



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND, PACIFIC REGION
HEADQUARTERS, UNITED STATES ARMY GARRISON, HAWAII
851 WRIGHT AVENUE, WHEELER ARMY AIRFIELD
SCHOFIELD BARRACKS, HAWAII 96857-5000

IMPC-HAW-ZA

SEP 12 2012

MEMORANDUM FOR All US Army Garrison-Hawaii (USAG-HI) Directorates and Staff Offices

SUBJECT: Policy Memorandum USAG-HI-28, Interactive Customer Evaluation (ICE) Policy for US Army Garrison, Hawaii (USAG-HI)

1. References.

a. US Army Installation Management Command Policy Memorandum # 5-1-1, Interactive Customer Evaluation (ICE), 29 May 12.

b. Department of Defense, Interactive Customer Evaluation (ICE) System 2.3.3.

2. Purpose. The purpose of this memorandum is to define policy covering applicability, implementation, responsibilities, and maintenance of the USAG-HI ICE program. The ICE program consists of a web-based application designed to allow for immediate customer feedback to service provider managers in USAG-HI. ICE integrates customer feedback for all service providers allowing the installation to implement, sustain, report and improve services from one system on this installation.

3. Applicability. This policy governs the purpose and use of the USAG-HI ICE application and applies to all service providers, managers, directorates and organizations associated with providing customer service to USAG-HI and its military community.

4. Policy.

a. The ICE system is a web-based application used to collect and report customer feedback. By determining customer satisfaction levels with services provided by garrison facilities, obtaining suggestions for improvement of services, and identifying issues affecting customer service, this interactive customer comment card system enables USAG-HI to build relationships within its customer base. The ICE system allows customers the opportunity to submit on-line comment cards as well as providing 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 ICE system is a convenient and efficient means

IMPC-HAW-ZA

SUBJECT: Policy Memorandum USAG-HI-28, Interactive Customer Evaluation (ICE) Policy for U.S. Army Garrison, Hawaii (USAG-HI)

available to express opinions and receive feedback on program and service improvements, and is available from any computer that has Internet access.

b. Electronic ICE cards are preferred; however, hard copy ICE cards should also be made available at all service delivery points for those preferring to leave written feedback. Hard copy cards should mirror automated versions. Directors/heads of organizations may add additional questions at their discretion, but should keep the number of questions to a minimum, focusing on key organizational measures.

c. The ICE system is a component of USAG-HI's overall customer relations management and feedback systems. The intent of ICE is to facilitate the service managers' ability to track customer feedback and improve customer service. It will provide immediate feedback ratings on facility appearance, employee/staff attitude, timeliness of service, hours of service, and whether the products or services met the needs of the customer.

d. Each directorate/organization in USAG-HI will incorporate ICE satisfaction and individual employee recognition into their existing employee recognition/awards programs to recognize outstanding customer service. These individuals can also be eligible for the Excellence in Customer Service coin which is presented by the Garrison Commander. Additionally, supervisors should ensure customer service standards are included in individual performance objectives and evaluations.

5. Responsibilities.

a. USAG-HI Chief of 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) Provide Garrison Commander and Directors a monthly standardized organizational summary report that includes submissions, responses, satisfaction ratings, and customer follow up rates. Identify key issues raised in customer comments for satisfaction ratings below 80%.

(3) Develop and implement an ICE marketing campaign and promote the use of ICE to gauge customer satisfaction with Garrison services.

(4) Educate Directors and Staff Principals on how ICE can assist in identifying customer issues and best practices, as well as being able to assist in improving services and programs throughout the Garrison.

IMPC-HAW-ZA

SUBJECT: Policy Memorandum USAG-HI-28, Interactive Customer Evaluation (ICE)
Policy for U.S. Army Garrison, Hawaii (USAG-HI)

(5) Protect and control distribution of ICE information and ensure 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 For Official Use Only (FOUO) information.

b. USAG-HI ICE Site Administrator.

