	1.72%
USARCENT - U.S. Army Central	10	1.32%
MEDCOM - U.S. Army Medical Command	6	0.79%
NETCOM/9thSC(A) - U.S. Army Network Enterprise Technology Command/9th Signal Command (Army)	3	0.40%
INSCOM - U.S. Army Intelligence and Security Command	2	0.26%
USARNORTH - U.S. Army North	2	0.26%
USACIDC - U.S. Army Criminal Investigation Command	2	0.26%
TRADOC - U.S. Army Training and Doctrine Command	1	0.13%
USARC - U.S. Army Reserve Command	1	0.13%
USACE - U.S. Army Corps of Engineers	1	0.13%

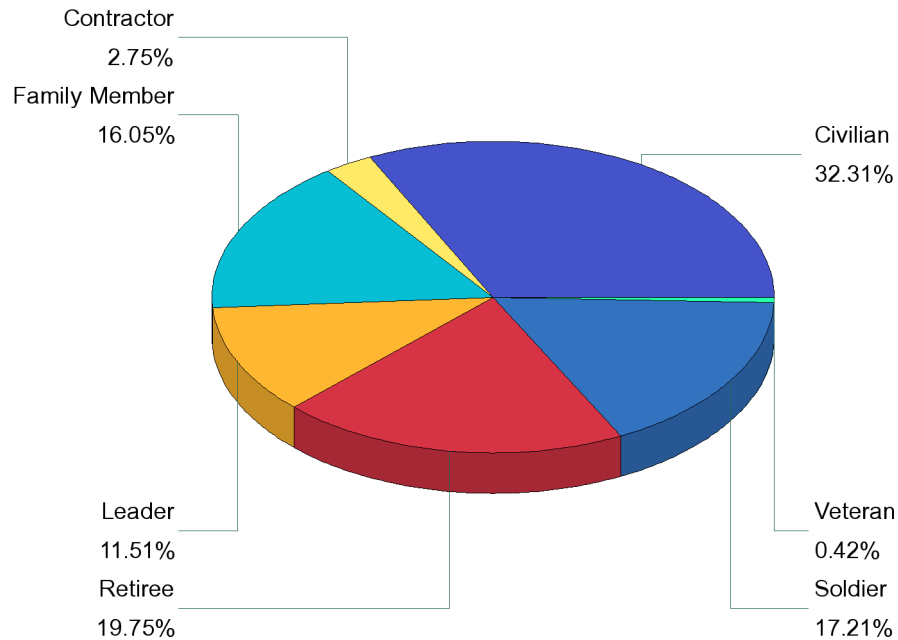


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## Constituent Demographics (Cont.)

**IMCOM Fort Riley  
Constituent Group  
Figure 1.10**



**IMCOM Fort Riley  
Constituent Group  
Figure 1.11**

Constituent Group	Response Counts	Percentage
Civilian	306	32.31%
Retiree	187	19.75%
Soldier	163	17.21%
Family Member	152	16.05%
Leader	109	11.51%
Contractor	26	2.75%
Veteran	4	0.42%
Sum:	947	100.00%



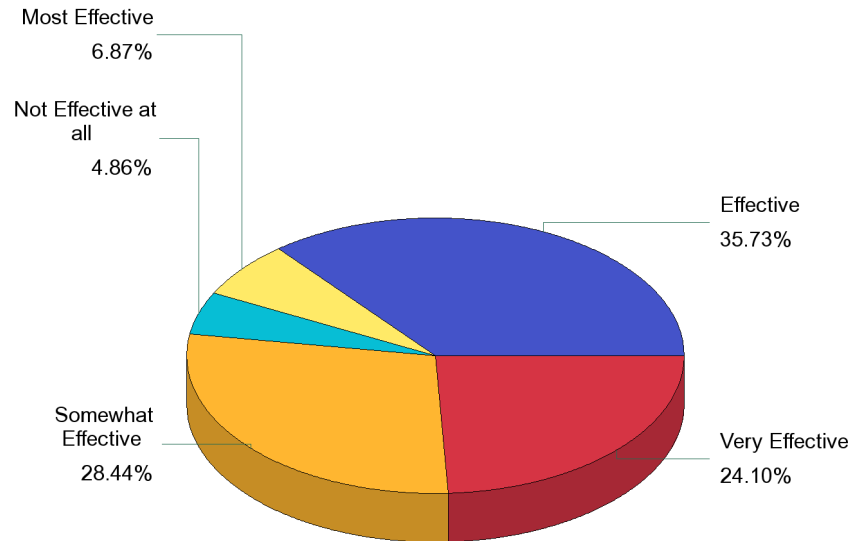
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## IMCOM Fort Riley Customer Communication

**Effective:** Do you believe your garrison does an effective job of communicating to you the services/programs that are available?

Figure 2.1



**Communication:** Select up to three of the most effective methods to communicate information to you about services/programs.

Figure 2.2

Communication	Percentage
Briefings (Newcomer's Orientation, Community Updates, etc.)	7.95%
Electronic Signs (Marquees) at Service Locations	10.36%
Email (Newsletters, Community Updates, Phantom Distribution, etc.)	26.43%
Flyers/Handouts at Service Locations	6.87%
Installation Newspaper	16.57%
Installation Website	19.98%
Paper Signs/Posters at Service Locations	6.83%
Town Hall/Public Forum	5.01%

**Marketing:** How did you hear about the Customer Service Assessment you participated in today?

Figure 2.3

Marketing	Percentage
Briefings (Newcomer's Orientation, Community Updates, etc.)	3.34%
Electronic Signs (Marquees) at Service Locations	2.29%
Email (Newsletters, Community Updates, Phantom Distribution, etc.)	42.14%
Flyers/Handouts at Service Locations	1.62%
Installation Newspaper	2.48%
Installation Website	21.35%
Other	24.12%
Paper Signs/Posters at Service Locations	1.53%
Town Hall/Public Forum	1.14%

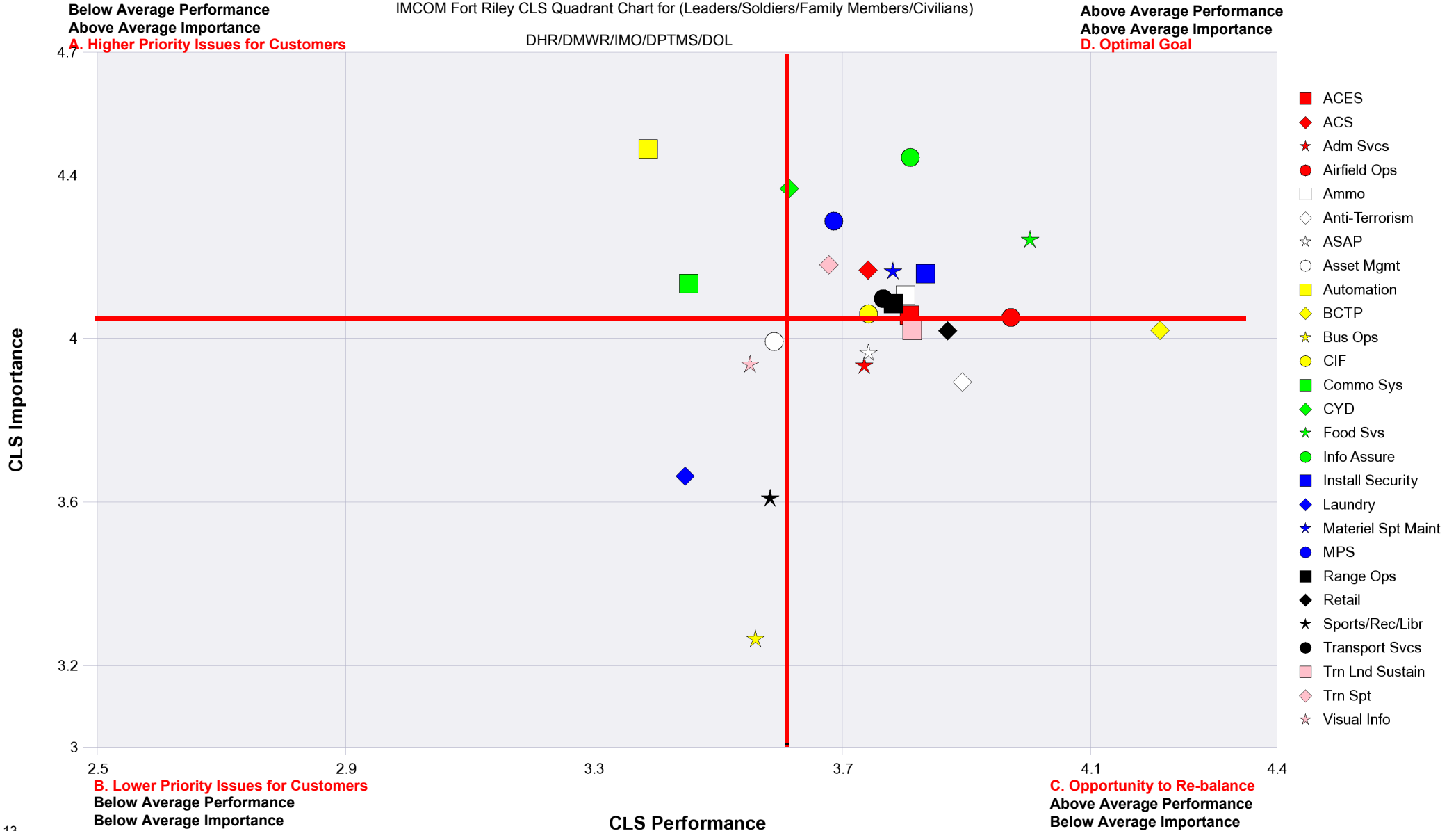


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## Constituent CLS Results

Figure 3.1a  
IMCOM Fort Riley CLS Quadrant Chart for (Leaders/Soldiers/Family Members/Civilians)





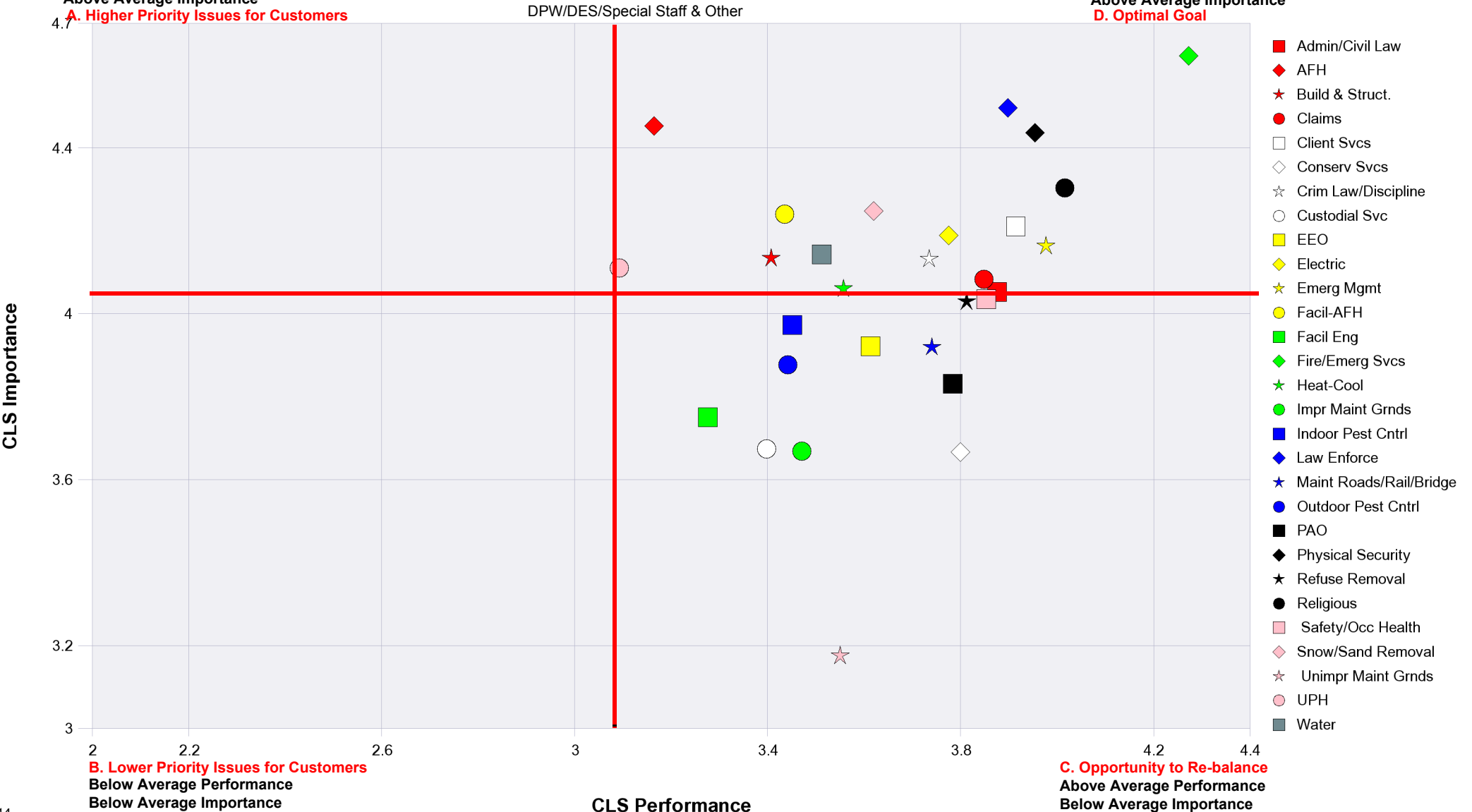
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## Constituent CLS Results

Figure 3.1b

IMCOM Fort Riley CLS Quadrant Chart for (Leaders/Soldiers/Familv Members/Civilians)



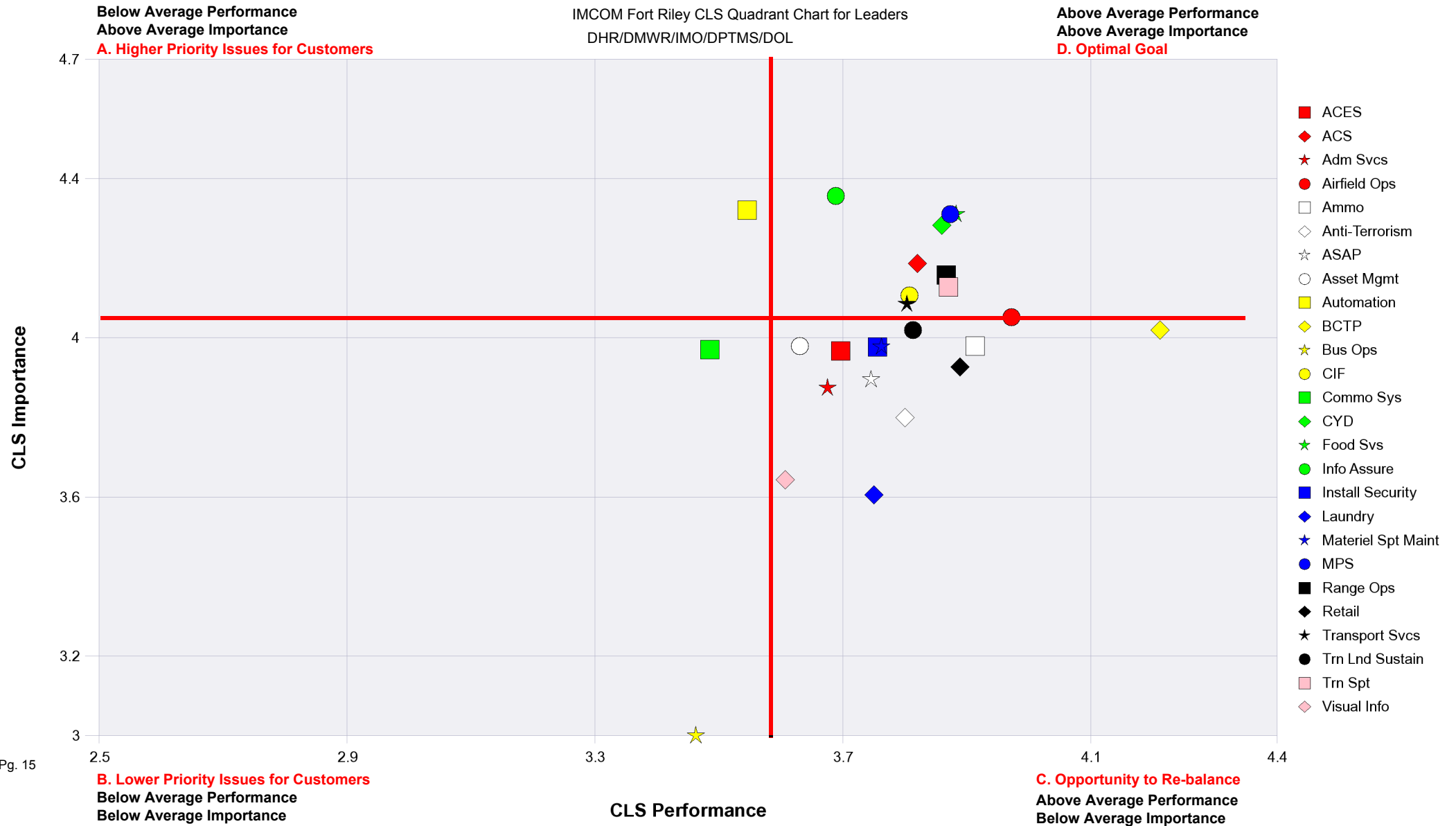


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## Constituent CLS Results (continued)

