



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT GORDON
307 CHAMBERLAIN AVENUE
FORT GORDON, GEORGIA 30905-5730

IMGO-PI

MAR 20 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive Customer Evaluation (ICE)

1. Reference: U.S Army Installation Management Command, Policy Memorandum 5-1-1 Interactive Customer Evaluation (ICE) Policy, 29 May 2012.
2. Purpose: The purpose of this memorandum is to define installation/community policy covering applicability, implementation, responsibilities, and maintenance of the Fort Gordon and Fort Gillem Enclave ICE Programs for the following organizations: USAG Fort Gordon, LRC, MICC, NEC, DFAS, AAFES and DeCA. ICE integrates customer feedback for all garrison-provided services allowing the installation to implement, sustain, report, and improve services via integrated systems on Fort Gordon.
3. Applicability: This policy governs the purpose and use of the Fort Gordon and Fort Gillem Enclave ICE websites and applies to all service providers, managers, directorates, and organizations associated with providing customer service to Fort Gordon, Fort Gillem Enclave and the surrounding military community. It supports the Installation Campaign Plan 2020 and the Garrison Strategic Plan.
4. Implementation:
 - a. The ICE website will allow immediate customer feedback to all service providers; obtain suggestions in improving the quality of service to all constituent groups (Soldiers, Retirees, Veterans, DoD Civilians and Family Members); and identify issues affecting delivery of services. The ICE site can be accessed from any computer terminal or kiosk with Internet access or smart phone via QR Code.
 - b. Feedback from the automated system includes:
 - (1) immediate receipt of electronic customer comments by service provider managers;
 - (2) service-specific satisfaction levels; and

IMGO-PI

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive Customer Evaluation (ICE) Policy

(3) ratings on facility appearance, employee/staff attitude, timeliness of service, hours of service, and whether or not the product meets the needs of the customer.

c. Each service provider must strive to deliver the best possible service and support to our customers. The IMCOM standard for customer satisfaction is 90 percent. Leaders will review ICE reports on a monthly or more frequent basis, assess customer satisfaction, and take appropriate action to address customer service issues.

5. Responsibilities:

a. Garrison Commander.

(1) Receive ICE reports and provide guidance regarding ICE policy and practice.

(2) Promote the use of the Fort Gordon ICE website to maintain standard levels of quality service.

(3) Ensure compliance with the 3-working day response time for all customer comment cards where the customer requests a response and the 5-working day response time for all customer comment cards where the customer does not request a response.

(4) Recognize outstanding directorate-level participation in ICE and employees who exemplify customer service excellence.

b. Chief, Plans, Analysis, and Integration Office (PAIO).

(1) Through the ICE Site Administrator, monitor Garrison ICE sites and evaluate service provider compliance with applicable policies.

(2) Ensure Garrison leaders are provided a weekly Organizational Summary Report. The report should include submissions, responses, satisfaction ratings, and customer follow-up rates.

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

(4) Ensure directors are educated on how ICE can assist in identifying customer issues and best practices, and can assist in improving services and programs throughout the Garrison.

IMGO-PI

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive Customer Evaluation (ICE) Policy

(5) Protect and control distribution of ICE information in a manner similar to FOUO information, as applicable.

c. ICE Site Administrator.

(1) Develop an installation ICE policy memorandum that outlines the key roles and responsibilities from the Garrison Commander to the service provider manager.

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

(3) Monitor the ICE site for errors, out-dated information, and consistency of service provider data.

(4) Maintain existing service provider and manager listing in the ICE system.

(5) Provide training and/or supplemental materials to service provider managers and reports managers on the use of the ICE comment card system.

(6) Troubleshoot user issues.

(7) Forward unresolved ICE issues to the Quality Management Office, Office of the Secretary of Defense (QMO, OSD), ATTN: ICE Site Administrator, for resolution.

(8) Order (or print) and maintain sufficient quantities of ICE customer comment cards for use during periodic checks of select ICE comment boxes.

(9) Review Site Manager reports to determine trends, identify problem areas, and to provide information to others.

(10) Prepare weekly reports that include submissions, responses, satisfaction ratings, and customer follow-up rates for the Garrison.

(11) Identify, to the Chief, PAIO, key issues raised in customer comments.

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

(13) Administer the Garrison Customer Service Recognition Program.

IMGO-PI

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive Customer Evaluation (ICE) Policy

(14) Promote the use of the Fort Gordon ICE website to provide a positive customer/ service provider relationship.

(15) Protect and control distribution of ICE information in a manner similar to FOUO information, as applicable.

d. Directorate or Organizational Supervisors/Managers.

(1) Ensure service provider managers and trusted agents execute their responsibilities in support of the ICE Program.

(2) Use the ratings and comments to initiate discussions during staff meetings or other forums in which all employees are present to determine courses of action to resolve issues submitted through ICE and consider ways in which to improve overall services or programs.

(3) Provide employees with ICE ratings and sanitized (stripped of customer identifying information) comments that pertain to their areas. Leaders and supervisors will not use the ICE system and the feedback collected to rate or rank employees; evaluate individual employees on performance reviews; base awards or other recognition upon ICE comments; determine salary and employment action; or determine contract compliance.

(4) Maintain locked ICE customer comment card boxes in areas where an automated kiosk is not cost effective. Directors or organizational supervisors will determine and acquire the number of boxes required to support the service providers.

(5) Order (or print) and maintain sufficient quantities of ICE customer comment cards to support service providers.

(6) Appoint, by memorandum, an individual (trusted agent) to collect hard copy ICE comment cards at the directorate or organizational level and input the data into the ICE system. (Provide a copy of the appointment memorandum to PAIO.) Service provider managers should not collect and input their own comment cards. It is essential there be no conflict of interest to avoid the perception of bias or lack of integrity of the ICE system.

