DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON HUMPHREYS
UNIT #15228
APO AP 96271-5228

IMHM-PI 7 December 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy #61, Interactive Customer Evaluation (ICE)

1. References.

a. Department of Defense (DoD), Washington Headquarters Services (WHS), Interactive Customer Evaluation (ICE) System Policy, 31 July 2009.

b. IMCOM Policy Memorandum 5-1-1, Interactive Customer Evaluation (ICE) Policy, 29 September 2015.

2. Proponent for this policy is the Plans, Analysis, and Integration Office (PAIO).

3. This policy is effective immediately. It remains in effect until rescinded or superseded.

4. Purpose. To provide guidance to all Untied States Army Garrison (USAG) Humphreys personnel on the implementation, responsibilities, and maintenance of ICE.

5. Applicability. This policy governs the purpose and use of the USAG Humphreys ICE Program and applies to all service providers, managers, directorates and organizations associated with providing customer service to USAG Humphreys and the surrounding military community.

6. Policy. The Department of Defense, Department of the Army, Office of Management and Budget and IMCOM policy is to maintain a high customer satisfaction rate for services rendered to customers. IMCOM will monitor customer satisfaction and customer requested follow-up rates in ICE.

7. Procedures.

a. The ICE system is a web-based application used to collect and report customer feedback. The ICE system allows customers the opportunity to submit on-line comment cards, and provides managers the ability to collect customer satisfaction data in a timely manner and in a standardized format. Supervisors are also provided the tools to take immediate remedial actions if necessary. The system assists leaders, supervisors, and employees in identifying and addressing customer concerns and allows service providers to work with customers to provide the best possible service. The ICE system is a convenient and efficient means to express opinions and receive feedback on

programs and services. ICE can be accessed from any computer with internet access, or through the use of Quick Response (QR) Codes provided by the agency to instantly direct you to their online website.

b. Electronic ICE comments are preferred; however, hard copy ICE comment cards should also be made available to all service delivery points for those preferring to leave written feedback. Hard copy cards should mirror automated versions. Directors/head of organizations may add additional questions at their discretion but should keep the number of questions to a minimum, focusing on key organizational measures.

c. The ICE system is one component of USAG Humphreys' overall customer relations management and feedback system. The intent of ICE is to facilitate the service managers' ability to track customer feedback and improve customer service. ICE provides immediate feedback ratings on facility appearance, employee/staff attitude, timeliness of service, hours of service, and whether the products/services met the needs of the customer.

8. Responsibilities.

a. Garrison Chief of Plans, Analysis, and Integration Office (PAIO).

(1) Monitors Garrison ICE site and evaluate service provider compliance with applicable policies.

(2) Provides Garrison Leaders and Directors a monthly standardized Organizational Summary Report which includes submissions, responses, satisfaction ratings, and customer follow-up rates. Identifies key issues raised in customer comments with satisfaction rates below 80%.

(3) Promotes the use of ICE to gauge customer satisfaction with Garrison services.

(4) Educates Garrison Leaders and Directors on how ICE can assist in identifying customer issues and best practices, as well as assist in improving services and programs throughout the Garrison.

(5) Protects and controls the distribution of ICE information and ensures the confidentially of ICE comments by not revealing the comment or customer contact information to anyone who does not have a direct need to know. Protects ICE information in a manner similar to FOUO information.

b. ICE Site Managers.

(1) Assists the Garrison Commander in the development of an installation ICE policy memorandum that outlines the key roles and responsibilities from the Command Staff to the service provider manager.

(2) Responsible for management of the installation ICE Program to include performing tasks required to maintain quality, integrity and maximum usage of the ICE system.

(3) Maintains the Garrison ICE site. Monitors the ICE site daily for errors, outdated information, and consistency of service provider data.

(4) Adds/deletes service providers and managers, as necessary.

(5) Troubleshoots user issues.

(6) Forwards unresolved site issues to the Office of the Secretary of Defense (OSD), Quality Management Office (QMO), ICE Site Administrator for resolution.

(7) Develops and provides reports on Garrison service providers as needed to assist in maintaining quality service levels.

(8) Utilizes ICE information as an additional tool to assess delivery and quality of services.

(9) Promotes the use of ICE to employees, leaders, stakeholders, and customers. Educates Garrison personnel as to ICE's role in assessing customer satisfaction with Garrison services and better informing continuous process improvement.

c. Service Provider Managers.