Figure 3.2a



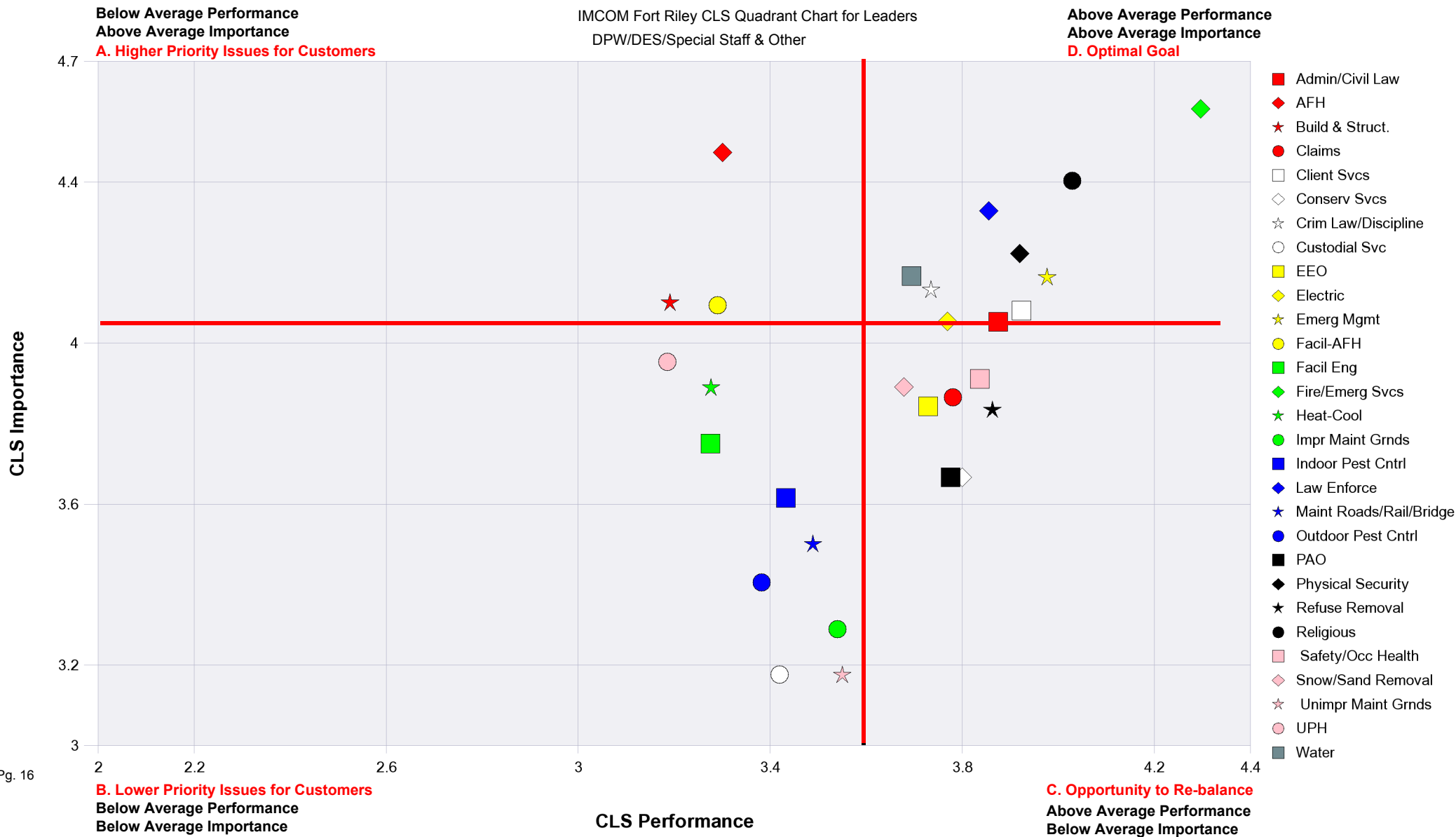


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## Constituent CLS Results (continued)

Figure 3.2b





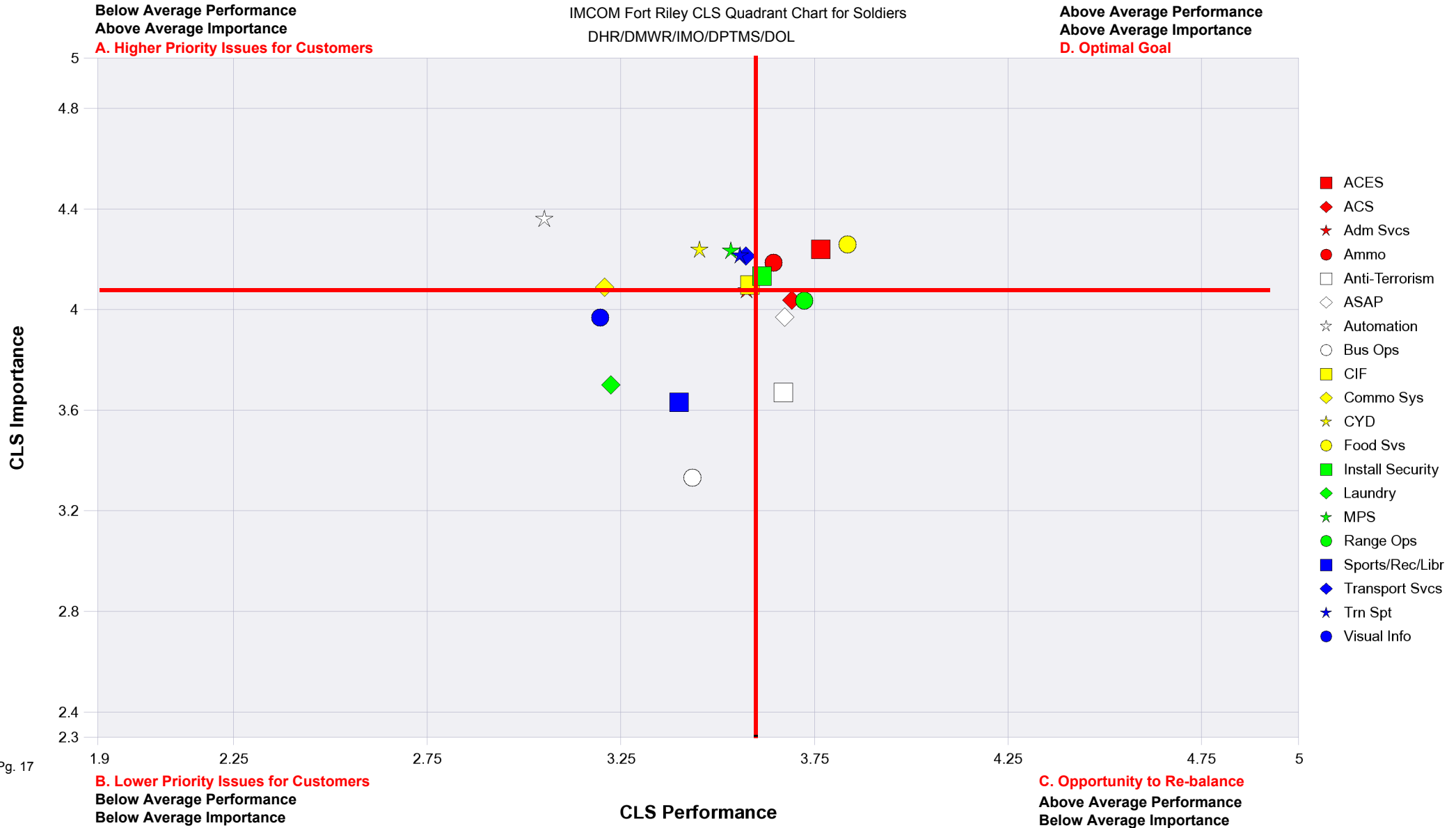


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## Constituent CLS Results (continued)

Figure 3.3a



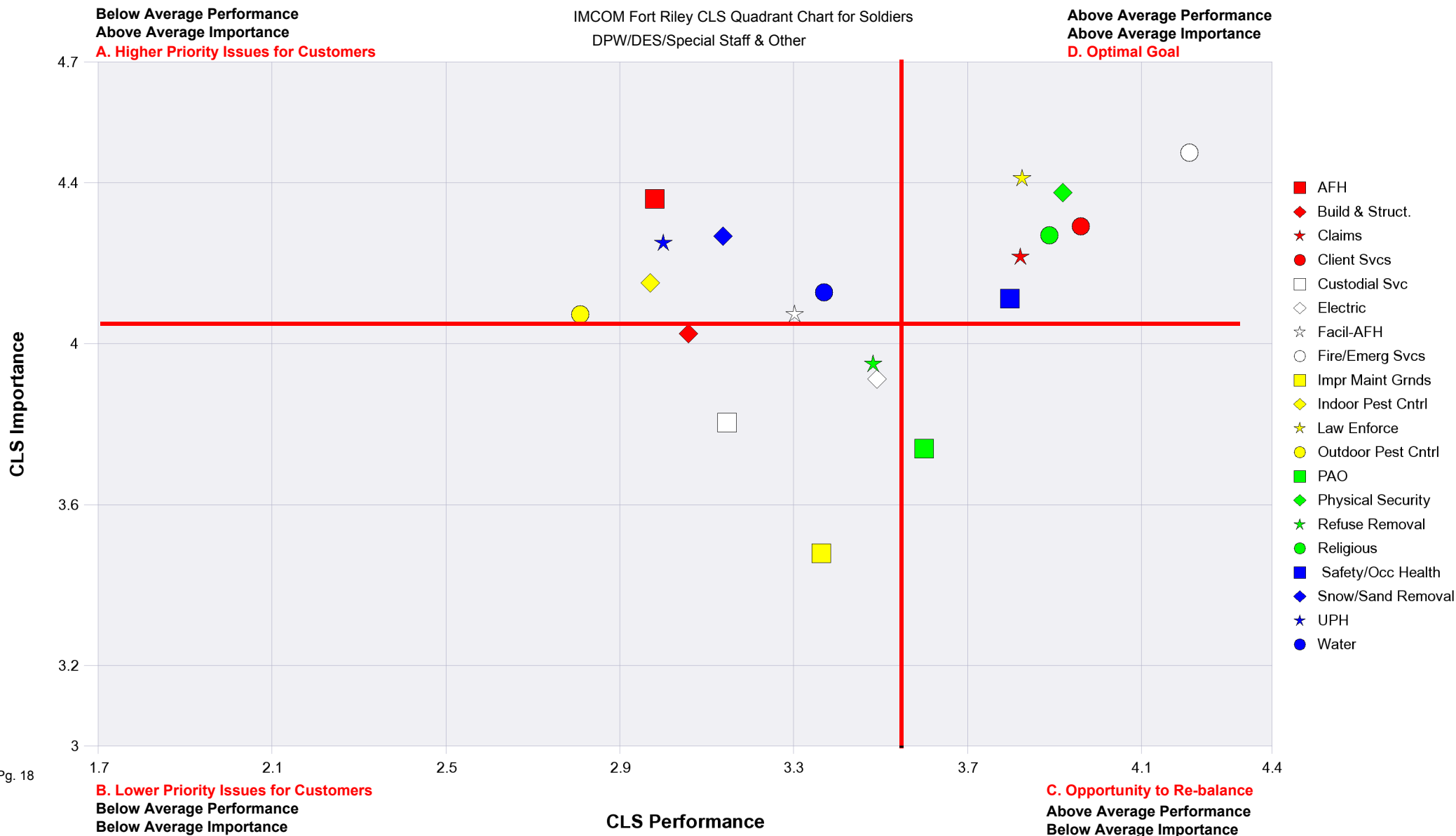


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## Constituent CLS Results (continued)

Figure 3.3b





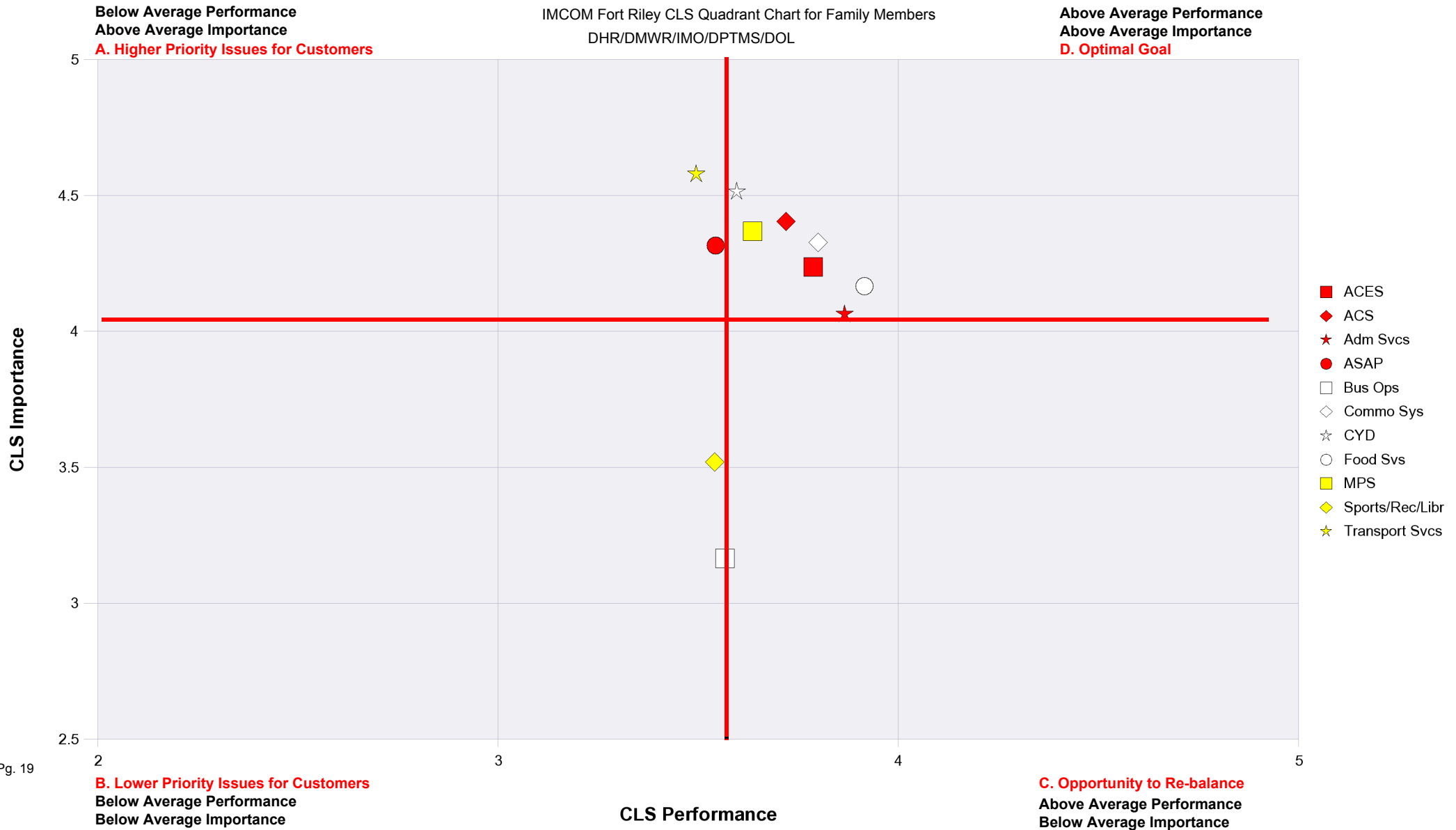
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## Constituent CLS Results (continued)

Figure 3.4a

IMCOM Fort Riley CLS Quadrant Chart for Family Members  
DHR/DMWR/IMO/DPTMS/DOL



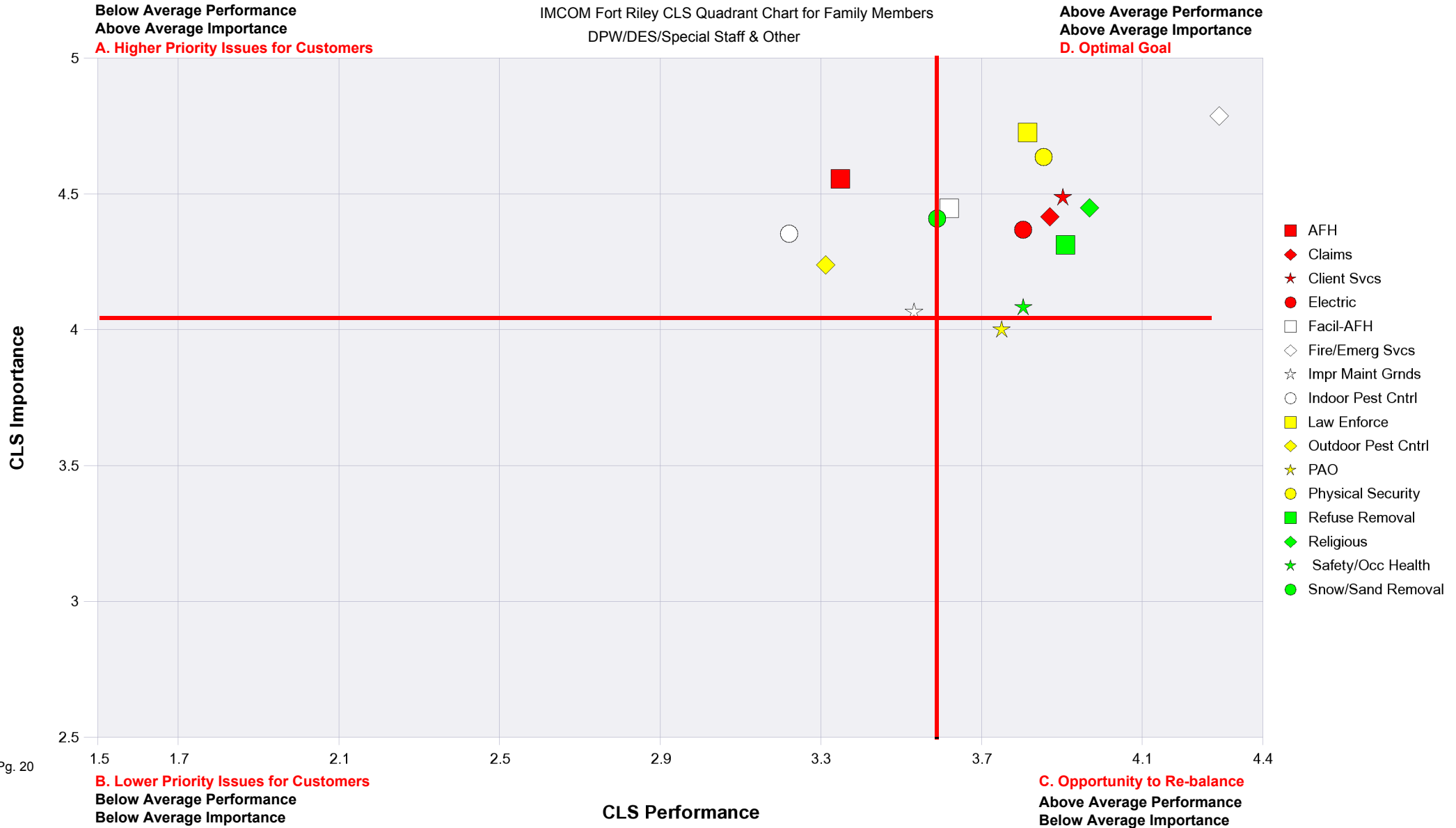


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## Constituent CLS Results (continued)

