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US ARMY INSTALLATION MANAGEMENT COMMAND
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AMIM-FJA (300a)

30 June 2023

MEMORANDUM FOR United States Army Garrison (USAG) Fort Jackson Directorates, Support Offices, and Management & Control Offices

SUBJECT: United States Army Garrison Policy Memorandum #20 - Interactive Customer Evaluation (ICE)

1. Purpose: The purpose of this memorandum is to define installation/community policy covering applicability, implementation, responsibilities and maintenance of the Fort Jackson ICE Program. The ICE website is an internet accessible site designed to allow immediate customer feedback to service provider managers on Fort Jackson. ICE integrates customer feedback for all service providers allowing the installation to implement, sustain, report, and improve services from one common system on Fort Jackson. Currently, there are two leadership measurable outcomes/metrics associated to ICE as a feedback tool:

a. Fort Jackson Garrison will maintain a standard for customer service satisfaction of 90%.

b. Fort Jackson Garrison will maintain a standard of 100% follow-up on all ICE comment cards.

2. Applicability: This policy governs the purpose and use of the Fort Jackson ICE website and applies to all service providers, managers, directorates and organizations associated with providing customer service to Fort Jackson and the surrounding military community.

3. Implementation: 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 their well-being. The ICE site can be accessed from any computer terminal, smart phone or kiosk with internet access. The automated customer feedback system will:

a. Immediately generate an electronic customer comment to the service provider manager.

b. Provide immediate input on the satisfaction level of the service provider to managers, directors, garrison and organizational commanders.

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c. Provide immediate feedback ratings on facility appearance, employee/staff attitude, timeliness of service, hours of service, and whether or not the product met the needs of the customer for each service provider area.

d. Allow immediate reporting of customer satisfaction for use on the services received assessments that affect Army Community of Excellence (ACOE) and the Performance Assessment Review (PAR).

4. Responsibilities:

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

(1) Through the ICE organization manager monitor Garrison ICE sites and evaluate service provider compliance.

(2) Provide garrison leaders/staff principals a monthly-standardized organizational summary report. The report should include submissions, responses, satisfaction ratings, and customer follow up rates. For satisfaction rates below 80% identify key issues raised in customer comments, if available.

(3) Educate garrison leaders/staff principals on how ICE can assist in identifying customer issues and best practices and can assist in improving services and programs throughout the Garrison.

(4) Protect and control 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 direct need to know. Protect ICE information in a manner similar to For Official Use Only (FOUO) information.

b. Garrison ICE Organization Manager(s).

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

(2) Ensure that the Garrison ICE organizational structure is aligned with the standard garrison organization hierarchy and Common Levels of Support (CLS) structure.

(3) This requirement ensures that the Commander, who is accountable for safeguarding the privacy of customers, is aware of, and is the one authorizing responsible personnel to have access to potentially sensitive information.

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- (4) Add/delete service providers and managers, as necessary.
- (5) Troubleshoot user issues.
- (6) Analyze data and develop reports on Garrison service providers as needed to assist in maintaining quality service levels.
- (7) Promote the use of ICE on staff web pages, email signatures, and other means as appropriate to employees, leaders, stakeholders, and customers to gauge customer satisfaction with Garrison services. Educate Garrison personnel as to ICE's role in assessing customer satisfaction with Garrison services and better informing continuous process improvement.
- (8) Train Service Provider Managers (SPMs) and other ICE users (e.g. those with "reports only" access) on ICE use.
- (9) Monitor email daily to review site comments. Enter actions taken at the "site comment" screen.
- (10) Ensure that SPMs update the follow-up feature for ALL comment cards in the ICE system in accordance with the three working day standard for those customers requesting a response. SPMs will provide adequate and appropriate customer responses to those requesting a response in accordance with the three working day standard.
- (11) Ensure that all comment cards are properly aligned to the appropriate IMCOM CLS tab within the functional categories tab. This ensures a more standard nomenclature across the enterprise and allows the Headquarters and IMCOM Directorates to view all comments associated with a given service.
- (12) Train select individuals on their roles and responsibilities pertaining to the collection and input of hard copy comment cards, reports, and follow-up of ICE comments.
- (13) Provide a monthly-standardized organizational summary report to the PAIO for distribution to Garrison leadership. Include submissions, responses, satisfaction ratings, and customer follow up rates for each IMCOM HQ coordinating and special staff. For satisfaction rates below 80%, identify key issues raised in customer comments, if available.

