

OREGON MILITARY DEPARTMENT	NUMBER: 99.100.22
ADJUTANT GENERAL PERSONNEL	EFFECTIVE DATE: April 1, 2025
SUBJECT: Customer Service	

APPLICABILITY: This policy applies to all state Oregon Military Department (OMD) agency employees, contractors, volunteers, and representatives of the agency. The expectations within this policy apply to staff at every level of the organization, including employees working remotely.

AUTHORITY/REFERENCE: DAS Statewide Policy 107-001-040 (Enterprise Customer Service Standards), DAS Statewide Policy 50-010-03 (Maintaining a Professional Workplace), Air Force Instruction 32-2001 (Fire and Emergency Services Program, F&ES), and Command Policy Memorandum #156 (OMD's "Out of Office" Reply Guidelines).

ATTACHMENTS: Customer Service Strategic Plan and Customer Service Standard Operating Procedures Template.

PURPOSE: To provide guidance and expectations to state personnel around the need to promote and adhere to high standards of customer service to internal and external customers of the agency. This ensures customer service is at the forefront of agency actions and in alignment with Oregon Enterprise values of accountability, integrity, equity and excellence.

DEFINITIONS:

Customer: Any individual who is internal or external to OMD who interacts with the agency and is a recipient/requestor of services or information. An internal customer is an employee, contractor, volunteer or representative from within the agency. An external customer is someone who seeks services/assistance from the agency but is not in the organization.

Customer Service: The manner in which OMD staff members interact with and support partners, such as: citizens, businesses, employees, and other stakeholders. It involves ensuring timely and responsive interactions with respectful assistance in providing support, information, or other services as needed in an equitable and professional method.

Professional Workplace Communication: The exchange of information, ideas, or messages between OMD staff and individual customers in a clear, tactful, respectful,

and effective manner. It ensures active listening with intent towards timely responsiveness while maintaining positive relationships to demonstrate value towards the request of the customer.

GUIDANCE:

1. Agency Core Customers

Customers of OMD generally include state employees, internal to OMD and other agencies, citizens and community members throughout Oregon as well as all Oregon National Guard (ONG) service members and their family members. However, depending on the specific program areas, the customer base does differ. Though not all encompassing, specific customers assisted by the different programs within OMD are outlined below:

- A. Adjutant General Comptroller (AGC) – This division provides procurement, payroll, financing and budgeting. Internal customers include state employees or ONG service members on State Active Duty. External customers consist of vendors through accounts payable. AGC also supports the federal component through the Cooperative Agreement Program Managers and the United States Property and Fiscal Office.
- B. Adjutant General Personnel (AGP) – AGP primarily supports agency employees and managers in personnel matters. This support also extends to job applicants when seeking employment with the agency. Managers and staff are provided assistance with policy interpretation, workplace complaints, health and safety issues, conflict resolution, job classification, etc.
- C. Adjutant General Installations (AGI) – National Guard units and service members using OMD/ONG facilities are served by AGI, particularly for units using facilities for training purposes. Other entities served include several groups of Oregon law enforcement agencies. Support is provided with facilities maintenance, grounds keeping, trades services, environmental, construction, billeting and lodging, etc. This support extends to outside customers including agencies that lease property such as the Forest Service or Bureau of Land Management. Support is also extended to members of the public looking to rent armory space. AGI customers also include vendors and contractors whose services are utilized through procurement (e.g. environmental studies, appraisals, real estate, construction, operations and maintenance, etc.).

AGI supports internal customers such as OMD employees who utilize facilities or need training in areas of environmental need. AGI also oversees the Wildland Fire Management Program (WFMP). The WFMP provides fire protection and safety to the public and service members in

the vicinity of ONG training facilities. The WFMP provides customer service to units utilizing the training bases around Oregon that are engaging in fire prevention as well as conducting active firefighting, as needed, with other fire agencies/resources.