Figure 3.4b





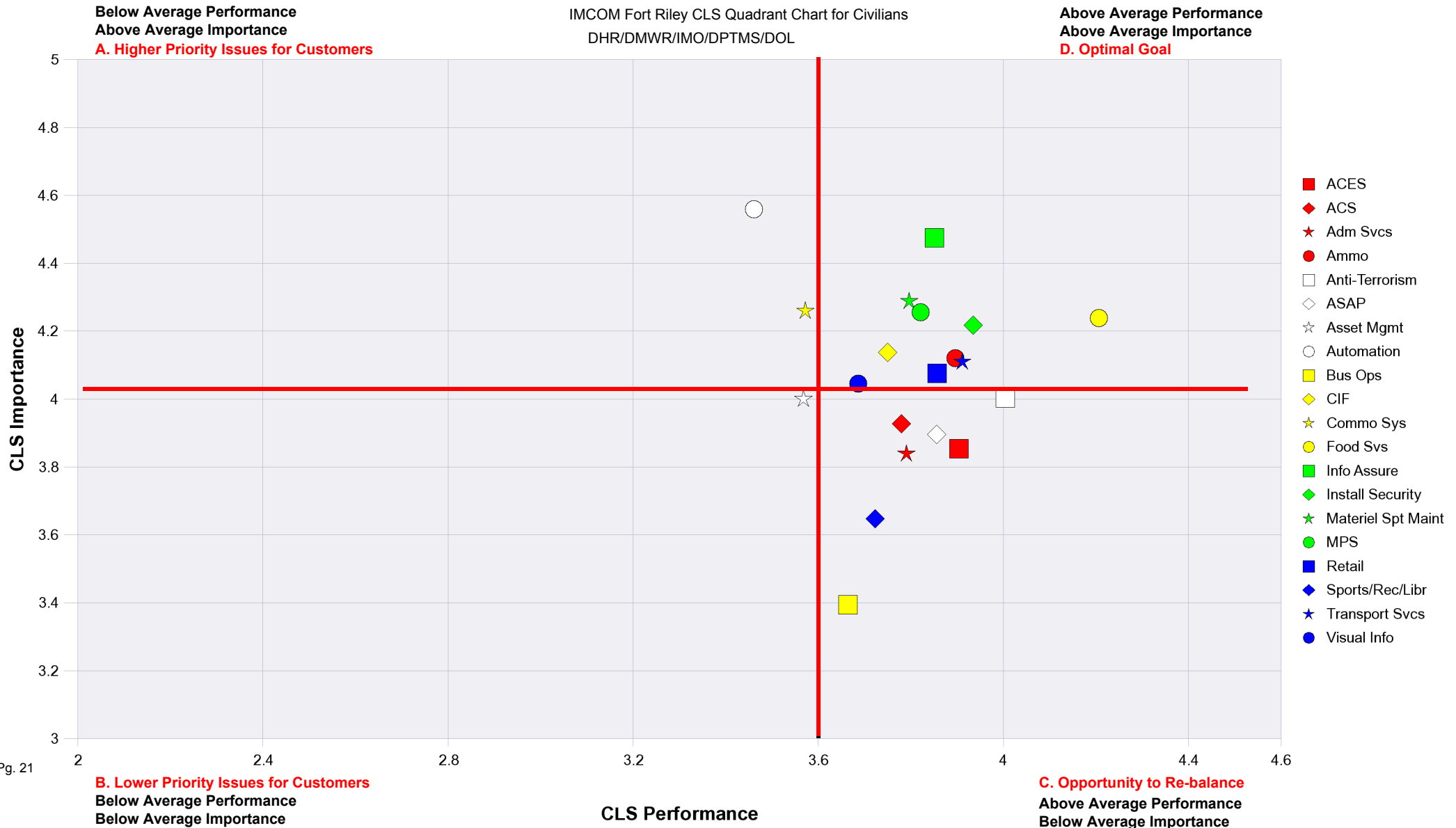
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## Constituent CLS Results (continued)

Figure 3.5a

IMCOM Fort Riley CLS Quadrant Chart for Civilians  
DHR/DMWR/IMO/DPTMS/DOL





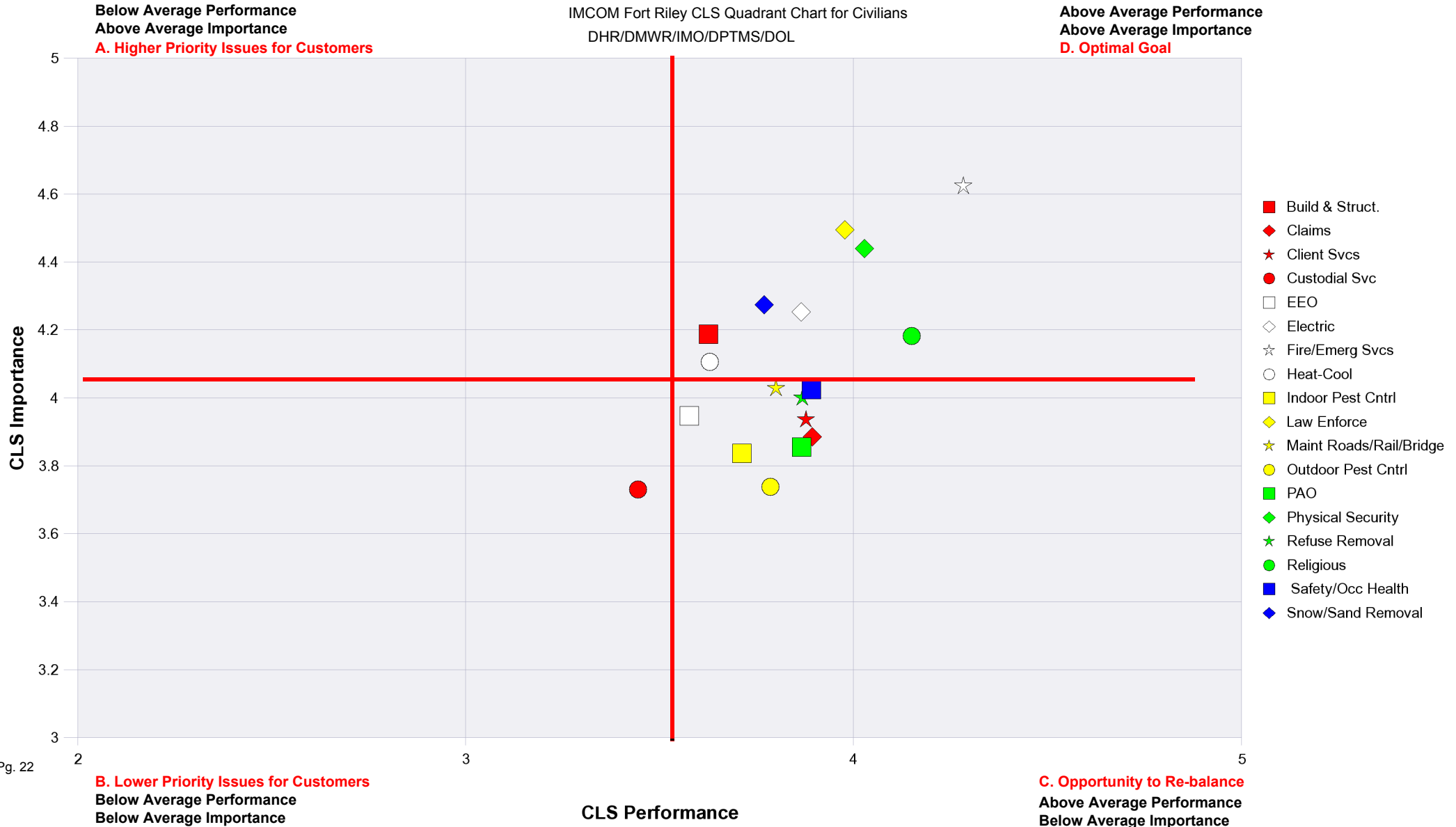
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## Constituent CLS Results (continued)

Figure 3.5b

IMCOM Fort Riley CLS Quadrant Chart for Civilians  
DHR/DMWR/IMO/DPTMS/DOL





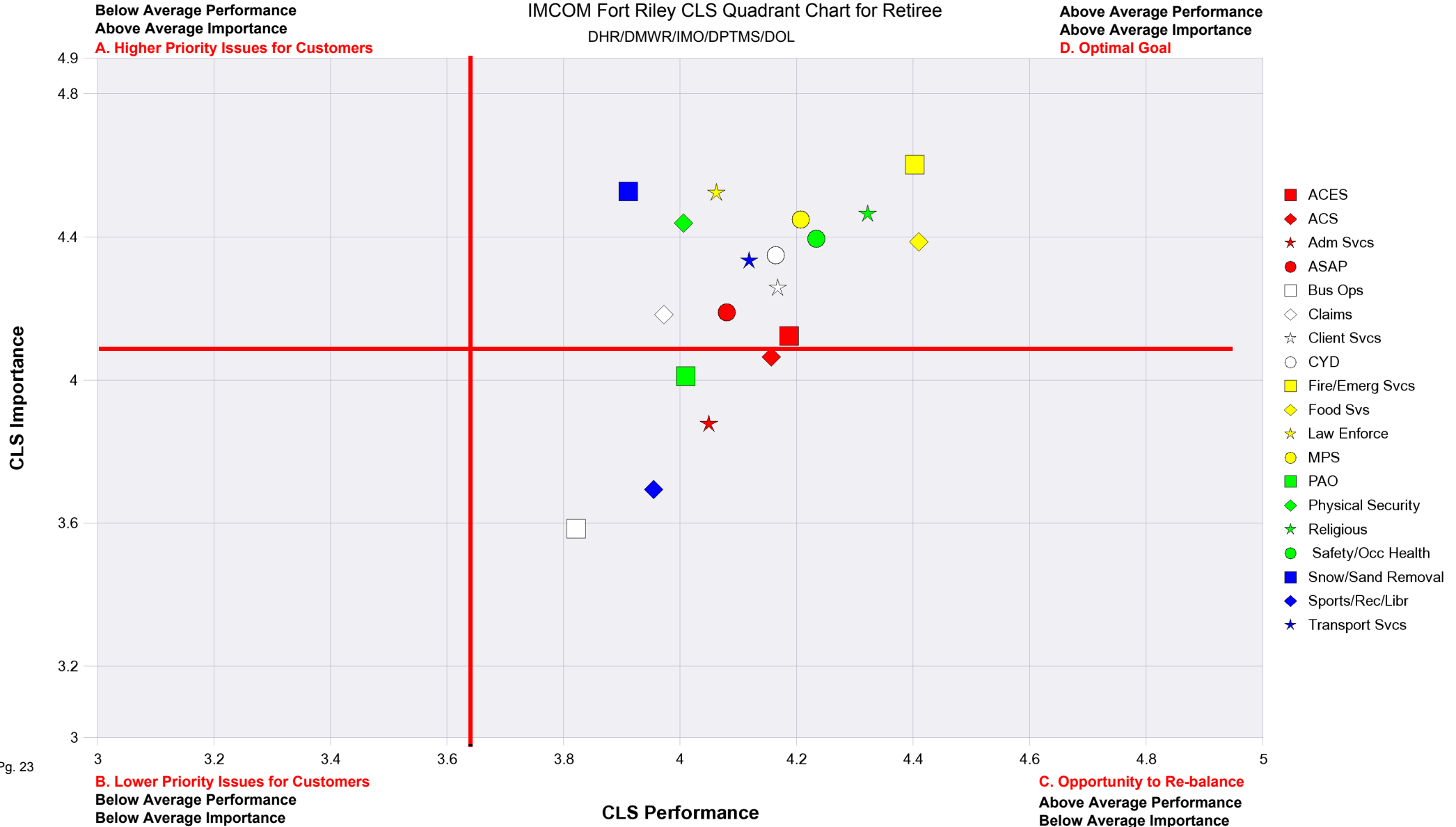
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## Constituent CLS Results (continued)

Figure 3.6

IMCOM Fort Riley CLS Quadrant Chart for Retiree  
DHR/DMWR/IMO/DPTMS/DOL





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## Directorate SSP Reports Overview

Directorate Reports consist of SSP Quadrant Charts, SSP Bar/Line Charts and SSP Leadership Top 5 Results. The Leadership Top 5 Results display the level of importance Leaders ascribe to the SSP's in that directorate based upon selecting up to 5 SSP's that are most important to their mission/readiness. The Directorate SSP Quadrant Charts display results by directorate at an SSP level of detail. The Directorate SSP Bar/Line Charts provide the same data in a different view that allows additional analysis and comparison that is not possible with a quadrant chart. In order to provide an understanding of the SSP Bar/Line Charts, a brief description is provided below along with a sample of a SSP Bar/Line chart.

## SSP Bar/Line Charts

Bar/Line Charts are provided the opportunity for comparison between SSP's as well as advanced analysis to ascertain differences between constituent groups, installations, historical trends, etc. The three major components of the SSP Bar/Line chart include the Performance Interpretation, the Importance Interpretation, and Gap Analysis. SSP Relationships between installations, constituents, historical trends, etc. are also possible depending on the data being displayed.

**Performance Interpretation:** The IMCOM Overall Performance Averages are noted by the dotted lines. The SSP Performance is noted by the bar. It is possible to ascertain whether or not the SSP is above or below the IMCOM average for all SSP's by noting the top of the bar in relation to the green dotted performance line. If the line is above, the SSP performed above the IMCOM average. Conversely, if it is below, it performed below the IMCOM average.

**Importance Interpretation:** The SSP Importance is noted by the marker/solid line. It is possible to ascertain whether or not the SSP is above or below the IMCOM importance for all SSP's by noting the marker/solid line in relation to the red dotted importance line. If the SSP marker/line is above, the SSP is more important than the IMCOM average. Conversely, if it is below, it is less important than the IMCOM importance average.

**Expectation Gap:** The areas where there is a significant gap between the performance bar and the importance line indicate areas that should be considered for further evaluation using gap analysis.

A bar/line chart clearly displays all of the characteristics of a quadrant chart along with additional comparisons. An example of a bar/line chart from the DMWR is provided along with analysis for ease of reference.

**DMWR SSP Bar/Line Analysis:** Areas that would typically fall into a higher priority for customers (quadrant A) include CYS and ACS Mobilization/Deployment. Opportunities to rebalance (quadrant C) include Golf and Bowling. Areas where both the bar and the line are below average that are a lower priority for customers (quadrant B) include Arts/Crafts and Music/Theater. Areas where both the bar and the line are higher than the average that are achieving their optimal goal (quadrant D), include EFMP and Relocation Readiness.



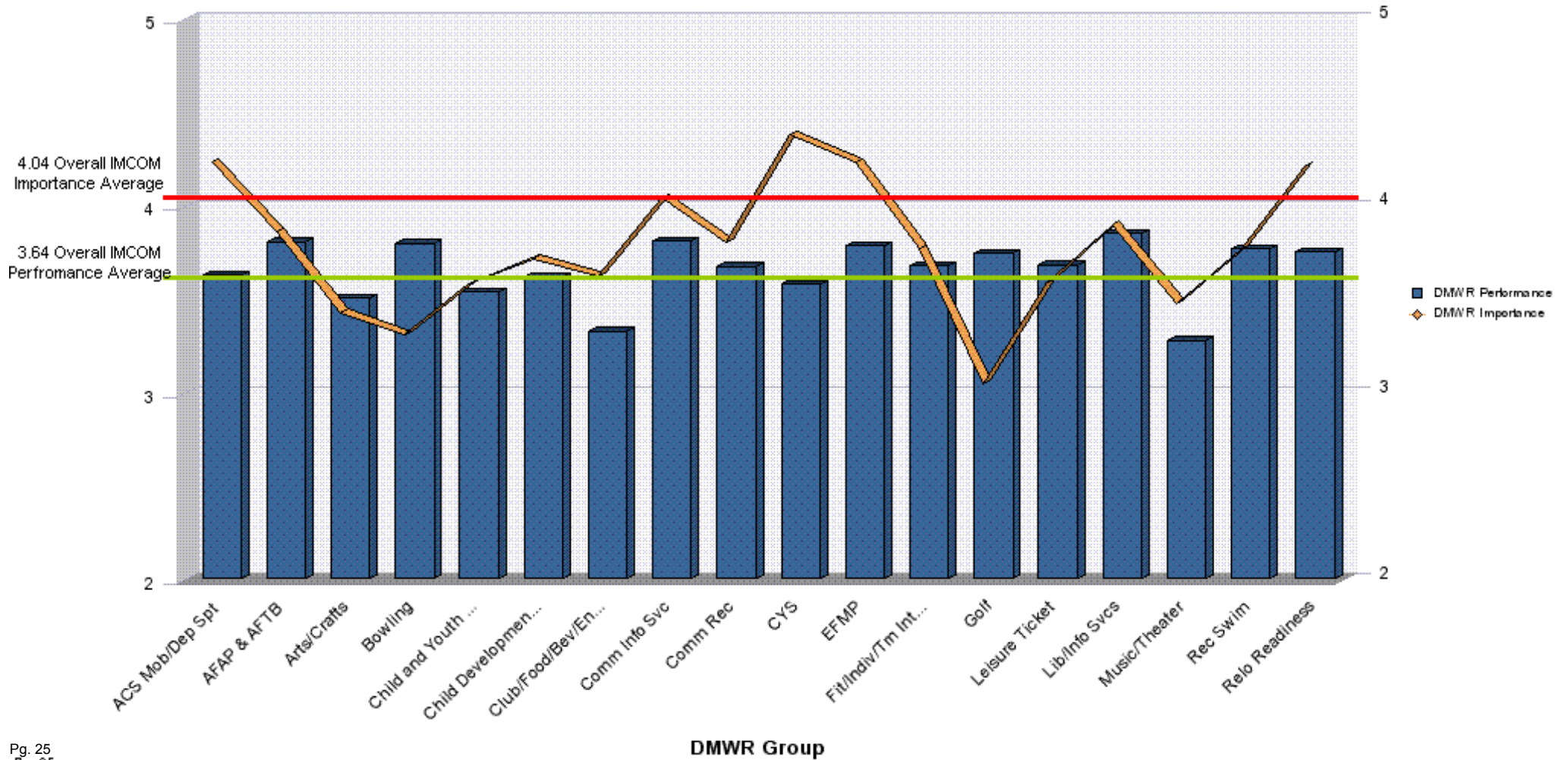


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## Directorate SSP Reports Overview (Cont.)

