



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, U.S. ARMY GARRISON, FORT GORDON
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AMIM-GOG-ZA (800D-06)

OCT 08 2025

MEMORANDUM FOR Fort Gordon Military and Civilian Personnel

SUBJECT: Garrison Commander's Policy Memorandum No. 26 -Interactive Customer Evaluation (ICE) Policy

1. References:

a. DoW Memorandum Interactive Customer Evaluation (ICE) System Policy; 31 July 2009.

b. Installation Management Command (IMCOM) ICE Policy; 14 November 2018.

c. IMCOM G5 Standard Operating Procedure (SOP); 18 June 2018.

2. Purpose: To establish and sustain an installation policy covering applicability, implementation, standards and metrics, and responsibilities of the Fort Gordon ICE Program. The purpose of ICE is to identify customer service issues affecting the well-being and quality of life of internal and external customers including Soldiers, Retirees, Veterans, DoW Civilians, and Family Members.

3. Applicability: This policy applies to all Garrison service providers, managers and directorates associated with providing customer service to Fort Gordon and the surrounding military community. Comments shall be related to garrison customer service, services offered, and general comments. Any comments not related to these issues shall be removed from the site and will not be responded to. Employee or service unit complaints/comments should be addressed through other means and are not appropriate for the Garrison ICE Program. The ICE system must not be used for employee surveys, rating or ranking employees, determining salary or hiring actions, contract compliance or gathering data unrelated to installation services.

4. Implementation: The Garrison ICE Program seeks immediate customer feedback both digitally through the ICE website and manually through hard copy comments and ICE boxes. The ICE website generates electronic customer comments through e-mail directly to Garrison Service Provider Managers (SPMs). The site produces immediate feedback on facility appearance, employee/staff attitude, and timeliness of service, hours of service, and whether the product meets the needs of the customer for each IMCOM service provided. Garrison ICE marketing for external customers shall include QR codes and ICE link signature blocks.

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5. Standards and Metrics:

a. The IMCOM and Fort Gordon standard is to maintain a 90% aggregate satisfaction rate.

b. The IMCOM and Fort Gordon standard is to reply to 100% of comments that request a response within three business days and close out all other comments in the ICE system within five business days if no response is requested.

c. Garrison service providers will be assessed quarterly and rated as follows:

(1) GREEN: 90%-100% satisfaction rate.

(2) RED: 0%-89% satisfaction rate.

(3) Compliant: 100% response rate to comments requesting a response within three business days and closing out all other comments within five business days.

(4) Non-compliant: less than 100% response rate.

d. Garrison service providers with a RED rating or those that are non-compliant with the response rate standard may be evaluated by the Command Team, Garrison ICE Program Manager, or Organizational Managers to determine cause and develop an action plan to improve the satisfaction level.

6. Responsibilities:

a. Directors:

(1) Determine the best way to retrieve and request ICE feedback for the service performed and ensure ICE comments are solicited from customers.

(2) Assume responsibility for all ICE comment responses coming from SPMs to ensure they best represent the Garrison and the Command Team.

(3) Appoint Service Provider Managers (SPM) to represent the Directorate and the Garrison for each Garrison service provider listed on the ICE website. Each service shall have at least two SPMs and no more than 10 SPMs.

(4) Appoint a Multiple Submission Manager (MSM) if using hard copy comments.

(5) Update listings of Garrison service providers and managers once a quarter to the Garrison ICE Program Manager.

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(6) For services that are assessed as in the RED or non-compliant with response time, directors will develop an action plan for improvement and will present it to the garrison commander and key staff at the quarterly Performance Assessment Review (PAR).

(7) Develop and maintain a marketing plan to best solicit ICE comments from internal and external customers and promote the Fort Gordon ICE Program. All external customer facing offices should strive to have a QR code program and display ICE QR codes. All employees that regularly e-mail external customers should have a link to the ICE website in their signature block. Opting out can be granted via request of overseeing Director on a case-by-case basis dependent on need of non-compliance.

b. Garrison Service Provider Manager (SPM):

(1) Monitor e-mail daily to ensure customer comments are reviewed and closed out within the 3-day (business) standard for comments that request a response and the 5-day (business) standard for ALL comments. SPMs should not use the "Auto-Complete" option to close out comments.

(2) Treat all ICE card information as FOUO. If an SPM is mentioned directly in a comment, then that person should not be the responsible party to contact the customer or close out the comment.

(3) Ensure all Garrison service provider information is current on the ICE site including contact information, address, operating hours, services provided, events, and FAQ.

(4) Promote the Fort Gordon ICE Program. Request feedback whenever appropriate.

(5) Attend Fort Gordon ICE Training, conducted by the Garrison ICE Program Manager, at least once every fiscal year. Failing to do so may result in a deactivated account.

c. Multiple Submission Manager (MSM). If the Garrison service provider uses hard copy submissions and ICE boxes, the MSM shall:

(1) Check ICE boxes no less than two times a week to ensure comments are reviewed and responded to within the 3 and 5-day (business) response standard.

(2) Enter all hard copy ICE comments into the ICE site using the multiple-submission feature and act as an SPM for all comments in the ICE box and ensure

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that all responsibilities under SPM above are met for all hard copy responses.

(3) Maintain a locked ICE customer comment card box and a reasonable amount of ICE customer comment cards in the Garrison service provider area. A computer dedicated to ICE may substitute hard copy ICE cards.

(4) Keep three years of ICE hard copy cards securely on-hand to be presented to Garrison ICE Program Manager if selected for inspection. Hard copy ICE cards may be submitted to the Director of Plans, Training, Mobility and Security (DPTMS) for safekeeping at any time.

(5) With the written permission of the Garrison ICE Program Manager, Garrison service providers may use alternate methods to gather comments to include sporadic received thank-you messages and ICE comment cards handed out to customers where no box is present.

(6) Directorates will secure their own budgeted funds to supply ICE customer comment cards to their service providers and staff.

d. Garrison ICE Program Manager:

(1) Responsible for management of the installation ICE Program to include performing tasks required to maintain quality, integrity, and maximum usage of the ICE system. Escalate and/or report issues appropriately and forward unresolved issues to ICE HQ through the ICE website.

(2) Ensure directorates, SPMs, and MSMs execute their responsibilities in support of the ICE Program.

(3) Manage the administration of the Garrison ICE website including registering new managers and Garrison service providers.

(4) Provide quarterly training to SPMs and troubleshoot user issues.

(5) Create a monthly Voice of the Customer (VOC) report to be published on the Garrison SharePoint and distributed to the Command Team, directors, and organizational leaders. The report shall contain monthly response times, satisfaction rates, trends, and areas of dissatisfaction.

(6) Identify positive and negative trends and recommend courses of action to the Command Team and individual directorates to improve Garrison customer service and service provider metrics as represented in the Installation Status Report (ISR).

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(7) Brief response times, satisfaction rates, and trends at the quarterly PAR.

(8) Perform process improvement measures as needed or requested.

(9) Ensure quality control. Program Manager shall select no less than two services per quarter and perform quality assurance checks to ensure both digital and hard copy submission compliance.

e. Garrison and Installation Commanders:

(1) Monitor Garrison service provider performance through the monthly VOC report, PAR briefings, and trends highlighted by the ICE Program Manager or other organizational leaders.

(2) Take action when needed to ensure compliance with Garrison ICE Policy and to ensure high customer service across the installation.

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

7. The POC for this policy is the Director of Plans, Training, Mobilization and Security and can be reached at 706-791-7569.



ANTHONY J. KAZOR
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