- D. Adjutant General Technology (AGT) – Technology services are provided to both OMD state employees and ONG service members; This includes service to the Joint Operations Center (JOC) and G6 (Military Information Technology and Management) as well as ONG service member personnel on State Active Duty and Domestic Operations when using Starlink services or cell phones. AGT customer support extends to distributed learning classroom patrons, security badging services for access to OMD/ONG's rooms/facilities, and support to any facility tenants. Anyone issued an OMD email address with authority to utilize information and technology devices is a customer.
- E. Portland Air National Guard and Kingsley Field Fire Departments – The customer focus is providing protection and response services to military personnel. Both Fire Departments work diligently to provide the services outlined in Department of the Air Force Instruction (DAFI) 32-2001 Fire Emergency Services Program. These include aircraft response, structural response, medical response, HAZMAT response, and fire prevention as well as public fire education. Customers include fighter pilots in an accident scenario and personnel on PANG and Kingsley Field. The fire groups provide fire prevention support and host fire drills. Kingsley Field Fire provides a supporting mutual aid agreement with the local Klamath Falls area fire departments. At PANG, there is a mutual aid agreement with the Port of Portland.
- F. Portland Air National Guard and Kingsley Field Civil Engineering (CE) – Customers served include all OMD employees located on the bases as well as squadron groups needing facility support. This comprises the National Guard Bureau, federal and state agencies located on the bases, as well as contractors, as external customers. CE supports both bases through fulfilling service order requests and procurement of goods, participating in hazardous waste management/disposal, and conducting aircraft barrier maintenance.
- G. Portland Air National Guard and Kingsley Field Force Protection – By providing law enforcement and security services to the Oregon Air National Guard and to personnel residing and working on the bases, the Force Protection divisions serve all individuals on the bases. The Force Protection Personnel provide security as armed response and protection of the Air Force and Oregon Air National Guard assets on the installations, to include members of the public on the bases.

- H. Oregon Youth Challenge Program (OYCP) – Internal customers are cadets currently enrolled in the on-site residential program and their associated family members. External customers include any new applicants (youth ages 15 to 18) applying to participate in the program as well as community partners involved with and/or attending “service to the community events,” and juvenile institutions that deal with high school students. Customers also consist of counselors, teachers, community probation officers and jail personnel. OYCP is self-sustaining in most aspects but at times has contractors/vendors as external customers.
- I. STARBASE – Internal customers are the students and teachers who participate in the program. External customers consist of support staff for the teachers as well as staff from their schools, such as office managers and volunteers. This also includes the Spectrum group who provide auditing and curriculum information for the STARBASE program. Customers occasionally consist of local base personnel through sharing of resources and coordination of local assets; this also includes National Guard Bureau personnel.
- J. Wildland Fire Management Program (WFMP) – The Wildland Fire Management Program provides fire protection/safety to the public and military personnel in the vicinity of Oregon National Guard training facilities. The WFMP group provide customer service to units utilizing the training bases around Oregon by engaging in fire prevention and safety. Examples of support provided to external customers include helping with mutual aid for wildland fire suppression assistance to federal, state, local fire agencies and districts; this includes the Bureau of Land Management, Forest Service, U.S. Navy, and Oregon Department of Forestry. The WFMP also provide customer service to the Oregon National Guard through conducting long term ecological management of training lands.

2. Professional Workplace Communications

- A. Professional Tone: All communication will be conducted in a professional, courteous, and respectful manner, regardless of the medium used. OMD staff will maintain considerate, respectful and polite tones in all communications, regardless of the customer or the situation as well as maintain consistency with providing a courteous demeanor in voice and language. OMD staff will also allow others to express their opinions and avoid interrupting while others are speaking. In cases of a misunderstanding, it will be addressed directly, professionally and respectfully, without placing blame.
- B. Conflict Resolution: OMD staff will address conflict with a calm demeanor and avoid using accusatory language while focusing on finding solutions.

Issues will be raised up the chain of command and brought to management attention, as necessary, for assistance with resolution.

- C. Clarity: Whether in written form or verbal, communication will be in a clear and concise manner, while avoiding unnecessary jargon (such as acronyms that are not well known) and using plain language as much as possible. This promotes understanding by all parties.
- D. Email Etiquette: Use state or federal email accounts for all work-related communications. Personal email accounts must not be used for official business. Use descriptive subject lines to alert readers of the content contained within. Start with a proper salutation and avoid using overly casual language; instead, focus on using respectful and formal language. Emojis should not be used, unless appropriate for the context. The sender should proofread for spelling and grammar before sending the email to a customer.
- E. Confidentiality: Sensitive information must be protected and only shared with authorized individuals. If an email with Personally Protected Information must be sent, it shall be encrypted before being sent to the intended recipient. Share information only with authorized individuals who need it to perform their job duties.
- F. Meetings and Notifications: Attend scheduled meetings on time and come prepared to respond to customer inquiries. Notify the organizer if you are unable to attend the meeting. Minimize distractions during the meeting, avoid engaging in “side conversations” while the meeting is in progress and focus on the agenda, respecting others’ time.
- G. Inclusivity and Diversity: Use inclusive language and do not make presumptions about another person’s perspective or experiences. Consideration will be given to adopting communication styles to connect best with customers, while maintaining professional and respectful courtesies. OMD staff will maintain active listening and acknowledge the important perspective and experience of each customer.