### DMWR SSP Bar/Line Chart Analysis Example





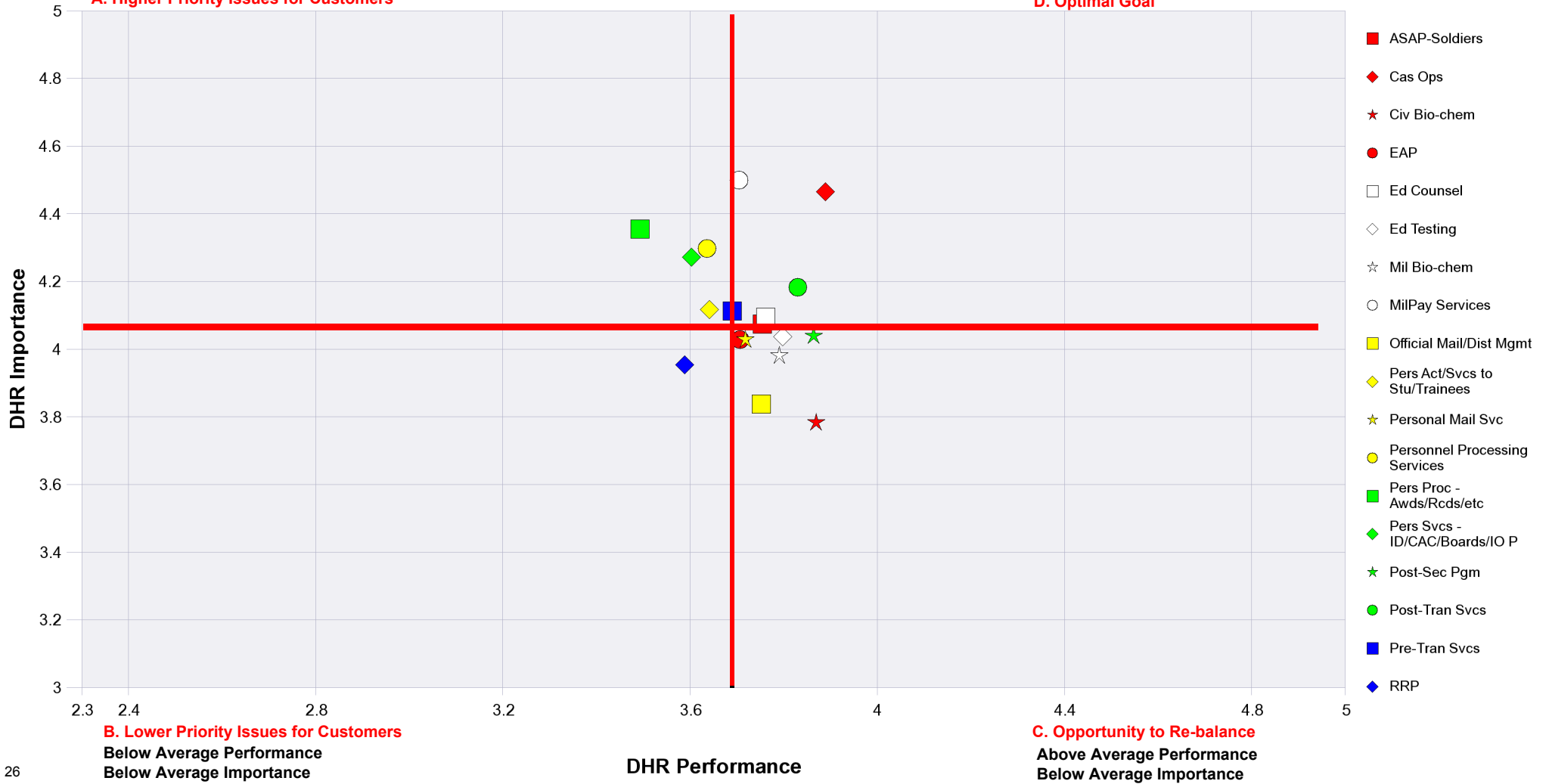
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## Directorate of Human Resources

Figure 4.1.1

Below Average Performance Above Average Performance  
Above Average Importance Above Average Importance  
**A. Higher Priority Issues for Customers** **D. Optimal Goal**



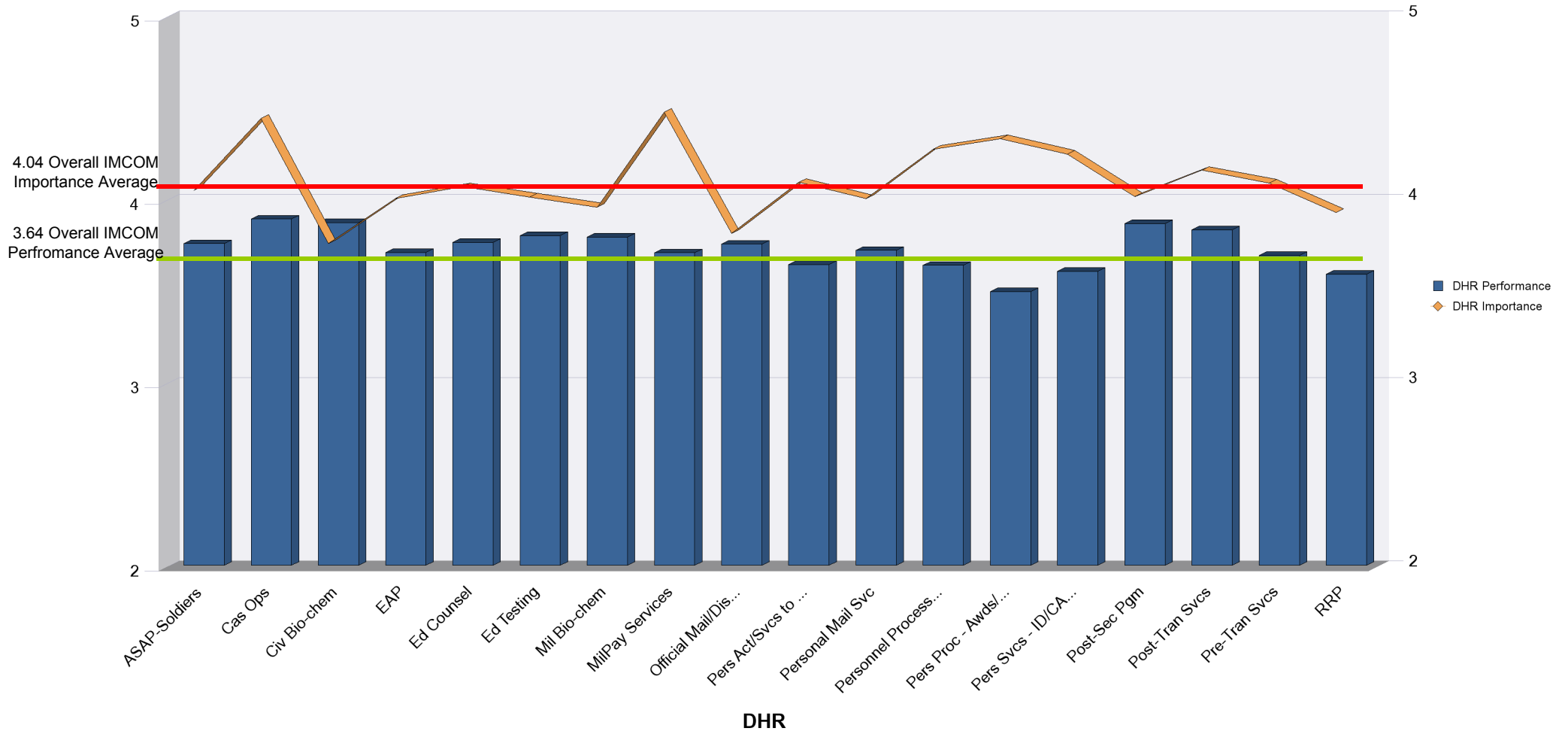


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## Directorate of Human Resources (Cont.)

DHR SSP Bar/Line Chart for Leaders / Soldiers / Family Members / Civilians  
Figure 4.1.2



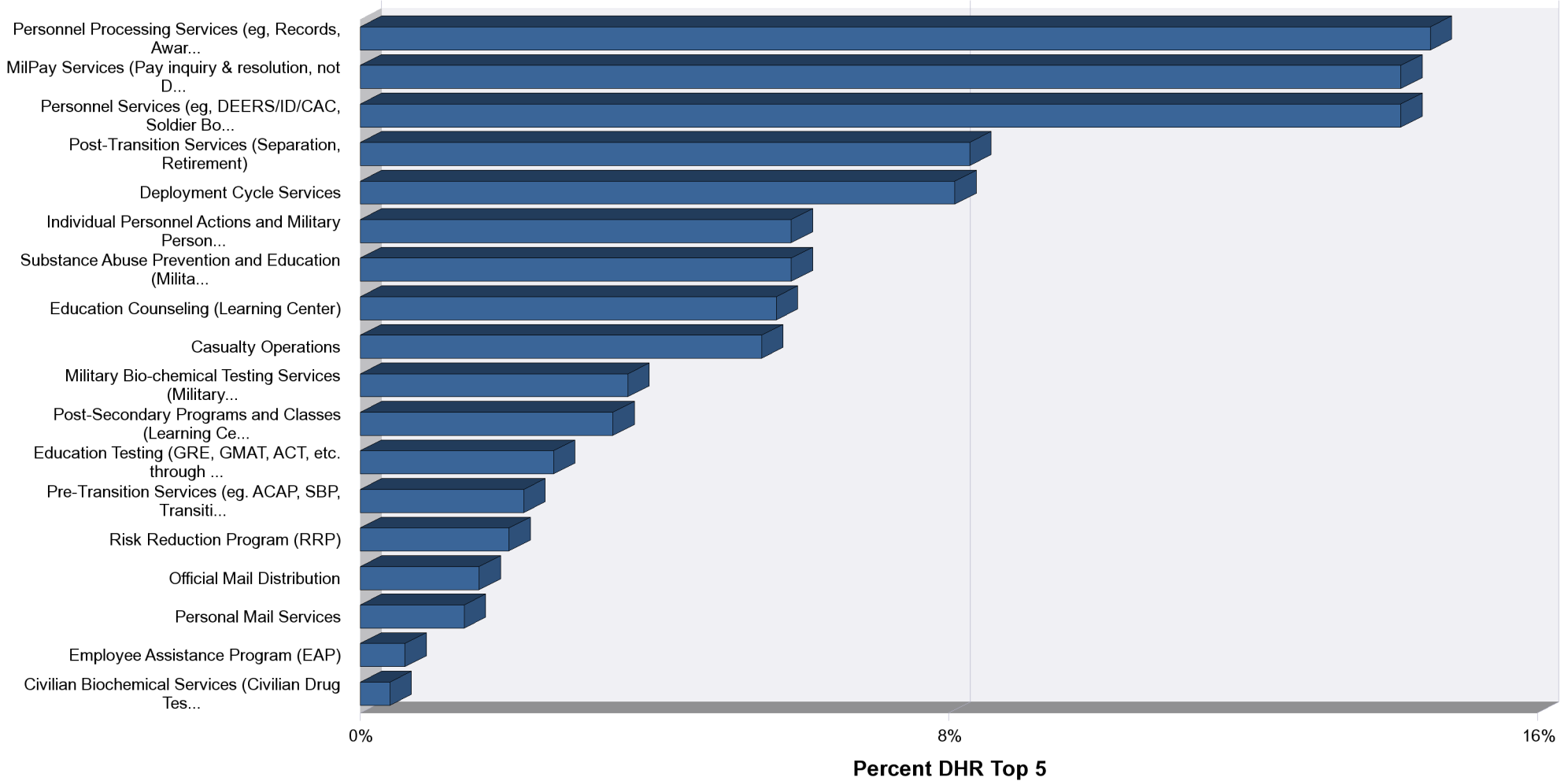


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## Directorate of Human Resources (Cont.)

DHR Leadership Top 5 Bar Chart  
Figure 4.1.3



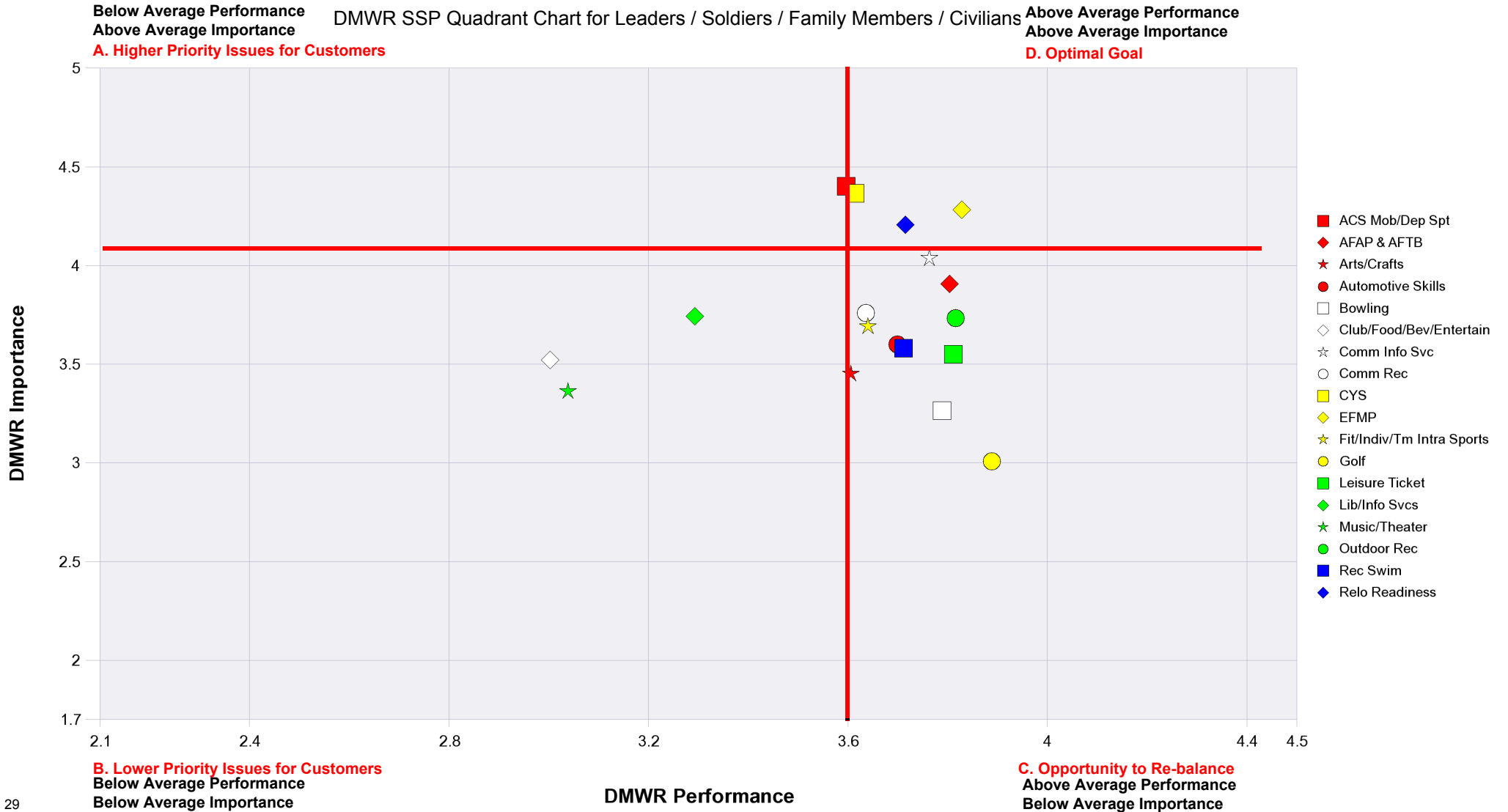


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## Directorate of Morale Welfare and Recreation