(1) Promote the use of installation ICE sites to improve quality of service and timely response to USAG-HI customers.

(2) Monitor ICE sites for errors, out-dated information and consistency of service provider data.

(3) Ensure that ICE Site Managers and Reports plus Comments Managers are current and active. Add Site Managers and Reports as well as Comments Managers in accordance with DoD ICE policy.

(4) Add and train new service providers and managers as required.

(5) Troubleshoot user issues.

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

(7) Prepare ICE reports on garrison service providers as needed to assist in maintaining quality levels of service. Prepare reports, upon request, for those activities that do not have an organizational ICE site administrator on staff.

(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. Educate Garrison personnel to the ICE system's role in assessing customer satisfaction with Garrison services and providing better information regarding continuous process improvements.

c. Directorate or Organizational Supervisors.

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

IMPC-HAW-ZA

SUBJECT: Policy Memorandum USAG-HI-28, Interactive Customer Evaluation (ICE)
Policy for U.S. Army Garrison, Hawaii (USAG-HI)

- (2) Make ICE activity an item of discussion during regular staff meetings.
- (3) Ensure ICE Site Administrators are notified of manager changes for prompt update of ICE accounts.
- (4) Ensure service managers observe the three business day requirement to respond to customers and annotate the follow-up in ICE.
- (5) Ensure follow-up responders are not the subject of the customer's ICE comments.
- (6) Use ICE reports to identify necessary changes in customer service and/or operational processes.
- (7) Designate primary and alternate disinterested individuals in the organization to be responsible for the collection and input of hard copy comment cards into ICE. When applicable comment card collection boxes will be checked frequently to ensure the three working day response time suspense to customers is adhered to. The disinterested individuals may be an administrative person, or anyone who is not connected with the service provided.
- (8) If applicable, ensure all service areas have an identified ICE comment box, current garrison ICE advertisement sheet with respective office/activity QR Code, and comment cards for customer use. The box and/or advertisement sheet should be displayed prominently in a visible location for customer access.
- (9) Prepare briefing slides for Garrison Full Command and Staff for satisfaction rates below 80% and provide key issues identified in customer comments that address low ratings.
- (10) Use the template provided by the Customer Relations Management Team to reproduce ICE comment cards and advertisement sheets.
- (11) Provide all Service Provider Managers, supervisors, and frontline service providers with the ICE Checklist (see enclosure 1).
- (12) Provide staff/employees with ICE ratings and sanitized (stripped of customer identifying information) comments that pertain to their areas. By sharing this information, employee will be aware of customer issues and strive to improve service.

d. Service Provider Managers.

IMPC-HAW-ZA

SUBJECT: Policy Memorandum USAG-HI-28, Interactive Customer Evaluation (ICE) Policy for U.S. Army Garrison, Hawaii (USAG-HI)

(1) Monitor e-mail daily to ensure customer follow-up is completed within three business days for all comment cards in which customer contact information was provided. Follow-up must be entered in the Customer Follow-Up section of the ICE system.

(2) Address areas that may not require a customer response, but may affect customer satisfaction if not resolved.

(3) Ensure service provider data in the ICE system is current.

(4) Promote the ICE Program as an instrument for providing a better quality of service to customers. Ensure employees providing front door services are aware of the ICE program and encourage customers to provide ICE comments.

(5) Require all staff members with official work e-mail accounts to include a link to the ICE program in their e-mail signature block.

(6) Maintain an appropriate supply of hard-copy ICE comment cards and a card receptacle/box in which to deposit comment cards throughout service areas, especially in areas where kiosks are not cost effective or otherwise impractical.

(7) Discuss all ICE comments when employees are identified with the named employee as a practice of encouraging positive customer service or identifying and correcting negative customer service behaviors.

(8) Use all ICE comments as valuable information to gauge customer service and perceptions and to make necessary adjustments.