3. Customer Service Performance Expectations

- A. A customer service response is required anytime an OMD member receives a contact with request(s) for services, information, or question(s). Employees working remotely will adhere to the same customer service response timeline and availability requirements as in-office personnel. Remote employees must ensure accessibility via email, phone, or designated platforms during their assigned work hours. Examples of how to promote availability when working remotely include Microsoft Teams listings of a user’s status such as: “Available,” “In a Meeting,” “Away,” etc.

and these statuses will be kept updated throughout the workday. This can be automatically managed by keeping the Microsoft Outlook Calendar up to date to show when in meetings, engaged in a work item, or when free/available while working remotely.

- B. OMD employees will respond to communications promptly, typically within 24 hours (one business day) unless otherwise agreed upon. This response will include acknowledging receipt of the communication (email, text message, voicemail and/or fax) within one business day. Acknowledgement of the item by the recipient will include replying to the sender with a message such as "request received" or something to that effect. This may be accomplished through email by utilizing an auto-response message, which when activated provides notice of receipt of the email to the sender.
- C. Employees who are unable to reply within 24 hours (one business day), due to an absence, shall update their email autoreply or voicemail with details outlining when they are projected to return and alternate contact information consisting of name, phone and email for whom they can reach out to for assistance in their absence.
- D. For areas of the agency that receive mail, all paper mail shall be opened, routed, and acted upon as soon as practicable. OMD mailrooms should date stamp receipt of mail and expeditiously route, as applicable.
- E. Personnel who are "cc'd" on an email in which a customer is asking for support are NOT required to respond, as this would be considered only informational for those individuals; however, it will be the responsibility of the individual(s) annotated on the "TO" line of an email to abide by the response expectations. The response should be in the form a "Reply All" so that everyone on the "cc line" is aware. (This "Reply All" does not apply to large group communications; in those instances, use "Reply All" sparingly to avoid unnecessary communication when responding to large group emails which are informational, and do not require a response to all parties.)
- F. OMD staff will be proactive in communicating their absence through appropriate means; this includes using similar verbiage in an email "out of office" reply such as, "I am currently out of the office. In my absence, please contact [Point of Contact] at [email address and/or phone number]." This should also be communicated in their outgoing voice mail greeting. Employees may forward their desk phone to another OMD phone or state issued mobile phone, but desk phones will not be forwarded to personal cell phones.

4. Standard Operating Procedures Development and Improvement Processes

A. Specific departmental expectations regarding customer service responsiveness (fulfilling the request, not merely acknowledging receipt) will be outlined in department level Standard Operating Procedures (SOPs). Each department will be responsible for creating, implementing, and maintaining their customer service SOP no later than **June 30, 2025**. SOPs must be submitted for review to the Chief of State Affairs by this date and cc the State HR Personnel Director. Departments identified as needing a Customer Service SOP includes:

- i. AGC (Adjutant General Comptroller)
- ii. AGI (Adjutant General Installations)
- iii. AGT (Adjutant General Technology)
- iv. AGP (Adjutant General Personnel)
- v. Kingsley Civil Engineering
- vi. Kingsley Fire Emergency Services
- vii. Kingsley Force Protection
- viii. PANG Civil Engineering
- ix. PANG Fire Emergency Services
- x. PANG Force Protection
- xi. STARBASE
- xii. OYCP (Oregon Youth Challenge Program)

B. Each department shall establish and maintain expectations for their specific customer service performances identified in the SOP. This will include:

- i. Outline processes for monitoring customer service performance. This may include sending out surveys to receive customer feedback, monitoring calls or email correspondence, utilizing software to track key performance indicators, and/or management conducting quality assurance assessments.
- ii. Identify service level goals. Acknowledge customer service communications within one business day. In identifying goals, consider factors such as staffing and resources available, key performance measures and metrics, as well as complexity of the work.
- iii. Specify how the department will use service level goals to manage the quality of telephonic, electronic and in-person contacts with customers/public.
- iv. Identify improvements in customer service performance even when service level goals aren't fully realized.
- v. Divisions and departments with public facing contact centers will maintain a plan for responding to unplanned, high-volume events outlined in the SOP (e.g. Camp Rilea, Rees Training Center billeting sections)

- vi. On an annual basis, Program/Division Directors will initiate a review for compliance of SOPs within their program area.
- C. OMD's Chief of State Affairs will convene annual meetings of the agency Customer Service Policy Committee to address compliance issues and discuss applicable updates to Customer Service policies and strategies.

