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INSTALLATION MANAGEMENT COMMAND  
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JAN 06 2021

MEMORANDUM FOR Directors and Interactive Customer Evaluation Service Provider Managers

SUBJECT: Garrison Policy 11, Interactive Customer Evaluation (ICE) Policy Letter

1. Purpose. The purpose of this memorandum is to define the installation/ community policy addressing applicability, implementation, responsibilities, and maintenance of the Fort Leonard Wood ICE program. ICE is an internet accessible program designed to allow immediate customer feedback to Service Provider Managers on Fort Leonard Wood. ICE integrates customer feedback for all Service Providers enabling the installation to implement, sustain, report, and improve services from a single system on Fort Leonard Wood.

2. Reference. Department of Defense, Interactive Customer Evaluation (ICE) System Policy, Jul 09.

3. Applicability. This policy governs the purpose and use of the Fort Leonard Wood ICE program and applies to all Garrison Service Providers, Managers, Directorates and organizations associated with providing customer service to Fort Leonard Wood and the surrounding military community.

4. Background. The ICE program allows immediate customer feedback to all Service Providers by obtaining suggestions for improving the quality of service to all constituent groups (Service Members, Retirees, Veterans, DoD Civilians and Family Members); and identifies issues affecting their well-being. ICE can be accessed from any computer terminal or kiosk with internet access or by using hard copy ICE comment cards. The automated customer feedback system:

a. Immediately generates an electronic customer comment to the Service Provider Manager.

b. Provides immediate input on the satisfaction level of the Service Provider to Managers, Directors, Garrison, and organizational commanders.

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

d. Allows immediate reporting of customer satisfaction for use on the services received that affect Army Performance Improvement Criteria (APIC) and the Organizational Self-Assessment (OSA).

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5. Privacy and Anonymity of Comment Card Submissions.

a. ICE comment card submissions are anonymous unless the customer provides contact information. ICE does not track or log user identification information except for what the customer provides on the comment card. The customer is not required to login or identify themselves.

b. Each Manager with access to ICE gathered information is responsible for protecting and controlling distribution of that information. While customers should not submit comments with personal identifiable information (PII) in the comment blocks, Managers with access to comments should protect them as if they could contain such information.

c. Managers should not use the contact information or comments as a means to track down an individual for the purpose of retribution or retaliation. Anyone who views and/or uses comments or contact information in an inappropriate or unauthorized manner assumes the consequences for violations to privacy and their legal and monetary impacts.

6. Intended Purpose.

a. ICE Managers and Directors should use the feedback to improve services. ICE reports are intended to provide Managers with a general indication of areas or services that may need attention or improvement and may also indicate areas where things are being done well and should be sustained. A low satisfaction percentage does not necessarily indicate a high level of dissatisfaction among the population. The Manager should research causes of dissatisfied submissions.

b. ICE ratings are not intended to be used as the main or only measure for employee, group, or contract performance. They are also not intended as a means to reflect exact customer satisfaction levels for the entire customer population. However, ratings for a large number of responses can offer a Manager a general sense of overall customer satisfaction or dissatisfaction.

c. The ICE customer application is NOT intended for employees to submit complaints about management or other employees. Nor should it be used to report a threat, crime, or misconduct.

7. ICE Policy Responsibilities:

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a. Service Provider Managers (SPM).

- 1) Determine best type of customer comment feedback (automated, hard copy comment cards, or combination). SPM may wish to establish a standalone computer (set to ICE website) at their counters that allow customers to immediately provide feedback, which saves on paper cards and entry.
- 2) Maintain the appearance of comment card boxes, computers, or Kiosk in designated areas where they are used. All ICE boxes will be easily identified with the ICE logo, a poster and customer comment submission instructions.
- 3) Monitor email daily to ensure customer comment **response within 7 calendar days for those comments requesting a response (Response Requested)**.
- 4) Review/analyze all comments received to determine if there is a potential issue or constructive suggestion that needs follow-up; regardless of whether a customer requested a response or left contact information. Managers will enter follow up to document actions taken should the issue resurface.
- 5) Response data (or summary of response) must be entered in the Customer Follow-up on the ICE system Manager area. Directors are responsible for the quality of content and the timeliness of all responses.
- 6) Log into the Manager side of the ICE web site (general <<http://ice.disa.mil/>> or the Fort Leonard Wood <[http://ice.disa.mil/index.cfm?fa=site&site\\_id=447](http://ice.disa.mil/index.cfm?fa=site&site_id=447)>) at least twice a week and monitor Service Provider Follow-up to ensure all customer comments are reviewed and responded to as required.
- 7) Follow-Up Requirements (Response Requested):
  - a) Contact all customers that request a response (*Response Requested*) **within 7 calendar days**. If research is required to answer the customer comment, **give an initial response within 7 days indicating the issue is being researched; then follow-up again within 14 days**.
  - b) Update the ICE Follow-up Detail section with the following data: 1) Date of Latest Follow-up; 2) latest Follow-up action; and 3) notes.