(9) Ensure follow-up responses to customer comments are professionally prepared in clear and direct language that address the customers concerns as well as offers a viable solution, resolution, or closure. Additionally, the respondent to an ICE comment will not be the subject of the customer's comment.

(10) Provide the Directorate or Special Staff Principal a monthly ICE report in the format designated by PAIO. Ensure satisfaction rates below 80% are identified along with key issues raised in customer comments

6. 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

IMPC-HAW-ZA

SUBJECT: Policy Memorandum USAG-HI-28, Interactive Customer Evaluation (ICE)
Policy for U.S. Army Garrison, Hawaii (USAG-HI)

should use ICE comments in conjunction with other customer feedback instruments, e.g. surveys, focus groups, interviews, AFAP comments, usage data (e.g., 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 source.

b. 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 review 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.

7. Response Time.

Service Provider Managers will provide a response (interim or final) within three working days of any electronic card requesting feedback. For customers not providing contact information or who do not request a response, SPMs will close out the card within five working days in the "Follow up" section by entering the date and selecting one of the three remaining fields to complete, and then hit the "Update" key at the bottom. This will move the card from the "Pending Follow-up" to "Completed Follow-up". SPMs may choose to enter notes regarding the issue to document actions taken should the issue resurface.

8. Standards and Metrics.

a. Each service provider must strive to deliver the best service and support to its customers. The following metrics have been established by the OSD, QMO:

Status Indicators: Satisfaction Questions (Percentage):

(1) Green: 100% - 80%

(2) Amber: 81% - 65%

(3) Red: 64% - 0%

IMPC-HAW-ZA

SUBJECT: Policy Memorandum USAG-HI-28, Interactive Customer Evaluation (ICE)
Policy for U.S. Army Garrison, Hawaii (USAG-HI)

b. Service Provider areas will be measured annually and rated as follows:

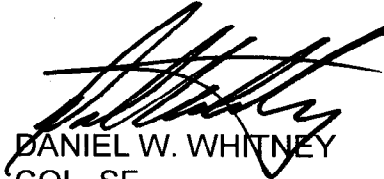
- (1) Green (100% - 80%), exceeding the standards
- (2) Amber (81% to 65%), meeting the standard
- (3) Red (64% to 0%), not meeting the standard

c. Service provider areas in the RED range will be evaluated by the directorate or organizational managers to determine cause and develop action plans to improve satisfaction levels.

9. This policy supersedes Policy Memorandum USAG-HI-19, SAB, dated 19 Nov 10 and remains in effect until superseded or cancelled in writing.

10. Point of contact is the Customer Relations Management Team, Plans, Analysis, and Integration Office, 655-8391 or 655-9026.

Encl
as


DANIEL W. WHITNEY
COL, SF
Commanding

DISTRIBUTION
Electronic Media

Policy Memorandum USAG-HI-28
Enclosure 1
ICE Checklist for Success

- ICE posters with QRC
- ICE poster displayed at point of service (at a minimum – more is better)
- PONO poster displayed at point of service (at a minimum – again, more is better)
- ICE business cards available at point of service
- ICE Tri-folds available at point of service
- All employees routinely encourage customers to provide feedback through ICE
- All employees with e-mail accounts have link to ICE below signature block
- ICE boxes are located as close to point of service as reasonable
- ICE boxes are clearly labeled (with QRC)
- Hard copy comments dropped in ICE boxes are retrieved daily and responded to w/in 3 business days
- Online comments responded to w/in 3 business days
- Supervisors have discussed the importance of customer service and the purpose of the ICE program with all employees (create a culture where feedback is encouraged and valued)
- Supervisors routinely share ICE feedback with employees as a learning tool
- Negative ICE comments involving any staff member are responded to by that employee's rater or senior rater
- Employees are routinely recognized for exemplary customer service (based on customer feedback)

The PAIO Customer Relations Team is always available for questions or assistance in managing your ICE program. Please contact Gayle Yanagida (655-8391) or James Brown (655-9026).