5. Strategy

OMD has a published customer service strategy which can be found on the OMD state personnel policy page:

<https://www.oregon.gov/omd/employeeresources/Pages/Policies.aspx>.

6. Inclusive Customer Service Access

- A. OMD is committed to providing accessible customer services through compliance with the Americans with Disabilities Act (ADA) by providing electronic, IT, and physical facilities that are accessible to those with disabilities. If/when an individual customer needs additional accommodation, this should be brought forward by anyone aware of the need for local support, as applicable.
- B. OMD will ensure accessibility in compliance with ADA and EIS (Enterprise Information System) e-Government guidance regarding OMD's communication technologies and webpages.
- C. OMD will focus on ensuring that public writings are in a plain language format that is as clear and simple as possible; this includes any forward-facing public sites, such as the OMD website, while remaining in compliance with EIS e-Government guidance.
- D. If/when an OMD form/document needs to be provided in an alternate language, the OMD staff member informed/aware of the customer's need or request will contact AGP staff who will provide assistance with translated information, as necessary and appropriate.
- E. Every state division homepage on the OMD website will provide current contact information to include a general phone number, walk-in service locations with the physical address, pertinent mailing addresses, a listing of normal operating hours, and any other special instructions for receiving customer services.
- F. Each program area in OMD is responsible for maintaining their public facing webpage. Each state program will assign an individual responsible for webpage updates; that staff member's name will be provided to AGT as the designated point of contact. AGT will maintain a distribution list of

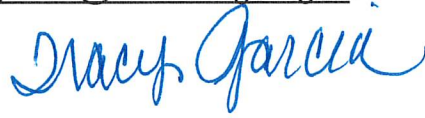
program content owners. Annually, on February 1 of each year, AGT will issue a reminder to program points of contact who will ensure their program webpage information is up to date with current contact phone numbers, worksite addresses, email addresses, and any other relevant information (as referenced in 6E above). Any additions or changes to names of program points of contact to serve as program content owners will be emailed to the AGT service desk at servicedesk@omd.oregon.gov (during a new employee's onboarding process is an appropriate time to do so if this will be one of their assigned duties).

- G. The OMD public-facing webpage can be located at:
<https://www.oregon.gov/omd/Pages/Home.aspx>
- H. An electronic copy of this policy is maintained at the OMD policy page:
<https://www.oregon.gov/omd/employeeresources/Pages/Policies.aspx>
- I. General office hours of OMD facilities are normally from Monday through Friday (exclusive of holidays) 8 AM – 4 PM, but this may vary by location and services provided. Operating hours may be posted on the front-door of facilities or walk-in service locations where public customer assistance is provided (e.g. billeting offices) and will be advertised on the location's website, as applicable.
- J. OMD employees shall list their normal hours of operation in the signature line of their email. The signature line shall list the days of the week and the normal duty hours as well as any primary or alternate phone numbers for contact. A signature line shall be added to each email and correspondence when directed to an internal or external customer.
- K. OMD has an agency shared email inbox at state.customerservice@omd.oregon.gov which can be found on the agency website. This email allows for general inquiries which will be distributed to appropriate OMD staff members for responses. Customers sending inquiries to this mailbox will also receive the option to complete a satisfaction survey which will be returned to the appropriate authorized personnel in the agency.

ACCOUNTABILITY: Monitoring of individual compliance and performance standards will be the responsibility of direct supervisors. How this is accomplished should be articulated in the individual department SOPs (*See also Point 4 above regarding SOPs*).

ENFORCEMENT: Personnel found in violation of this policy may face corrective action, which may include training, coaching, warning, or for more serious violations, and repeated offenses, could result in progressive discipline up to and including dismissal/removal from state service.

INQUIRIES / QUESTIONS: Questions pertaining to this guidance may be directed to Tracy Garcia at 971-355-3987 or tracy.garcia@omd.oregon.gov.



Tracy Garcia
HR Director State Personnel
Oregon Military Department