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- c) The following is the minimum required in the Notes section of ICE Follow-up Detail: **A brief description (summary) of the action taken that addresses the customer's issue.** Do not just enter "Contacted Customer." Provide enough detail to ensure a reviewing Manager/official on the ICE system is able to understand the answer or resolution to the customer's issue.

Examples:

- *I sent Ms. HHH an email to thank her for her input and explained what may have been the reason (our supply automated system was down during the week of 8 – 15 XXX) for any delays and that I would consider her suggestion.*
- *Mr. YYYY, Thank you for your comment. More guards were scheduled to work this morning but a number of folks called in sick or were scheduled to be on leave resulting in only having 5 guards working at the gate this morning. Due to the cold weather, the Sergeant of the Guard was rotating two guards at a time to warm-up. Those guards that were on break were on standby to handle all commercial vehicles.*
- *Customer contacted and thanked for their positive comments and use of the ICE system. Card forwarded to supervisor.*
- *Ms. GGGG, I am sorry you were unable to use your STAR card at the Outdoor Adventure Center. But the Star card is an Army Air force Exchange credit card only honored by AFFES. The Outdoor Adventure Center is a MWR facility. We do honor Master card Visa American Express and all debit card with the Plus AFFN or Star logo on the backs.*
- *Mr. ZZZ, Glad you had a great experience with XXX, it is nice for the staff to get comments like this it builds their morale, please continue to frequent the bar we enjoy your patronage. Thank you again.*
- *Mr. TTTT, Thank you for the opportunity to address your ICE comment. We are operating under the existing Department of Defense Fee Policy which governs how program fees are assessed. Unfortunately a multi discount is not an option in this current policy. In response to your comment regarding the xxxxx, a service order xxxxxx*

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*was created (date) for the xxxx issues at the \_\_\_\_\_. There is current activity on this service order and it is in the process of being completed. We appreciate your support of the programs on Fort Leonard Wood.*

*• Thank you for your recent comment. I have spoken with the staff and have reminded them all of their customers' service obligations. I am sorry that one of the staff was rude to you, but I hope that you will give us another try. If you have any more issues please feel free to contact me.*

8) Follow-Up Requirements (**No** Response Requested):

- a) When the customer comment indicates a potential issue (Satisfied, Dissatisfied, or N/A comment); Managers (SPM) are required to contact customers, even when the customer did not request a response, but left contact information. Response data (or summary of response) for these types of comments must be entered in the Customer Follow-up on the ICE system Manager area. The reason is to clarify the issue and gather information to validate the concerns. Directors are responsible for the quality of content and the timeliness of all responses.
  - b) When the customer does not leave contact information but, the comment indicates a potential issue, then Managers (SPM) are required to review the potential issue and provide a summary of facts/action in the follow-up section of ICE. This gives the Directors and Garrison staff a Manager's perspective to the customer comment and Manager's thoughts/actions when they review trends and analysis of Service Providers.
  - c) Regardless of whether or not comments include contact information, all responses will indicate that issues have been investigated, along with the specific action(s) taken, if any.
- 9) Correct/update areas identified through ICE that, although may not require a customer response, may affect customer satisfaction if not resolved.
- 10) Ensure frequently asked questions or special events added to the Service Provider information areas are grammatically correct to obtain the desired results and removed when complete.

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- 11) Ensure additional ICE questions (with assistance from ICE system administrator) are kept to a minimum to enable the customer to submit information in a timely manner.
- 12) Notify the Plans, Analysis and Integration (PAIO) Customer Service Excellence (CSE) POC to obtain a reasonable amount of ICE customer comment cards for the Service Provider areas available to customers.
- 13) Ensure Manager data is current (name, phone, and email address) on the ICE system.
- 14) Ensure Service Provider data is current (location, hours of operation, description, etc) on the ICE system.
- 15) Promote the Fort Leonard Wood ICE Program to provide a positive customer/ Service Provider relationship.

b. Directorate or Organizational Managers.

- 1) Ensure Service Provider Managers execute their responsibilities in support of the ICE Program. Directors are responsible for the quality of content and timeliness of all responses.
- 2) Maintain (locked) ICE customer comment card boxes in areas where a kiosk (automated) is not cost effective. Directors or organizational Managers will determine the amount of boxes required to support the Service Providers.
- 3) Designate an individual (trusted agent) to collect/receive ICE comment cards at the Directorate or organizational level and input responses/data into the ICE system (understanding that a Service Provider Manager will not input the actual comment cards). PAIO will assist Directorates exempted from this requirement due to their size and / or average number of ICE comments generated annually.
- 4) Cards should be collected at least once a week to meet the "within 7 calendar days" response to customers. Maintain hard copy comment cards for 90 days after input. Ensure cards are secured in a locked container and subsequently destroyed by shredding. Again, PAIO will assist Directorates exempted.