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(14) The Garrison ICE organization manager will protect and control 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 the information in a manner similar to FOUO information.

c. Garrison Service Provider Managers (SPM).

(1) Monitor email daily to ensure ALL customer comments are responded to in the ICE system in accordance with the three working day standard for those customers requesting a response or five working days for those who do not request a response. Enter detailed response data in the ICE follow-up service provider summary area of the automated card.

(2) Address, whenever possible, issues that may not require a customer response but may affect customer satisfaction if not addressed.

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

(4) Ensure service provider data accurately reflects the service description, hours of operation, location, point of contact phone numbers, websites, and any special items such as contacts, links, Frequently Asked Questions, events, etc.

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

(6) Promote the use of ICE on staff web pages, email signatures, and through the use of marketing materials posted in the service area. Ensure employees providing front door services are aware of the ICE program and encourage customers to provide ICE comments.

(7) In order to maintain situational awareness of customer satisfaction levels within the HQ coordinating 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, if available.

(8) Hard copy comment cards, and their questions, will match the online comment card and should supplement the automated system where a kiosk or computer is not available. Provide a locked container where customers can place the comment cards.

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(9) Service provider managers will not input hard copy comment cards for their organization. A disinterested person (multiple submission manager), selected by the staff principal or his/her representative, will be responsible for collecting and inputting hard copy card data. There must be no conflict of interest involved with the person selected in order to eliminate potential bias in the system. The Garrison ICE Organization Manager will train the person in his/her duties.

(10) Protect ICE information in a manner similar to FOUO 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.

(11) 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.

d. Multiple Submission Managers (MSM). Disinterested party for hard copy comment card data.

(1) Attend training provided by the Garrison ICE Organization Manager in the PAIO.

(2) Collect and input hard copy comment card data for assigned organization at least two times a week to ensure the three or five working day response times can be met.

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

(4) Maintain the confidentiality of ICE comments and treat information as FOUO.

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e. Directorate or organizational supervisors.

(1) Appoint a primary and alternate SPM and ensure they are trained.

(2) Ensure SPMs execute their responsibilities in accordance with this policy.

(3) Maintain ICE customer comment card boxes in areas where a kiosk is not available due to funding shortages.

(4) If applicable, appoint a primary and alternate disinterested party (multiple submission manager) to collect hard copy ICE comment cards and input data into the ICE system. Cards will be collected at least twice weekly to meet the three or five working day response time suspense to customers. The disinterested party may be an administrative person, or anyone who is not connected with the service provided. It is essential there be no conflict of interest to avoid the perception of bias or lack of integrity of the ICE system.

(5) Monitor information, comment cards, and satisfaction level ratings on a monthly or more frequent basis.

(6) The Garrison standard for customer satisfaction is 90%, and the follow-up standard is 100%. For satisfaction rates below 80%, identify key issues raised in customer comments, if available, and take action as appropriate.

(7) Promote the use of ICE on HQ coordinating/special staff web pages, email signatures, and through the use of marketing materials posted in the service area. Ensure SPMs educate employees providing front door services about the ICE program and encourage customers to provide ICE comments.

(8) Ensure listings of SPMs are current and report any changes to the ICE organization manager update.

(9) Acquire reports plus comments access to areas within the director's/ supervisor's administrative control. 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.

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(10) Provide staff/employees with ICE ratings and sanitized (stripped of customer identifying information) comments that pertain to their areas. By sharing this information, employees will be aware of customer issues and strive to improve service.

(11) Supervisors will protect and control 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 the information in a manner similar to CUI information.

5. The point is contact Mr. Daniel G. Garrett, USAG Fort Jackson ICE Organization Manager, daniel.g.garrett.civ@mail.mil, (803) 751-6441, DSN 734-6441.



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