(1) Ensures an ICE box is available and maintains a sufficient quantity of ICE customer comment cards in the service provider areas.

(2) Monitors email daily to ensure all customer comments are addressed within three business days for comments requiring responses. Response data must be entered in the ICE Follow-Up area of the automated card.

(3) Addresses issues that may not require a customer response but may affect customer satisfaction if not addressed.

(4) Ensures questions or event comments added to the service provider information areas are accurate and correct.

(5) Ensures service provider data accurately reflects the service description, hours of operation, location, POC phone numbers, websites, and any special items such as Contacts, Links, FAQs, Events, etc.

(6) Promotes the ICE Program as a means for providing a better quality of service to customers. Ensures employees providing front door services are aware of the ICE program and encourage customers to provide ICE comments.

(7) Manages existing or updates service providers and managers.

(8) Provides training and/or supplemental materials to service provider managers on the use of the ICE system.

(9) Maintains situational awareness of customer satisfaction levels within the directorate or Special Staff.

(10) Reviews site manager reports to determine trends, identify problem areas and to provide information to others when requested.

(11) Utilizes ICE information as an additional tool to assess the services provided from an individual customer perspective.

d. Directorate or Organizational Supervisors/Managers.

(1) Ensures that all services have an identified ICE comment box and comment cards for customer use.

(2) Ensures service provider managers execute their responsibilities in support of the ICE Program.

(3) Ensures ICE Site Administrators are notified of manager changes for prompt updating of ICE accounts.

(4) Ensures managers observe the three (3) business day working requirement for responses to customers and annotate the follow-up in the ICE system.

(5) Uses ICE reports to identify necessary changes in customer service and/or operational processes.

9. Use of data

a. Leaders and supervisors will not base any policy, procedural, or resourcing decisions solely on ICE feedback. To the extent possible, leaders and supervisors

should use ICE comments in conjunction with other customer feedback instruments, eg surveys, focus groups, interviews, AFAP comments, usage data (eg Rectrac), feedback from Town Hall or Community information briefings, etc to obtain a clearer assessment of customer views. A minimum of 25 ICE comments are needed to provide a statistically relevant assessment of a given service. However, any comment may present assessment relevancy.

b. Per DoD ICE policy, leaders, supervisors, and SPMs will not use the ICE system and the feedback collected for any of the following purposes: gathering data that is unrelated to the products or services provided, conducting employee surveys, conducting organizational assessments, rating or ranking employees, evaluating individual employees on performance reviews or basing awards or other recognition upon ICE comments, determining salary and employment actions, or determining contract compliance. However, if customers provide contact information so their comments can be verified, supervisors may use these comments, in conjunction with other measures, to recognize or evaluate employees. Supervisors may not use substantiated comments cards as the sole means of recognizing or evaluating employees.

10. Response Time. Service Provider Managers will provide a response (interim or final) within three (3) business days of any electronic card requesting feedback. For customers not providing contact information or who do not request a response, SPMs will close out the card within five (5) business days in the "Follow-up" section by entering the date and selecting one of the three (3) remaining fields to complete, and then hit the "update" key at the bottom. This will move the card from the "Pending Follow-up" to "Completed Follow-up". SPMs may choose to enter notes regarding the issue to document actions taken should the issue resurface.

11. Standards and Metrics

a. Each service provider must strive to deliver the best service and support to our customers. The following metrics are established by the Office of the Secretary of Defense (OSD), Quality Management Office (QMO). Status indicators are as follows:

Satisfaction and Yes/No Questions (Percentage):

5.00-4.00 3.99-2.75 2.74-0

Satisfaction Questions (Percentage):

100%-85% 84%-65% 64%-0%

b. Service providers areas will be measured annually and rated as follows:

(1) Green (100%-85%), exceeding the standard.

(2) Amber (84% - 65%), meeting the standard.

(3) Red (64%-0%), Not meeting the standard.

c. Service provider areas in the RED range will be evaluated by the directorate or organizational managers to determine cause and development of action plans to improve satisfaction levels.

12. POC is the USAG Humphreys ICE Site Manager, Plans, Analysis, and Integration Office (PAIO) at DSN 754-8043.

JOSEPH C. HOLLAND
COL, AR
Commanding

DISTRIBUTION:
USAG Humphreys Website