Figure 4.2.1



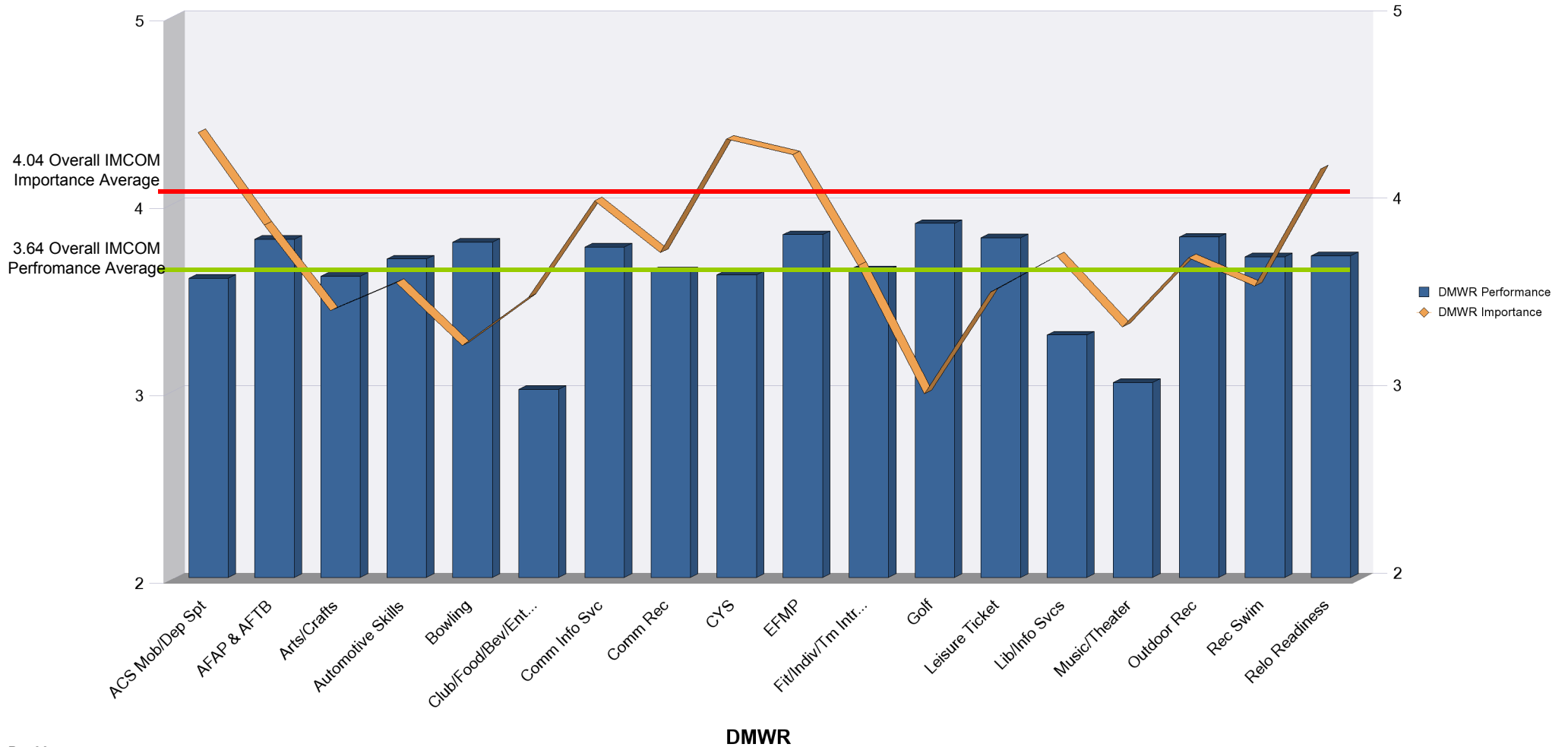


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## Directorate of Morale Welfare and Recreation (cont.)

DMWR SSP Bar/Line Chart for Leaders / Soldiers / Family Members / Civilians  
Figure 4.2.2



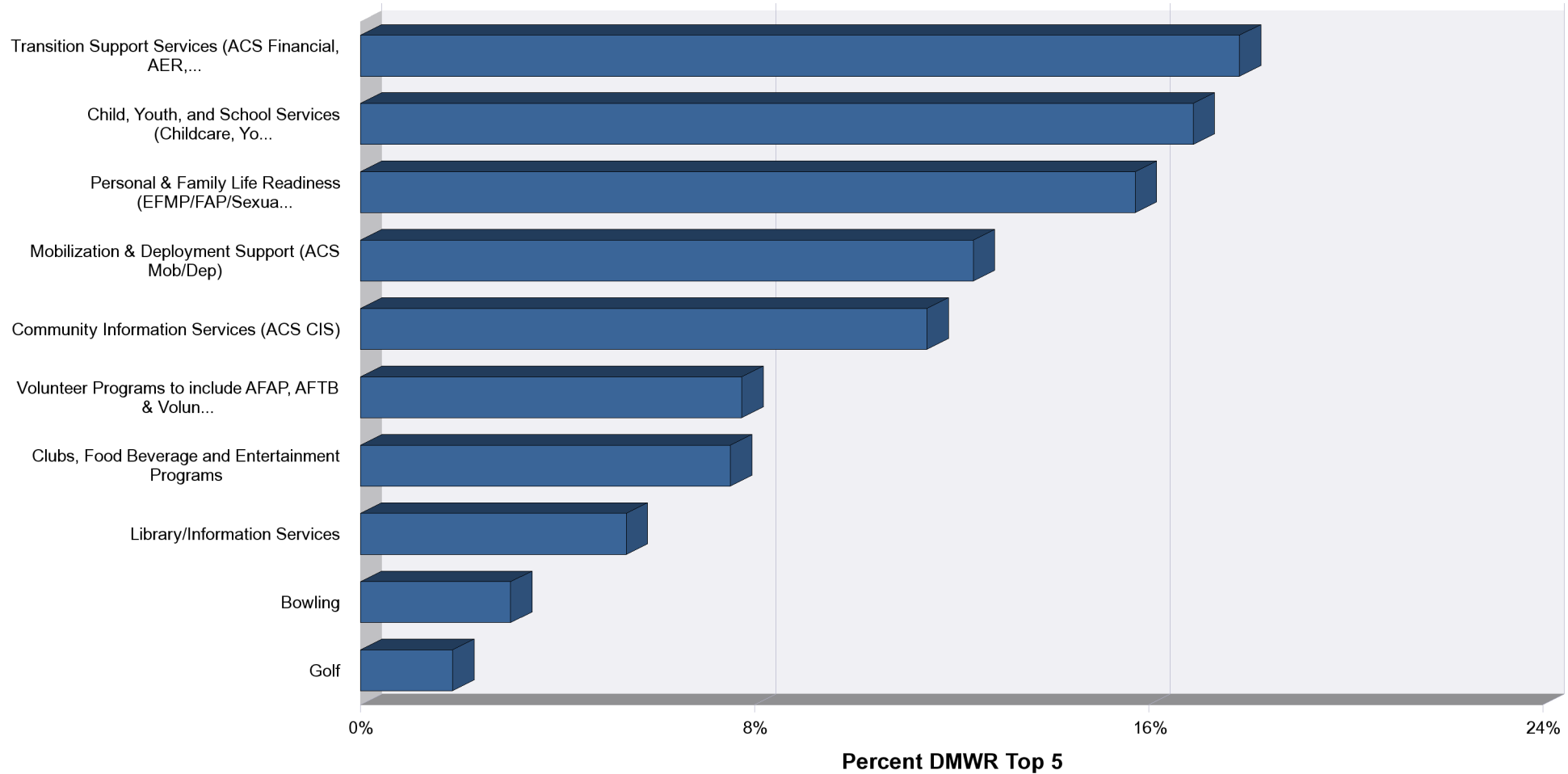


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## Directorate of Morale Welfare and Recreation (cont.)

DMWR Leadership Top 5 Bar Chart  
Figure 4.2.3



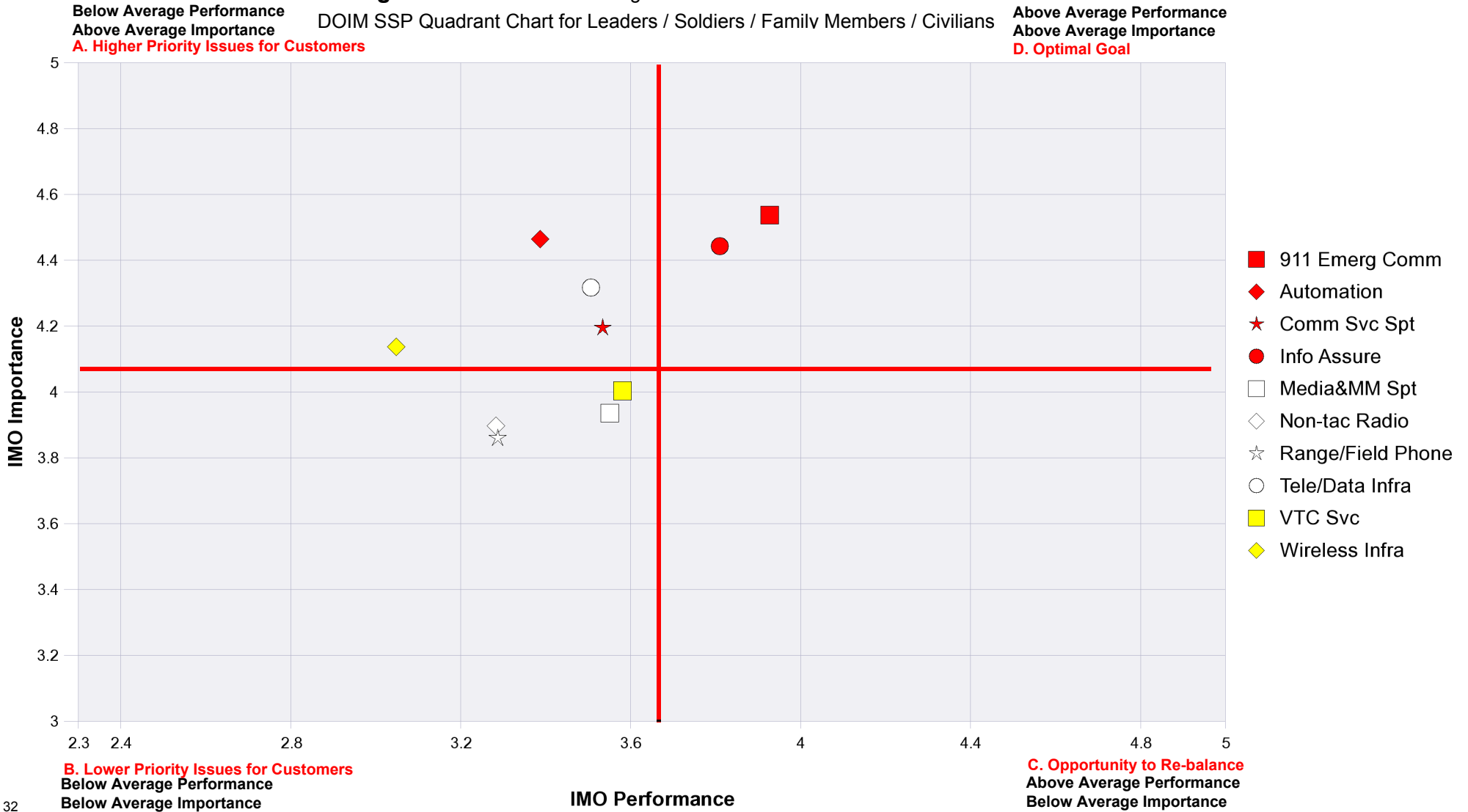


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## Directorate of Information Management

Figure 4.3.1





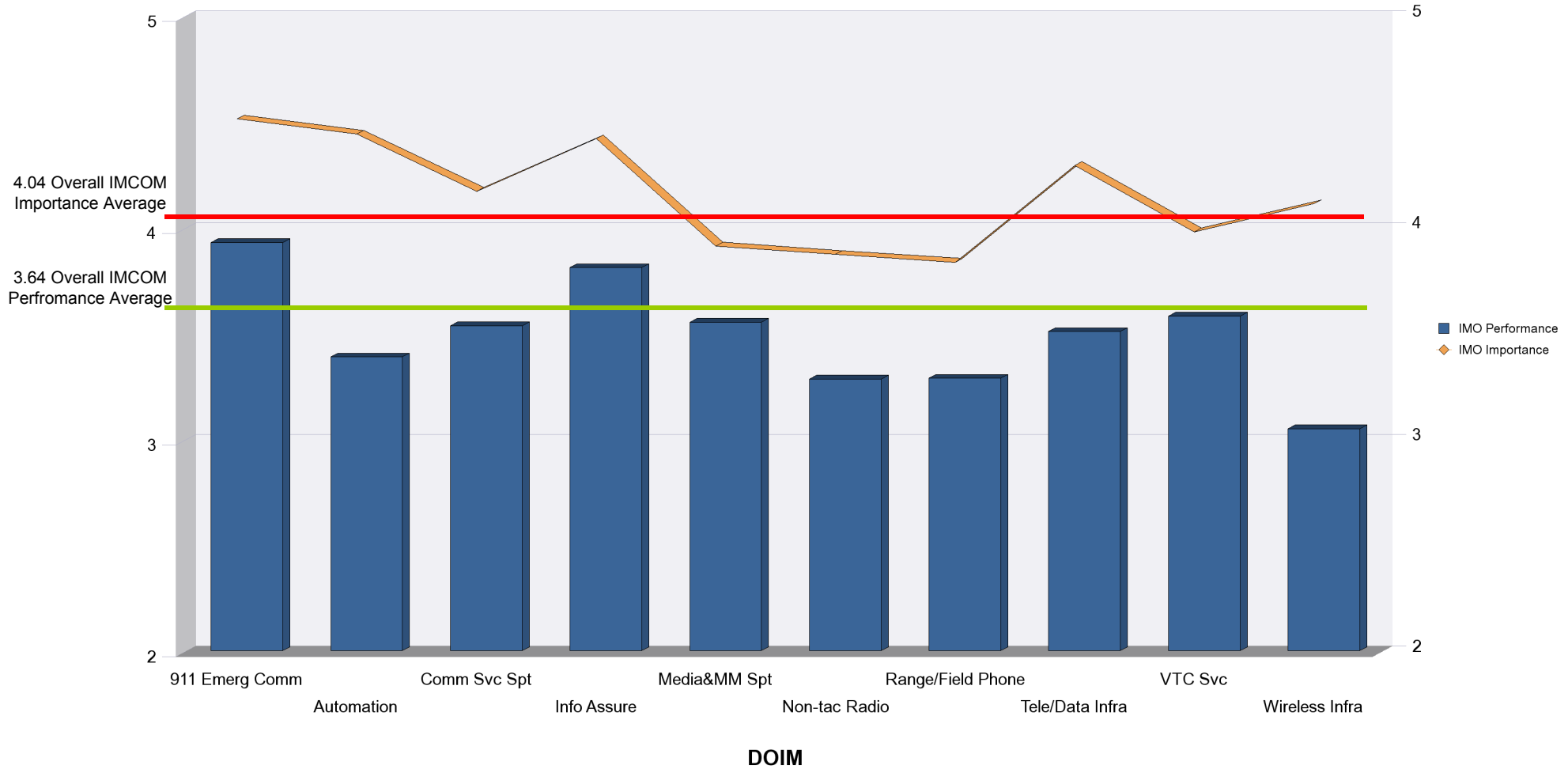


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## Directorate of Information Management (Cont)

DOIM SSP Bar/Line Chart for Leaders / Soldiers / Family Members / Civilians  
Figure 4.3.2



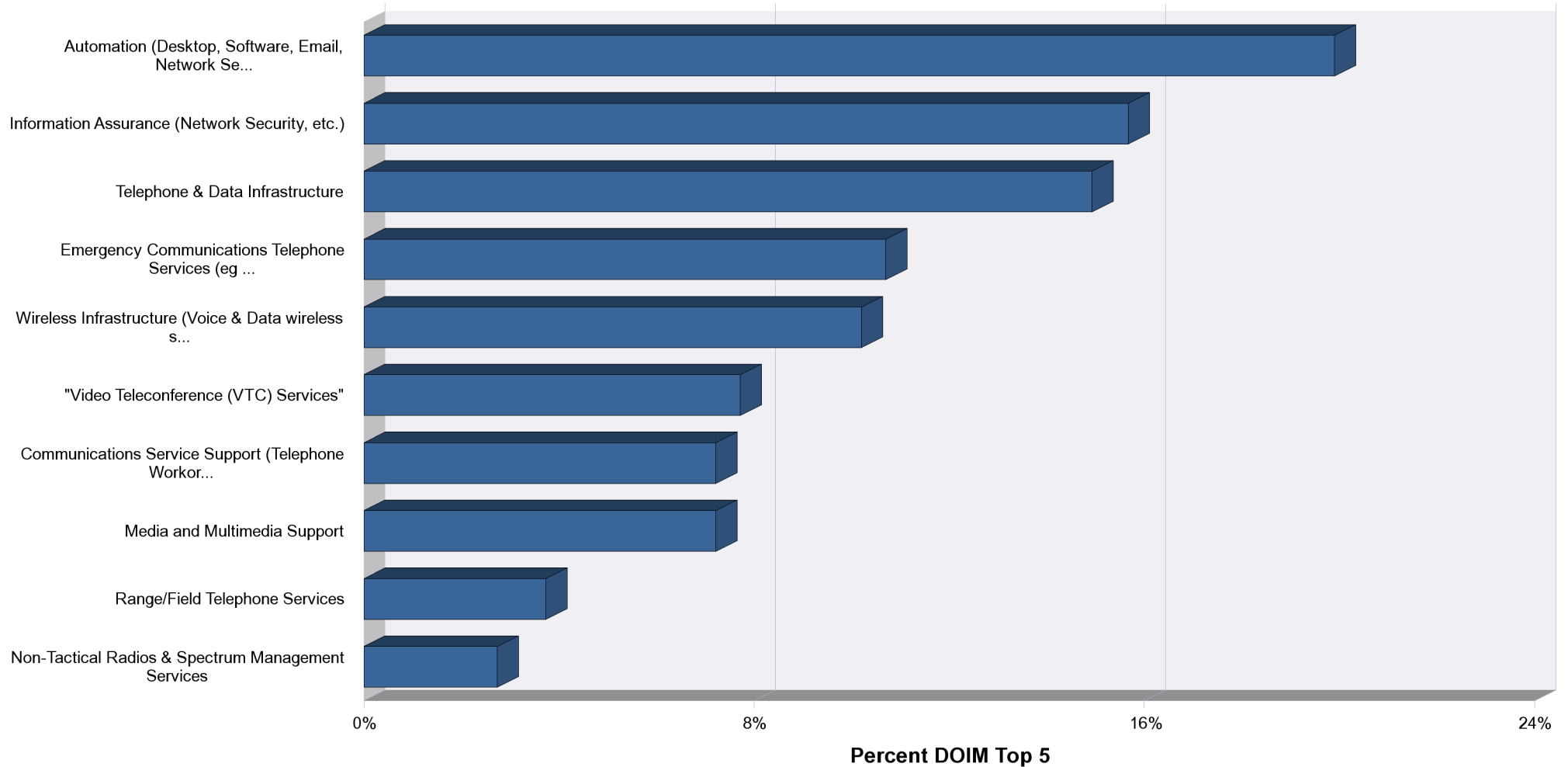


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## Directorate of Information Management (Cont)