(7) Monitor and evaluate customer comments and satisfaction level ratings.

(8) Determine cause and develop action plans to improve satisfaction levels for those service provider areas not meeting the identified standard.

IMGO-PI

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive Customer Evaluation (ICE) Policy

(9) Submit better business practices resulting from customers' ICE feedback to the Garrison Commander through the ICE Site Administrator.

(10) Update listings of service providers and managers once a quarter and provide to the installation ICE Site Administrator.

(11) Promote the use of ICE on directorate web pages, e-mail signatures, and through the use of marketing materials posted in the service area. Ensure Service Provider Managers educate employees about the ICE program and encourage customers to provide ICE comments.

(12) Recognize individual employees who exemplify customer service excellence on a quarterly basis through the Garrison Customer Service Recognition Program.

(13) Protect and control distribution of ICE information in a manner similar to FOUO information, as applicable.

e. Service Provider Managers.

(1) Determine best method of customer comment feedback (automated or hard copy comment cards).

(2) Define ADP hardware requirements, and determine location, placement, and security, if using an automated system (i.e., ICE Kiosk). Prepare and submit requirements to the Garrison IMO (or equivalent organization to be determined) for acquisition of equipment to be used.

(3) Place ICE icon on the desktop of all computers in common areas used by customers, and advise customers of its availability.

(4) Maintain comment card boxes (i.e., clearly visible to customers and easily identified with ICE logo/instructions) and availability of comment cards.

(5) Monitor email daily to ensure customer comment responses occur within 3 business days for those comments requiring a response.

(6) Update the Follow-Up feature in the ICE System IAW the 5 working day standard for those customers who do not request a response.

IMGO-PI

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive Customer Evaluation (ICE) Policy

(7) Address comments that may not require a customer response but may affect customer satisfaction if not resolved.

(8) Ensure any service-unique questions or information about service-specific events added to the service provider information areas are grammatically correct and removed when no longer required or event is complete.

(9) Ensure questions added are kept to the minimum necessary to allow the customer to submit information in a timely manner and meet survey needs.

(10) Maintain a reasonable amount of ICE customer comment cards in the service provider areas, ensuring they are easily accessible to customers. This will complement the automated system where a kiosk is not available.

(11) Prepare and submit work orders through Garrison Information Management Officers (IMOs) for connectivity of equipment to the Fort Gordon LAN.

(12) Ensure manager data is current (name, phone, and email address) on the ICE system.

(13) Ensure service provider data is current (location, hours of operation, and services provided) on the ICE system.

(14) Promote the Fort Gordon ICE Program to provide a positive customer/service provider relationship.

(15) As required, review ICE reports for customer satisfaction rates and identification of key issues raised in customer comments.

(16) Protect and control distribution of ICE information in a manner similar to FOUO information, as applicable.

f. Trusted Agents.

(1) Collect hard copy ICE comment cards at least twice weekly and input data into the ICE system.

(2) Maintain hard copy comment cards for 90 days after input. Ensure cards are secured in a locked container and subsequently destroyed by shredding.

IMGO-PI

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive Customer Evaluation (ICE) Policy

(3) Protect and control distribution of ICE information in a manner similar to FOUO information, as applicable.

g. Garrison IMO (or equivalent organization to be determined).

(1) Budget and execute connectivity requirements based on requirements identified by service provider managers.

(2) Provide network connectivity and customer access to the ICE website.

(3) Provide reutilized equipment to satisfy service provider manager requirements for terminal/kiosks, as identified.

(4) Be the technical advisor to staff elements on IT issues.

(5) Replace terminals or kiosks as required.

6. Use of Data.

a. Data will be used to identify, assess, and address customer concerns, as appropriate.

b. Data may be used to support process improvement initiatives.

c. Leaders and supervisors will not base any policy, procedural, or resourcing decisions solely on ICE feedback. A minimum of 25 ICE comments are needed to provide a statistically relevant assessment of a given service.

d. Leaders and supervisors will not use the ICE system and the feedback collected to:

(1) Rate or rank employees;

(2) Evaluate individual employees on performance reviews;

(3) Base awards or other recognition upon ICE comments;

(4) Determine salary and employment action; or

(5) Determine contract compliance.

IMGO-PI

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive Customer Evaluation (ICE) Policy

7. Recognition/Awards Program.

a. Each directorate/organization/agency on the Fort Gordon ICE System will incorporate the ICE satisfaction and individual recognition into their existing employee recognition/awards programs to recognize outstanding service provider customer service. Additional guidance on individual employee and contractor recognition is outlined in the Customer Service Award Program SOP.

b. Outstanding directorate-level participation in ICE based on the annual FY statistical data will be recognized with a Certificate of Achievement signed by the Garrison Commander. The criteria for this recognition includes:

- (1) 50 or more satisfaction responses submitted for the FY,
- (2) 90 percent or higher satisfaction rating for the FY, and
- (3) maintain an employee/staff attitude rating of 4.25 or higher for the FY.

8. The proponent for this policy memorandum is the Plans, Analysis, and Integration Office (PAIO), ICE Site Administrator at (706) 791-7569 (DSN 780).


SAMUEL G. ANDERSON
COL, SC
Commanding

DISTRIBUTION:

GC
DGC
CSM
PAIO
DPTMS
DPW
DFMWR
DHR
DES
RMO
ISO
RSO

IMGO-PI

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - Interactive
Customer Evaluation (ICE) Policy

DISTRIBUTION: (CONT)

EEO

ILO

IR

PAO

Gillem Enclave BASOPS Coordinator

This memorandum supersedes Garrison Commander's Policy Memorandum No. 47 –
Interactive Customer Evaluation (ICE), dated 13 March 2013.