



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

AMIM-HMG-ZA

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy #46, Interactive Customer Evaluation (ICE)

1. References:

- a. Department of Defense, Washington Headquarters Services, Interactive Customer Evaluation (ICE) System Policy, 31 July 2009.
- b. FAD IMCOM Standard Operating Procedures (SOP), Chapter 3. Interactive Customer Evaluation (ICE) / Voice of the Customer (VOC) Program, 18 June 2018.
- c. IMCOM Policy Memorandum, Interactive Customer Evaluation (ICE) Policy, 5 July 2022.

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 It remains in effect until rescinded or superseded.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 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, staff offices 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, and IMCOM policy is to maintain a high customer satisfaction rate for services rendered to customers. USAG Humphreys service providers will monitor customer satisfaction and customer requested follow-up rates in ICE to ensure standards are met or exceeded. Regardless of number of comments in a given service, each and every comment will be evaluated for potential process improvement opportunities.

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 comments, which 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 electronic comment card.

b. 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. PAIO.

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

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

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

(4) Educate Garrison Leaders, Directors, and Staff Chiefs 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) Protect and control the distribution of ICE information and ensure the confidentiality of ICE comments by not revealing the comment or customer contact information to anyone who does not have a direct need to know. Protect ICE information in a manner similar to CUI information and PII protocols.

(6) Appoint an ICE Site Manager.

b. ICE Site Manager.

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

(4) Add/delete service providers and managers, as necessary.

(5) Troubleshoot user issues.

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

(7) Develop and provide reports on Garrison service providers, as needed, to assist in maintaining quality service levels.

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

(9) Promote 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.

(10) Put service in inactive status after six months of non-use, as necessary.

(11) Provide quarterly ICE training.

c. Directors, Staff Chiefs or Organizational Supervisors/Managers.

(1) Ensure that all services have an identified ICE stand with flyers and QR cards for customer use. Maintain adequate amounts and replenish as needed.

(2) Appoint service provider managers to oversee and execute their responsibilities in support of the ICE Program. Limit the number of accountable managers that can adequately respond to customers requiring responses (Maximum four (4) service provider managers).

(3) Notify the ICE Site Manager of service provider manager changes to

enable prompt updating of ICE accounts.

(4) Require all appointed ICE service provider managers attend ICE training at least once per year in order to sustain awareness of dashboard operability.

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

d. Service Provider Managers.

(1) Attend at minimum one ICE Service Provider Manager training per year in order to sustain awareness of dashboard operability.

(2) Display ICE stand with flyers and QR cards. Maintain a sufficient quantity in the service provider areas. Coordinate with PAIO to purchase additional supplies.

(3) Monitor 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 electronic card.

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

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

(6) Update service provider data regularly to reflect the service description, hours of operation, location, POC phone numbers, websites, and any special items such as Contacts, Links, FAQs, Events, etc.

(7) Limit questions to the minimum necessary in order to allow the customer to submit information in a timely manner and to minimize customer fatigue.

(8) Promote 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 on-line ICE comments.

(9) Maintain situational awareness of customer satisfaction levels within the Directorate or special staff. SPMs will provide the staff principal a monthly ICE report. Include submissions, responses, satisfaction ratings, and customer follow up rates. For satisfaction rates below 80%, identify key issues raised in customer comments.

(10) Online submission are the only authorized comment cards. Hard copy

comment cards are not authorized. Service Provider Managers will not input hard copy comment cards for their organization.

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

(12) Protect ICE information in accordance with CUI-handling requirements and ensure the confidentiality of ICE comments by not revealing the comment or customer contact information to anyone who does not have a direct need to know.

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, such as surveys, focus groups, interviews, usage data (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 to include anonymous submissions.

b. Per DoD ICE policy, leaders, supervisors, and Service Provider Managers (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, 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 for any ICE comment requesting feedback or for any ICE comment that do not request a response. Service Provider Managers will close out the electronic card within three (3) 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 electronic card from the "Pending Follow-up" to "Completed Follow-up". In all instances Service Provider Managers must enter notes regarding the issue to document actions taken should the issue resurface.

11. Standards and Metrics

a. IMCOM Standards.

(1) Overall Customer Satisfaction is 90%.

(2) Follow-up within three (3) days is 100%.

b. 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). Status indicators are as follows:

Standard Scale Questions (Average Ratings):


● 5.00-4.00 ▼ 3.99-2.75 ● 2.74-0

Satisfaction and Yes/No Questions (Percentage):

● 100%-85% ▼ 84%-65% ● 64%-0%

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 757-2341.


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