DOIM Leadership Top 5 Bar Chart  
Figure 4.3.3





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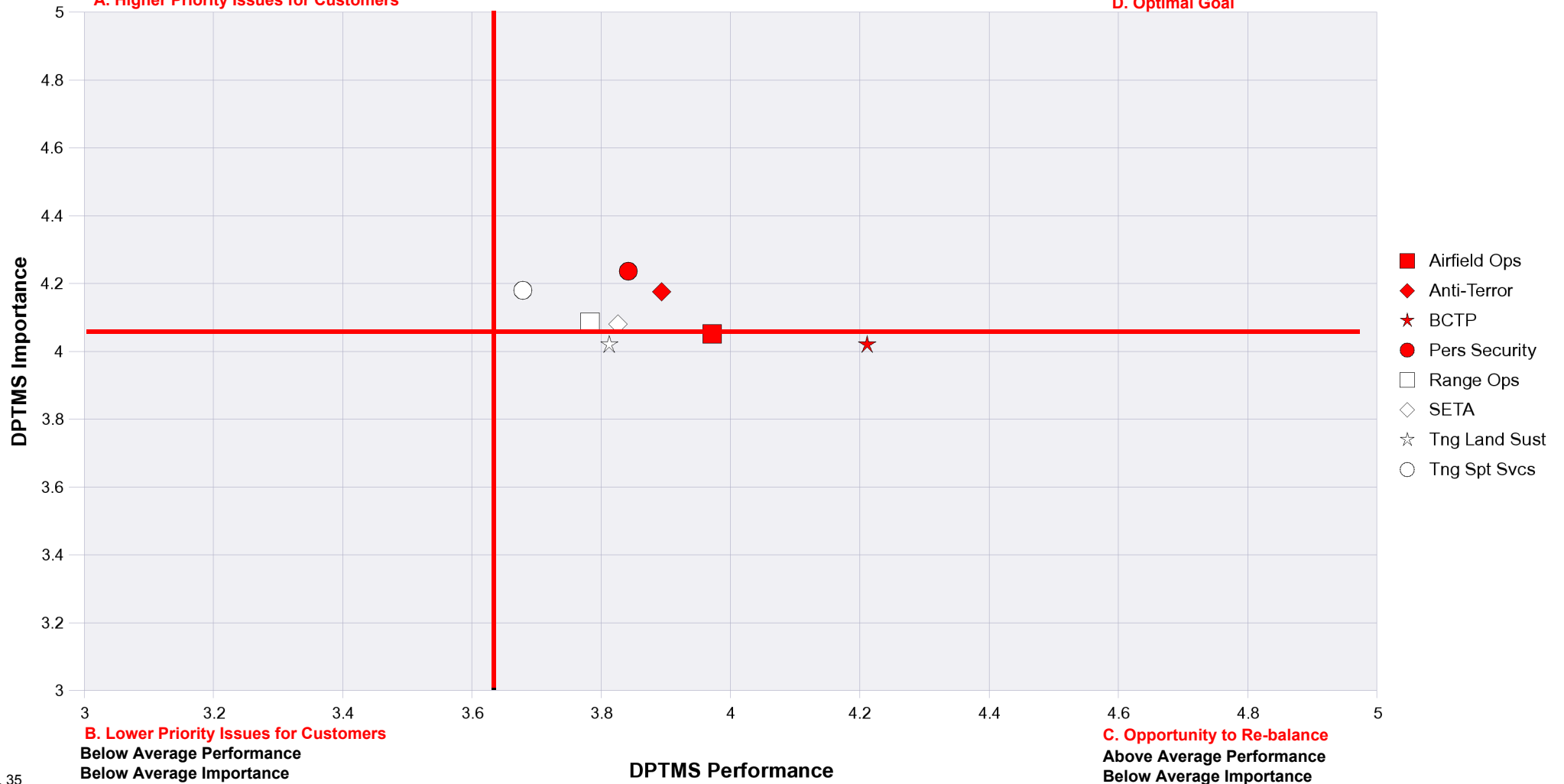
## Directorate of Plans, Training, Mobilization and Security Figure 4.4.1

Below Average Performance Above Average Importance DPTMS SSP Quadrant Chart for Leaders / Soldiers / Family Members / Civilian

Above Average Performance Above Average Importance  
D. Optimal Goal

A. Higher Priority Issues for Customers

D. Optimal Goal



B. Lower Priority Issues for Customers

C. Opportunity to Re-balance

Below Average Performance  
Below Average Importance

Above Average Performance  
Below Average Importance

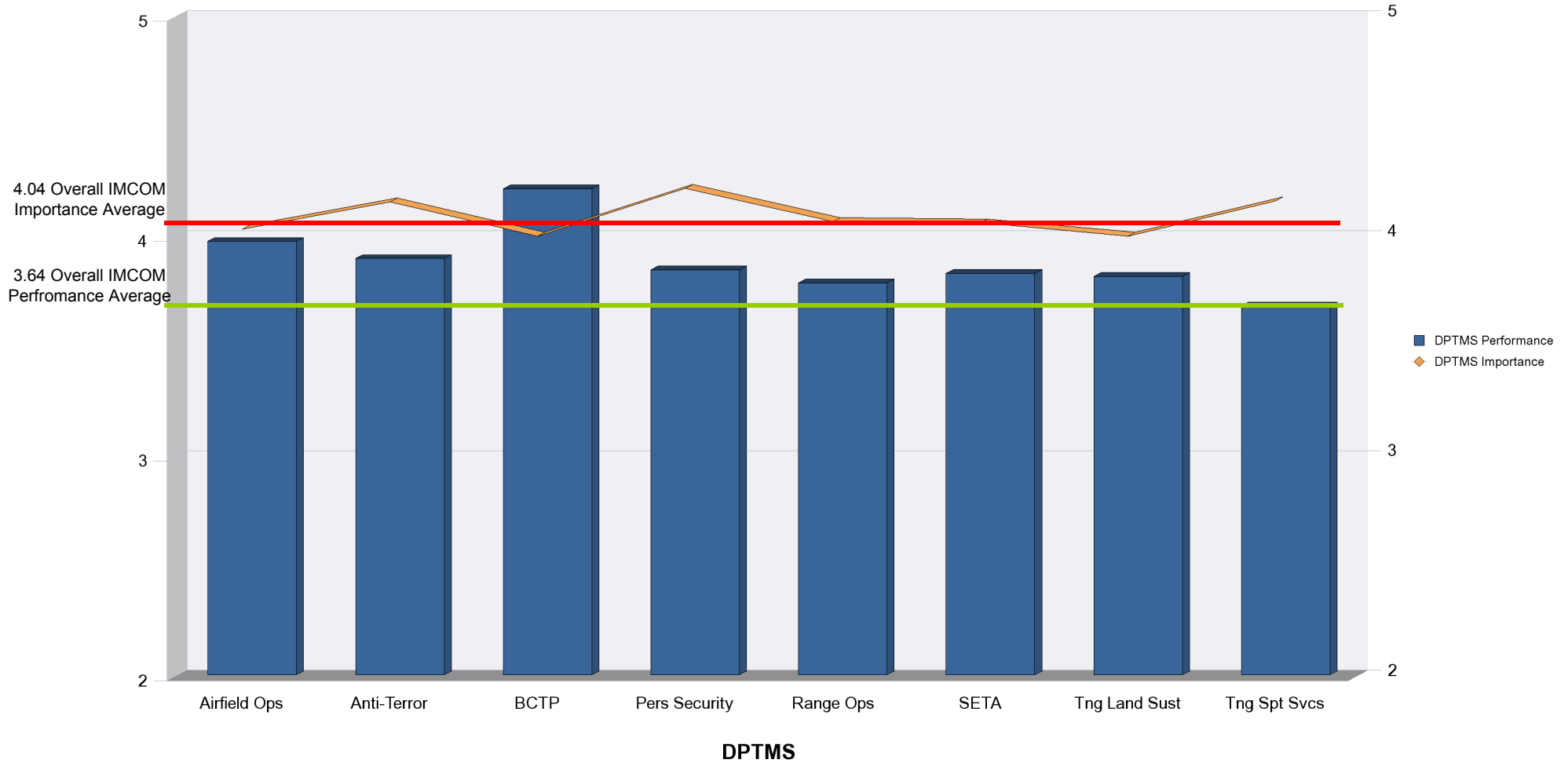


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## Directorate of Plans, Training, Mobilization and Security (Cont)

DPTMS SSP Bar/Line Chart for Leaders / Soldiers / Family Members / Civilians  
Figure 4.4.2



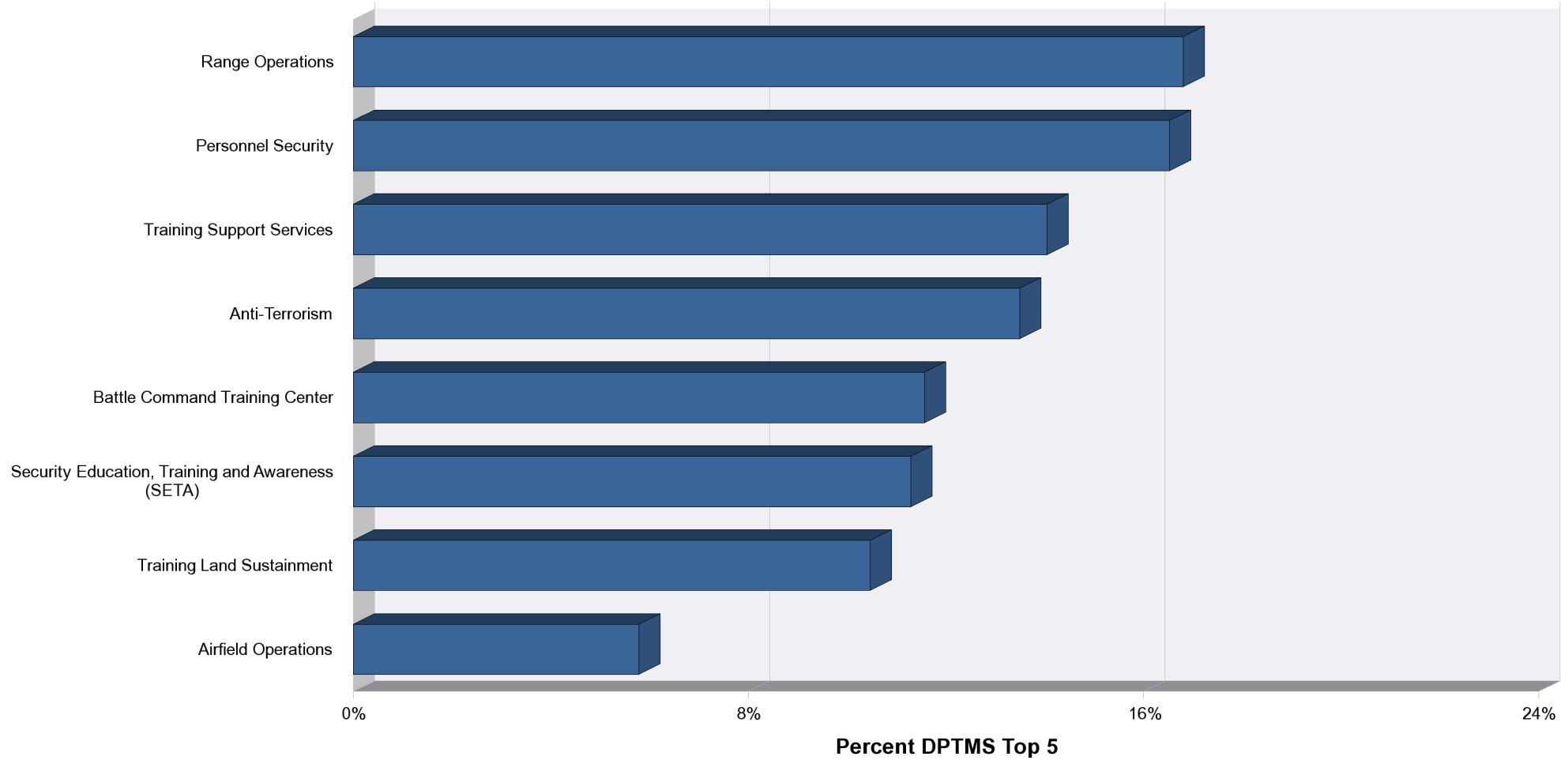


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## Directorate of Plans, Training, Mobilization and Security (Cont)

DPTMS Leadership Top 5 Bar Chart  
Figure 4.4.3





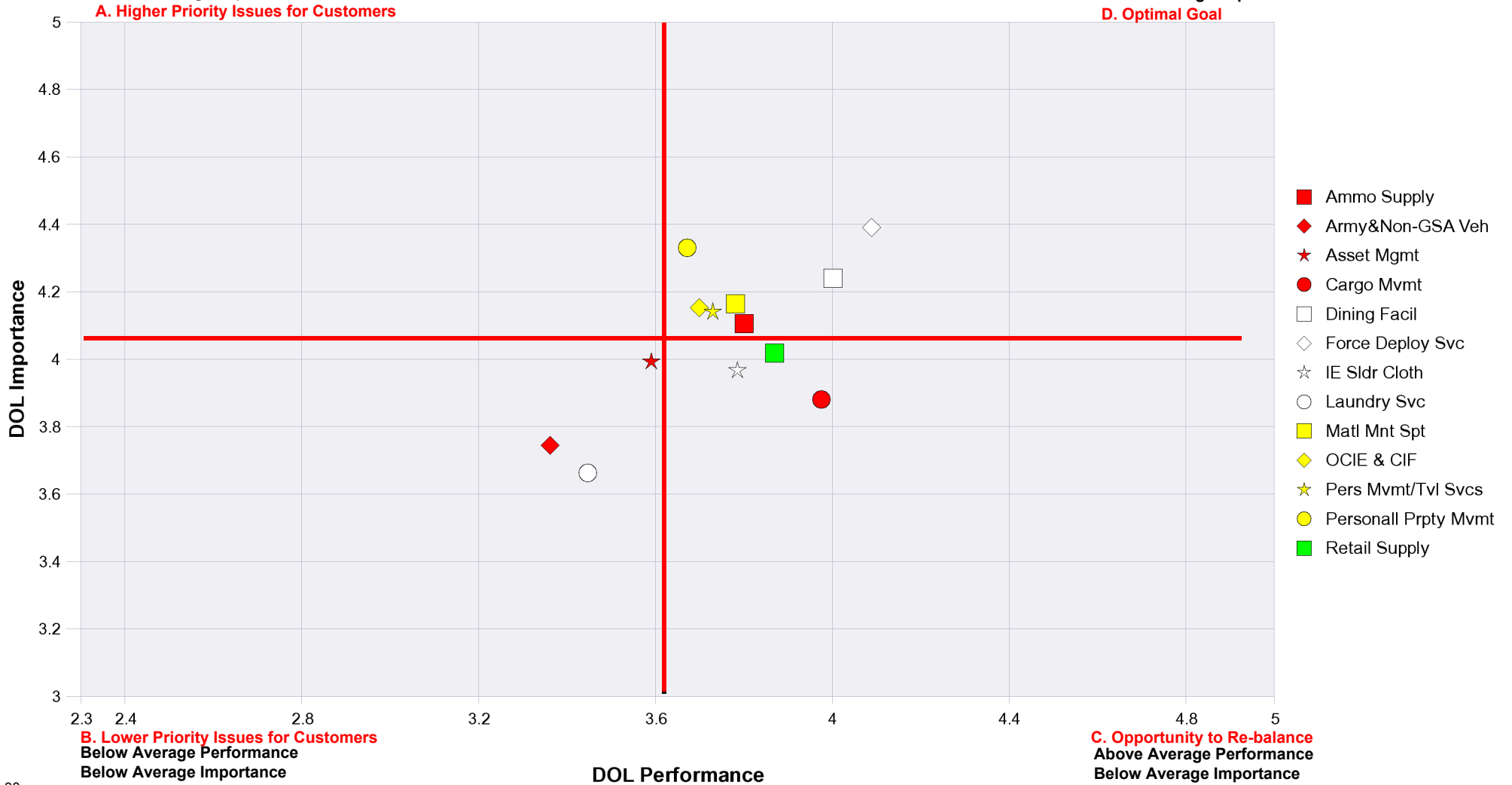
# U.S. Army IMCOM 2009 Customer Service Assessment Fort Riley Executive Report