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- 5) Monitor and evaluate comment cards, information and satisfaction level ratings.
  - 6) Monitor ICE Follow-up section and ensure Service Provider Managers are contacting all customers that request a response (Response Requested) within 7 calendar days.
  - 7) Update listings of Service Providers and Managers once a quarter to the installation ICE site administrator.
- c. ICE Site Administrator.
- 1) Assist the Garrison Commander in 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 use of the ICE system.
  - 3) Monitor the ICE site for errors, out-dated information, and consistency of Service Provider data.
  - 4) Manage existing or add Service Providers and Managers as needed.
  - 5) Provide training and/or supplemental materials to Service Provider Managers and reports to Managers (all levels) on the use of the ICE system.
  - 6) Troubleshoot user issues.
  - 7) Forward unresolved issues to Office of the Secretary of Defense (OSD), Quality Management Office (QMO), ATTN: ICE Site Administrator, for resolution.
  - 8) Order and maintain sufficient quantities of ICE customer comment cards to support the installation Service Providers.
  - 9) Develop and provide weekly, monthly, quarterly, and annual reports on installation/community Service Providers to improve the quality of service and timely response to customers.

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- 10) Review site Manager reports to determine trends, identify problem areas, and to provide information to others.
- 11) Use the ICE information as an additional tool to assess the services provided from an individual customer perspective.
- 12) Promote the use of the Fort Leonard Wood ICE site to provide a positive customer/Service Provider relationship.

d. Garrison and Organization Commanders.

- 1) Monitor the ICE Site and evaluate Service Provider performance. The IMCOM standard for customer satisfaction is 90%.
- 2) Promote the use of the Fort Leonard Wood ICE Site to maintain standard levels of quality service.

8. Recognition/Awards Program.

a. The Garrison will recognize outstanding Directorate/organization/agency participation based on the annual FY statistical data using the following guidelines:

- 1) The Directorate/organization/agency must have 50 or more satisfaction responses submitted for the FY.
- 2) The Directorate/organization/agency must maintain an overall **satisfaction rating** of 90% or higher (Gold – 96-100%, Silver – 93-95%, and Bronze – 90-92%) for the FY, based on the following status indicators:

**Satisfaction Questions (Percentage):**

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

- 3) The Directorate/organization/agency must maintain an **employee/staff attitude** rating of 4.25 or higher (Gold – 4.75-5.0, Silver – 4.5-4.74, and Bronze – 4.25-4.49) for the FY, based on the following scale:



**Standard Scale Questions (Average Rating):**

● 5.00-4.00      ▼ 3.99-2.75      ● 2.74-0

- 4) The recognition for the Directorate/organization/agency meeting the criteria above is as follows:
  - a) The Directorate/organization/agency will receive a framed Certificate of Achievement signed by the Garrison Commander.
  - b) The Certificate of Achievement is presented to the Director/organization Manager for the Directorate; maximum Directorate employee attendance is recommended.

b. Each Directorate/organization/agency on the Fort Leonard Wood ICE System will incorporate the ICE satisfaction and individual recognition into their existing employee recognition/awards programs to recognize outstanding Service Provider customer service.

- 1) Each Directorate, organization, agency will use the above guidelines (paragraph 5.a) to maintain a standard.
- 2) The following are suggested methods to recognize individuals:
  - a) Recognize their Service Providers with a Director/organization/agency Achievement award (certificate) presented to the Service Provider as a whole.
  - b) Recognize individual performance or Service Provider employees with a 59 minute award for their excellent customer service and attitude. This can be based on customer comments on employees and/or in conjunction with employee staff attitude rating.
  - c) Directors, organization, or agency Managers may recognize Service Providers more often if they wish. Service Providers must have at least 25 responses to validate data (statistically).

9. Standards and Metrics.

a. Each Service Provider will strive to deliver the best service and support to our customers. The following metrics are established by OSD, QMO. Service provider areas will be measured annually and rated as follows:

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- 1) Green (100%-85%), exceeding the standard.
- 2) Amber (84% to 65%), meeting the standard.
- 3) Red (64% to 0%), not meeting the standard.

b. Service provider areas in the RED range will be evaluated by the Directorate or organizational Managers to determine cause. The Garrison Commander and PAIO may develop action plans to improve satisfaction levels.

10. This policy supersedes any previous policies and is in effect until superseded or rescinded.

11. The point of contact for this policy letter is the ICE Site Administrator, Fort Leonard Wood, (573) 563-5114.



JEFFREY O. PAINE  
COL, AR  
Commanding