## Directorate of Logistics

Figure 4.5.1

DOL SSP Quadrant Chart for Leaders / Soldiers / Family Members / Civilian



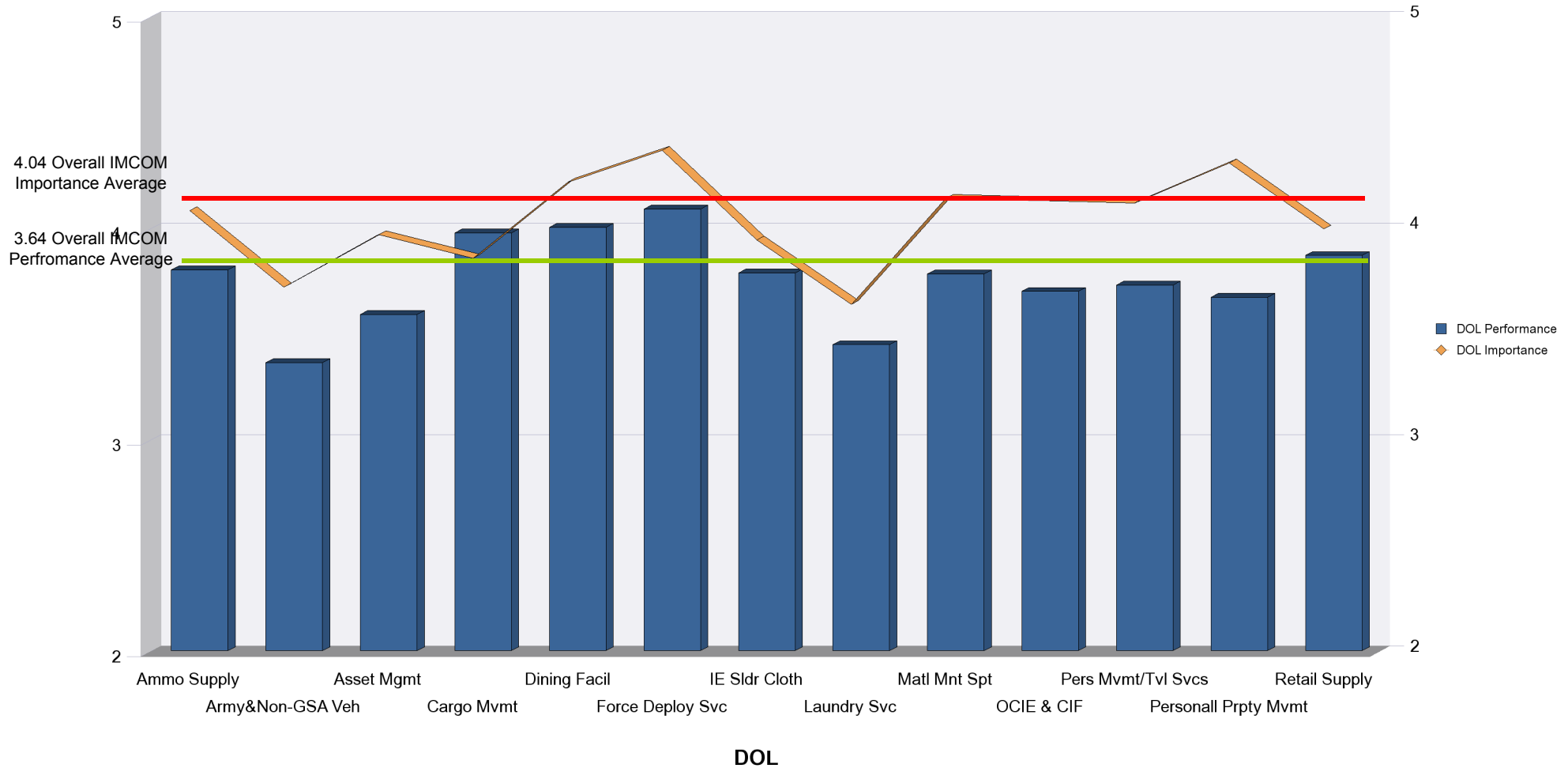


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## Directorate of Logistics (cont.)

DOL SSP Barline Chart for Leaders / Soldiers / Family Members / Civilians  
Figure 4.5.2



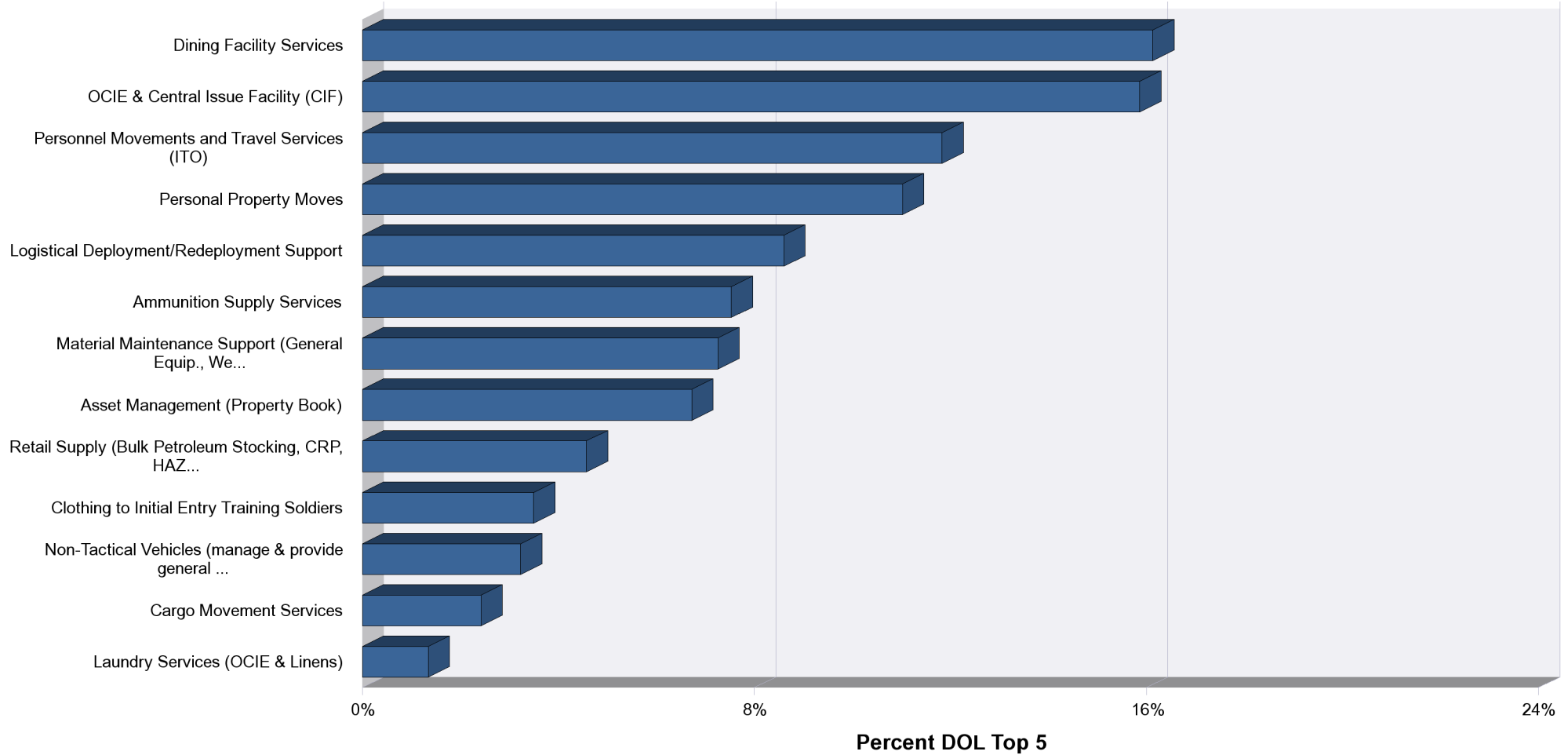


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## Directorate of Logistics (Cont.)

DOL Leadership Top 5 Bar Chart  
Figure 4.5.3







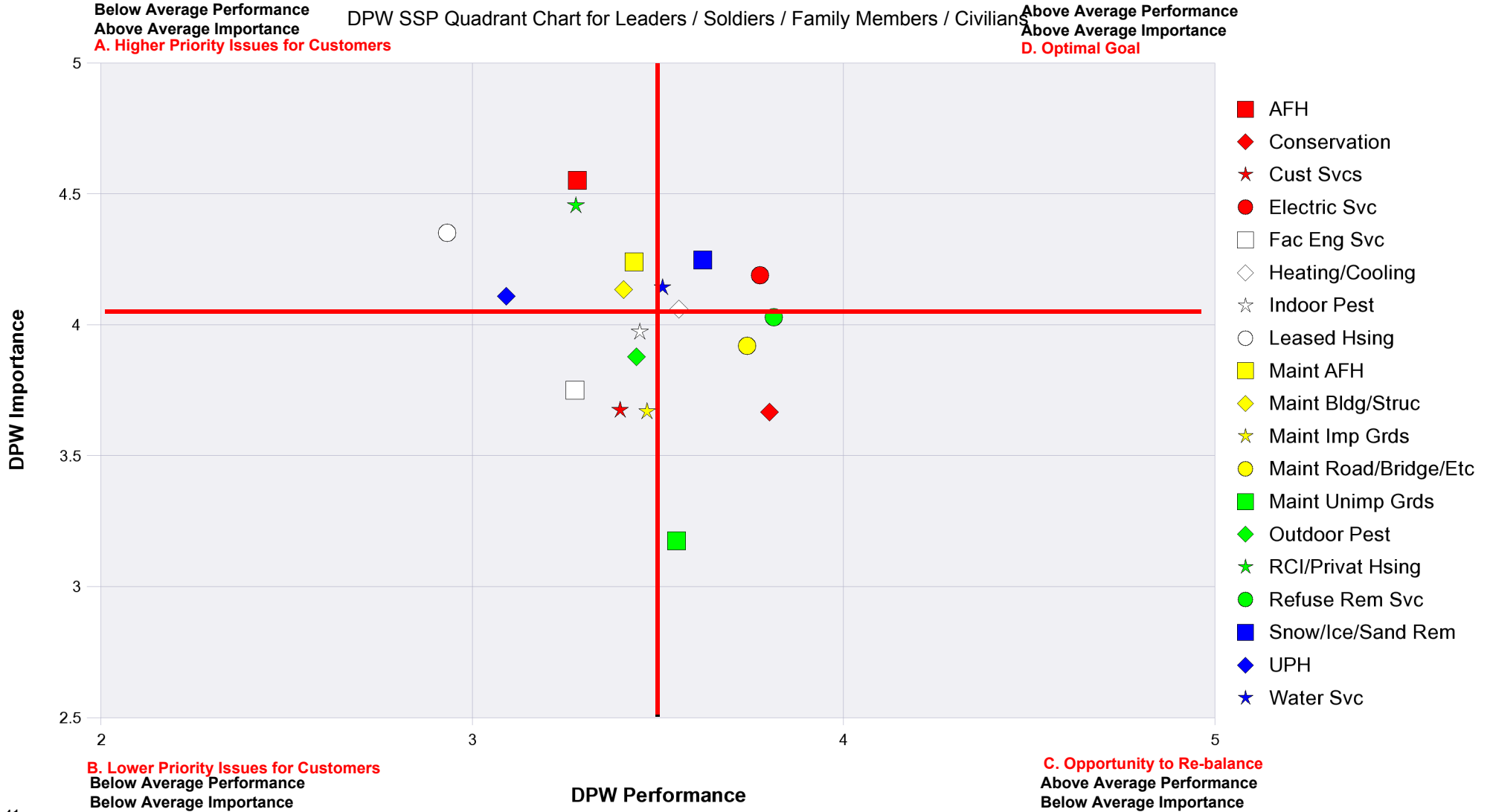
# U.S. Army IMCOM 2009 Customer Service Assessment Fort Riley Executive Report



## Directorate of Public Works

Figure 4.6.1

DPW SSP Quadrant Chart for Leaders / Soldiers / Family Members / Civilians



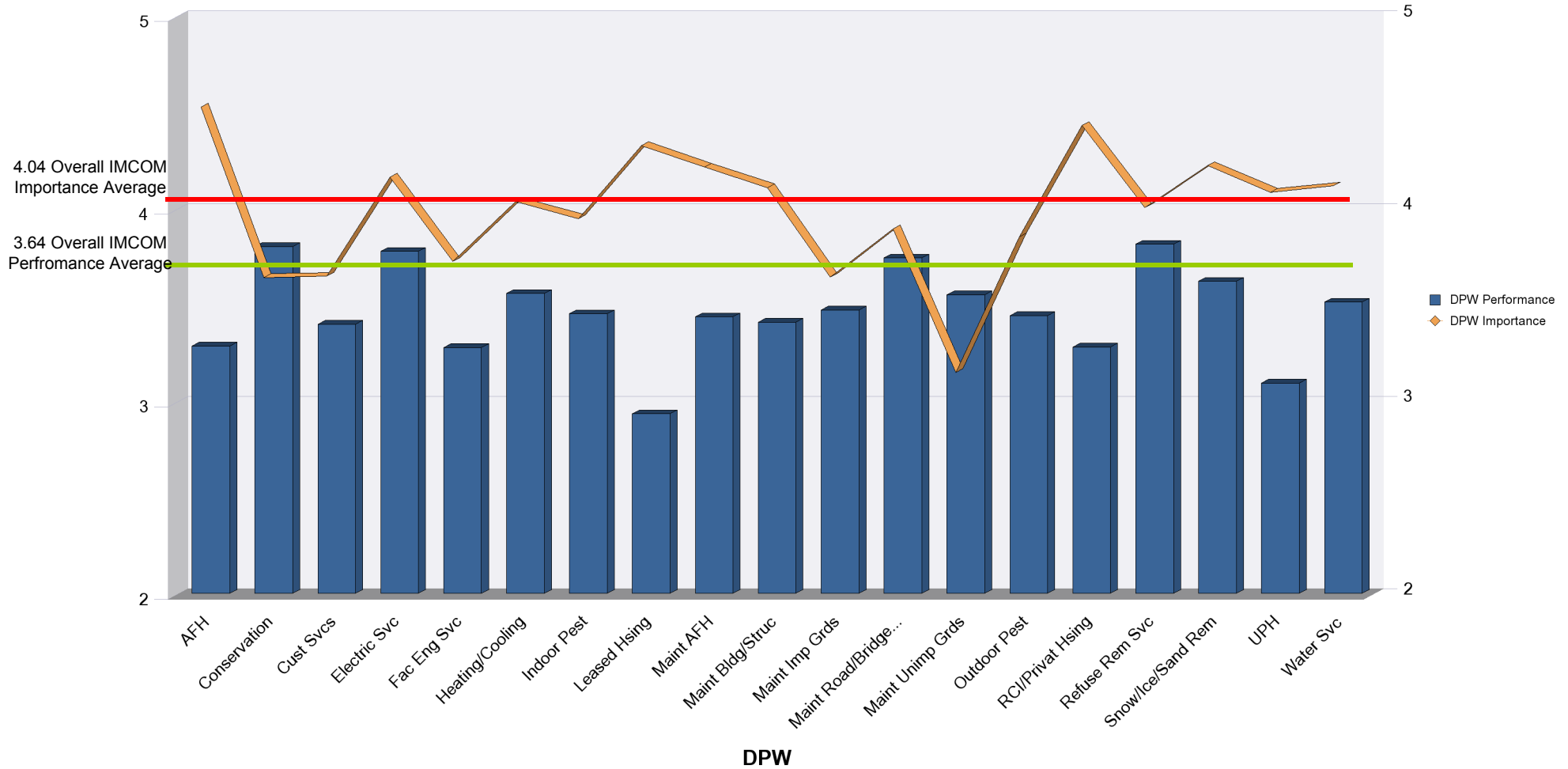


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## Directorate of Public Works (Cont)

DPW SSP Barline Chart for Leaders / Soldiers / Family Members / Civilians  
Figure 4.6.2



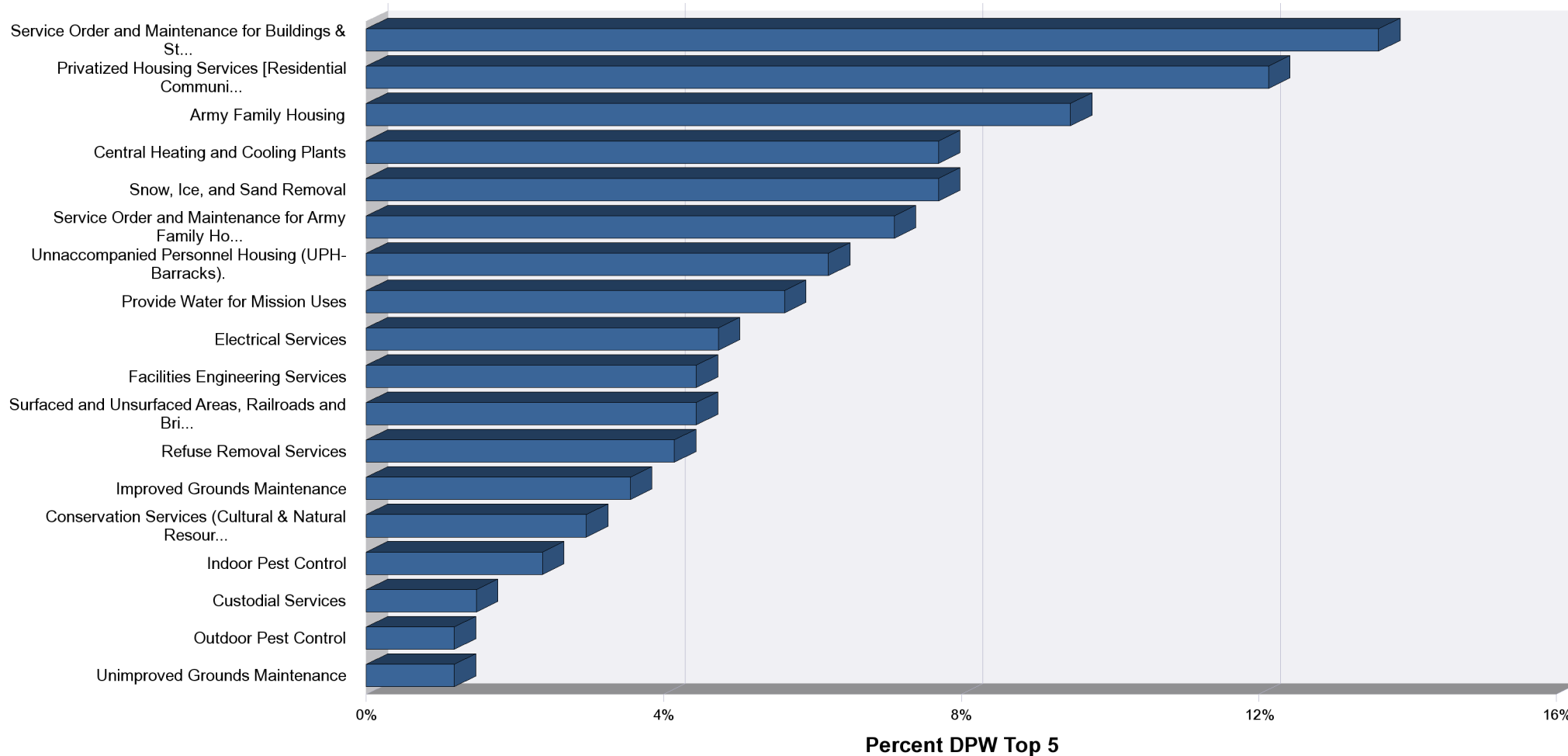


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## Directorate of Public Works (Cont)

DPW Leadership Top 5 Bar Chart  
Figure 4.6.3





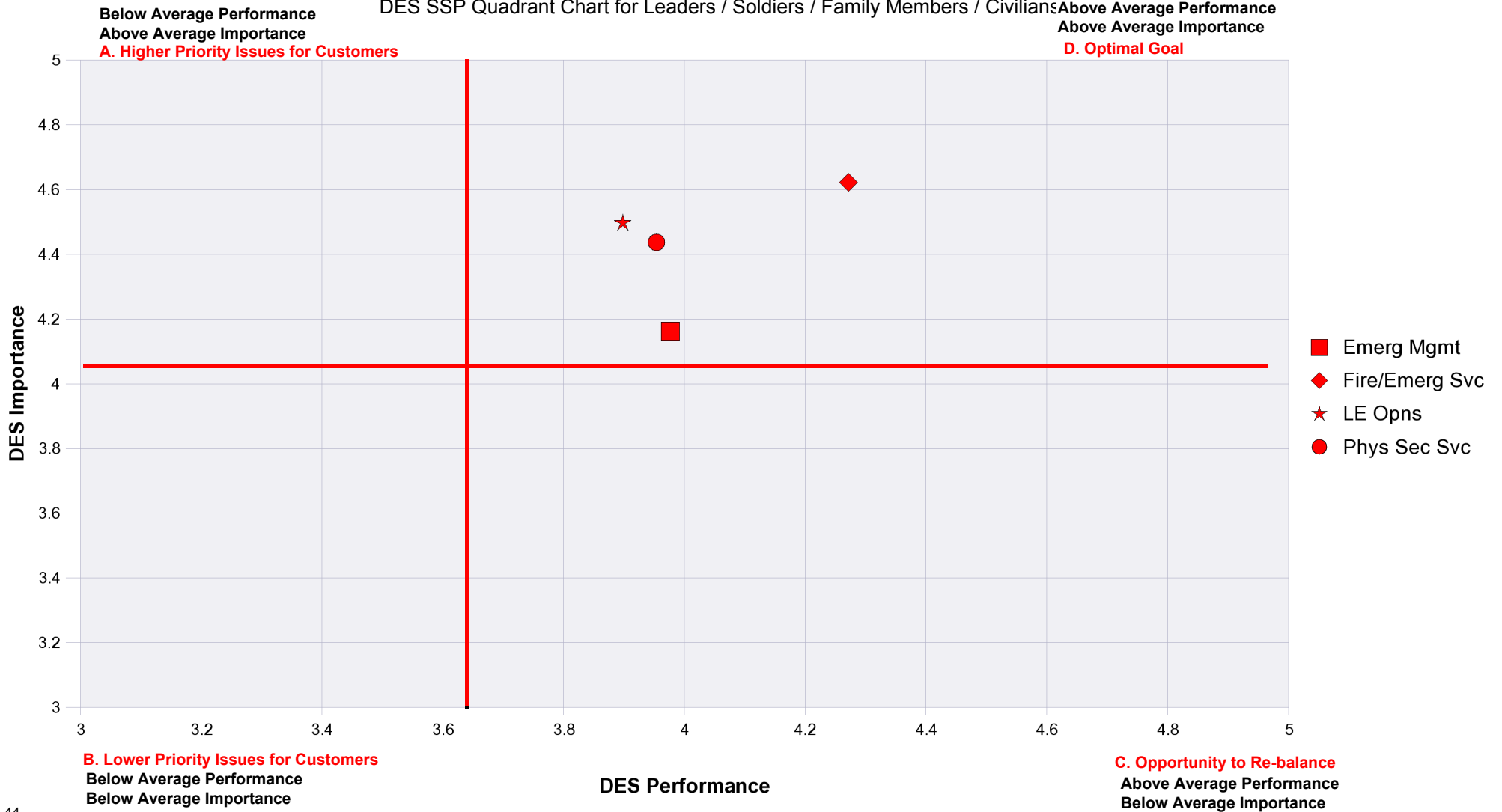
# U.S. Army IMCOM 2009 Customer Service Assessment Fort Riley Executive Report



## Directorate of Emergency Services

Figure 4.7.1

DES SSP Quadrant Chart for Leaders / Soldiers / Family Members / Civilians



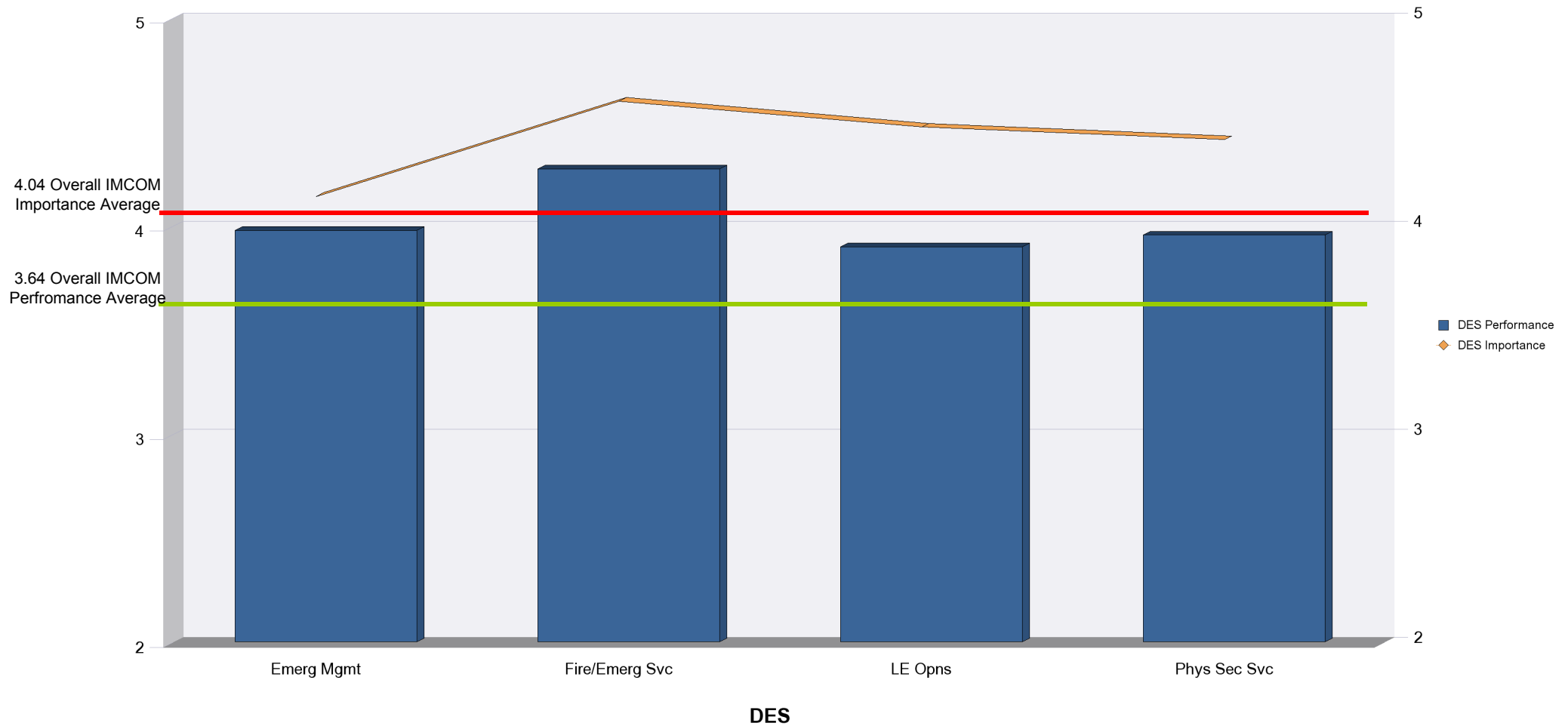


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## Directorate of Emergency Services (Cont)

DES SSP Barline Chart for Leaders / Soldiers / Family Members / Civilians  
Figure 4.7.2





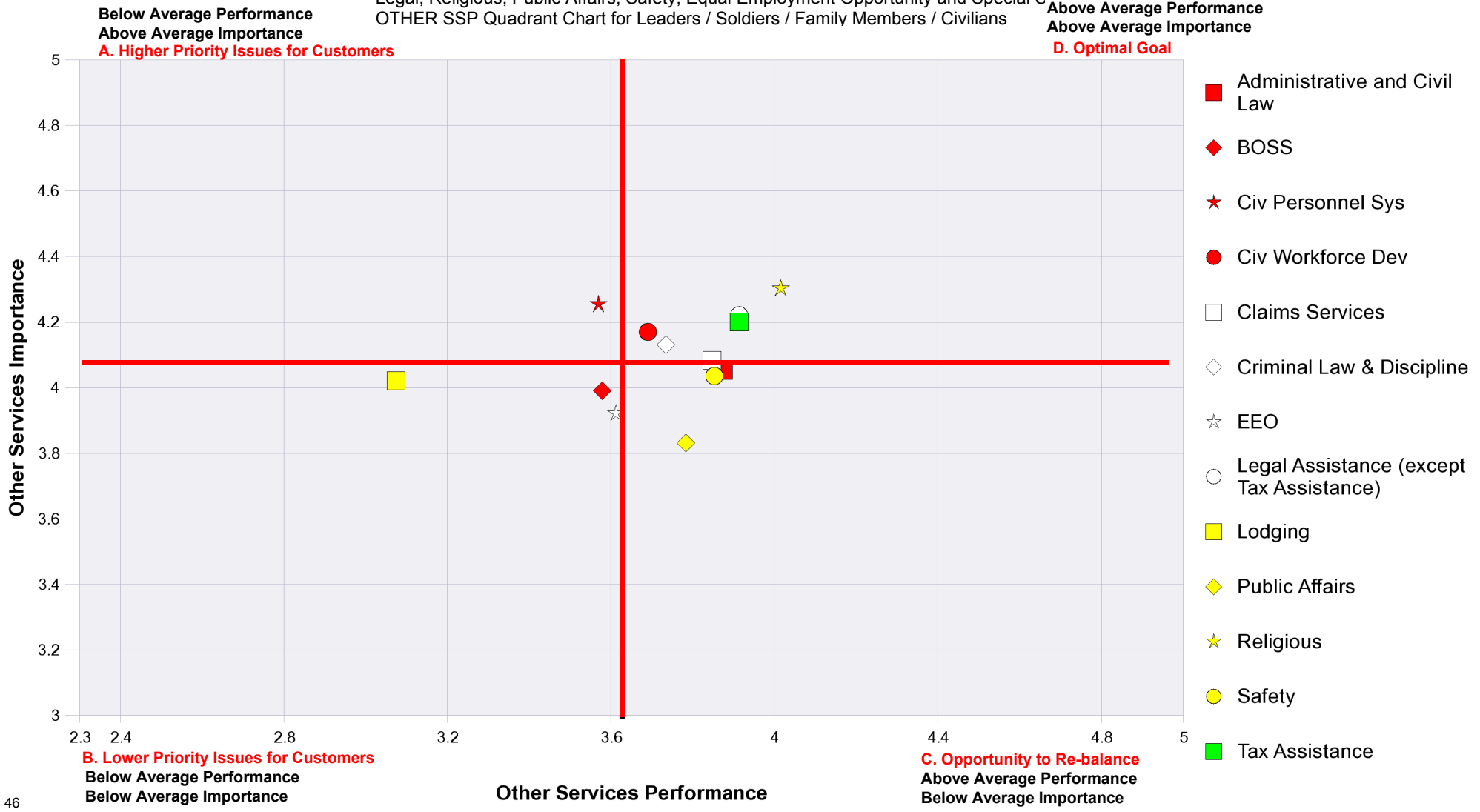
# U.S. Army IMCOM 2009 Customer Service Assessment Fort Riley Executive Report



## Other Services

Figure 4.8.1

Legal, Religious, Public Affairs, Safety, Equal Employment Opportunity and Special S  
OTHER SSP Quadrant Chart for Leaders / Soldiers / Family Members / Civilians



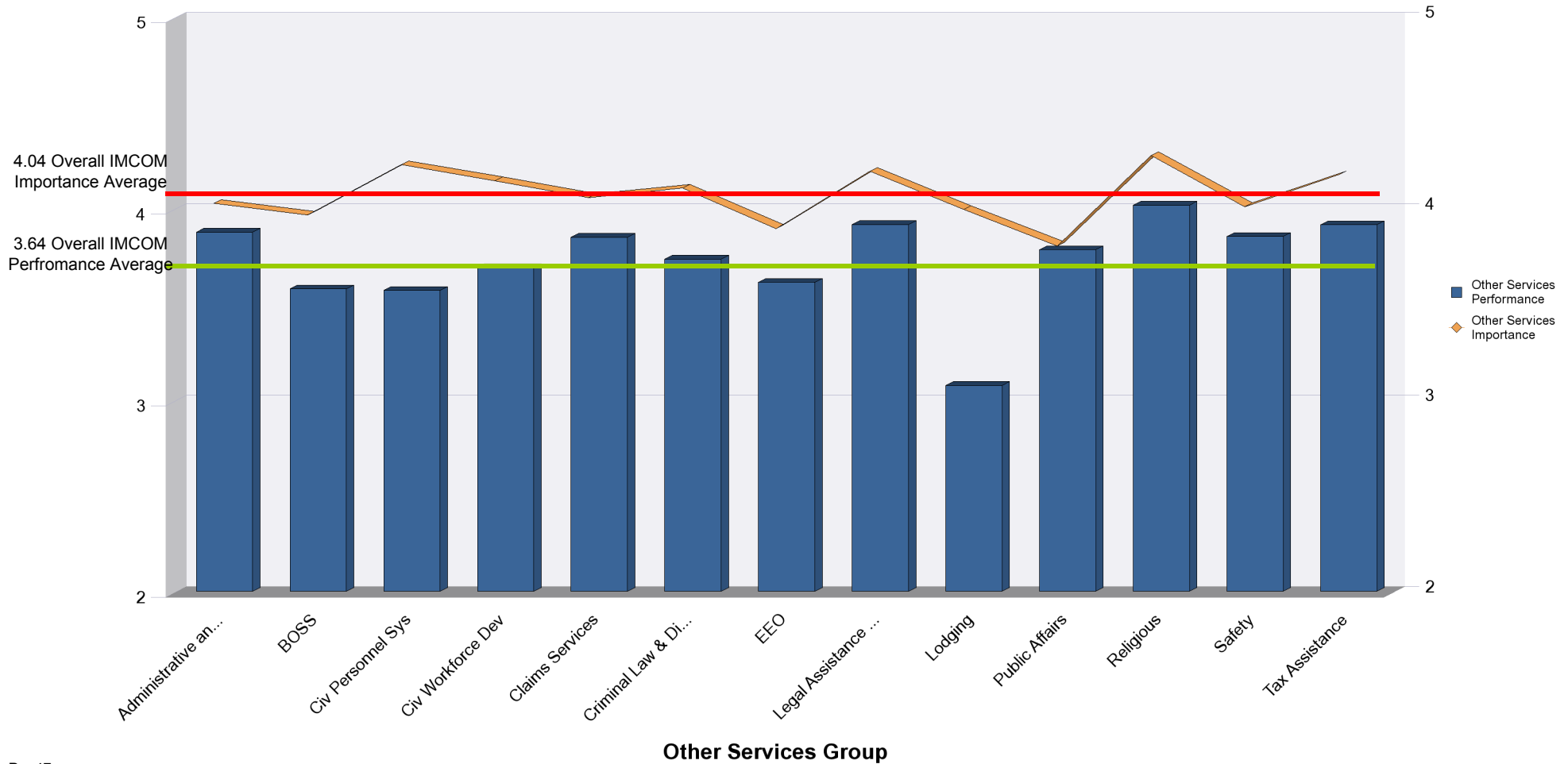


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## Other Services (Cont)

OTHER SSP Bar/Line Chart for Leaders / Soldiers / Family Members / Civilians  
Figure 4.8.2





# U.S. Army IMCOM 2009 Customer Service Assessment Fort Riley Executive Report



## End of Report Summary

Analysis of the 2009 annual Customer Service Assessment provides IMCOM Fort Riley with insights into the perceptions of 947 constituents who receive services and support from IMCOM Fort Riley.

Those who responded took the time to share their opinions on what is important in enabling the Army's mission and how well IMCOM is providing those BASOPS services. Along with the other feedback tools provided by Customer Management Services, the Customer Service Assessment helps IMCOM's leadership understand what matters to those that use IMCOM services. In these times of limited resources, leadership has tough decisions to make. The Customer Service Assessment provides one more source of the Voice of the Customer to support that decision making process.

IMCOM Customer Management Services will work with all of the customer data and will generate other report views that may assist with management analysis and decision making. For more information on Customer Management Services and the 2009 Customer Service Assessment please contact your Customer Management Services Region Manager.