



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT GORDON
307 CHAMBERLAIN AVENUE
FORT GORDON, GEORGIA 30905-5730

NOV 15 2011

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Garrison Commander's Policy Memorandum No. 47 - 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 Gordon ICE Program. ICE integrates customer feedback for all services provided allowing the installation to implement, sustain, report, and improve services from one system on Fort Gordon.

2. Applicability: This policy governs the purpose and use of the Fort Gordon ICE website and applies to all service providers, managers, directorates, and organizations associated with providing customer service to Fort Gordon and the surrounding military community. It also supports Line of Effort 1: Soldier, Family and Civilian Readiness, of the Installation Management Campaign Plan (version 3.0, April 2011). (Note: As metrics continue to be developed, ICE data may be required when integrating the Voice of the Customer.)

3. Implementation:

a. 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 delivery of services. The ICE site can be accessed from any computer terminal or kiosk with Internet access.

b. Feedback from the automated system includes:

- (1) immediate receipt of electronic customer comments by service provider managers;
- (2) service-specific satisfaction levels; and
- (3) ratings on facility appearance, employee/staff attitude, timeliness of service, hours of service, and whether or not the product meets the needs of the customer.

c. Each service provider must strive to deliver the best service and support to our customers. The satisfaction rate for each service provider area will be measured annually using the following metrics established by the Quality Management Office (QMO), Office of the Secretary of Defense (OSD):

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- (1) exceeding the standard – 100-85 percent
- (2) meeting the standard – 84-65 percent
- (3) not meeting the standard – 64-0 percent

4. Responsibilities:

a. Garrison Commander.

- (1) Receive ICE reports and provide guidance regarding ICE policy and practice.
- (2) Promote the use of the Fort Gordon ICE website to maintain standard levels of quality service.
- (3) Recognize outstanding directorate-level participation in ICE and employees who exemplify customer service excellence.

b. ICE Site Administrator.

- (1) Develop an installation ICE policy memorandum that outlines the key roles and responsibilities from the Command Staff to the service provider manager.
- (2) Manage the installation ICE Program to include performing tasks required to maintain quality, integrity, and maximum usage of the ICE system.
- (3) Monitor the ICE site for errors, out-dated information, and consistency of service provider data.
- (4) Maintain existing service and manager listing in the ICE system.
- (5) Provide training and/or supplemental materials to service provider managers and reports managers on the use of the ICE comment card system.
- (6) Troubleshoot user issues.
- (7) Forward unresolved ICE issues to QMO, OSD, ATTN: ICE Site Administrator, for resolution.
- (8) Order (or print) and maintain sufficient quantities of ICE customer comment cards for use during periodic checks of ICE comment boxes.

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(9) Review Site Manager reports to determine trends, identify problem areas, and to provide information to others.

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

(11) Administer the Garrison Customer Service Recognition Program.

(12) Promote the use of the Fort Gordon ICE website to provide a positive customer/service provider relationship.

c. Directorate or Organizational Supervisors/Managers.

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

(2) Maintain locked ICE customer comment card boxes in areas where an automated kiosk is not cost effective. Directors or organizational supervisors will determine and acquire the number of boxes required to support the service providers.

(3) Order (or print) and maintain sufficient quantities of ICE customer comment cards to support service providers.

(4) Designate an individual (trusted agent) to collect ICE comment cards at the directorate or organizational level and input the data into the ICE system. Service provider managers should not collect and input their own comment cards.

(5) Cards should be collected at least once a week to help meet the within-3-business-days-response to customers.

(6) Monitor and evaluate customer comments and satisfaction level ratings.

(7) Determine cause and develop action plans to improve satisfaction levels for those service provider areas not meeting the identified standard.

(8) Submit better business practices resulting from customers' ICE feedback to the Garrison Commander through the ICE Site Administrator.

(9) Update listings of service providers and managers once a quarter and provide to the installation ICE Site Administrator.

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(10) Recognize individual employees who exemplify customer service excellence on a quarterly basis through the Garrison Customer Service Recognition Program.

d. Service Provider Managers.

(1) Determine best method of customer comment feedback (automated or hard copy comment cards).

(2) Define ADP hardware requirements, and determine location, placement, and security, if using an automated system (i.e., ICE Kiosk). Prepare and submit requirements to the Garrison IMO (or equivalent organization to be determined) for acquisition of equipment to be used.

(3) Place ICE icon on the desktop of all computers in common areas used by customers, and advise customers of its availability.

(4) Maintain comment card boxes (i.e., clearly visible to customers and easily identified with ICE logo/instructions) and availability of comment cards.

(5) Monitor email daily to ensure customer comment responses occur within 3 business days for those comments requiring a response. Response data must be entered in the Customer Follow-Up on the ICE system manager area.

(6) Address comments that may not require a customer response but may affect customer satisfaction if not resolved.

(7) Ensure any service-unique questions or information about service-specific events added to the service provider information areas are grammatically correct and removed when no longer required or event is complete.

(8) Ensure questions added are kept to the minimum necessary to allow the customer to submit information in a timely manner and meet survey needs.

(9) Maintain a reasonable amount of ICE customer comment cards in the service provider areas, ensuring they are easily accessible to customers. This will complement the automated system where a kiosk is not available.

(10) Prepare and submit work orders through Garrison Information Management Officers (IMOs) for connectivity of equipment to the Fort Gordon LAN.

(11) Ensure manager data is current (name, phone, and email address) on the ICE system.

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(12) Ensure service provider data is current (location, hours of operation, and services provided) on the ICE system.

(13) Promote the Fort Gordon ICE Program to provide a positive customer/service provider relationship.

e. Garrison IMO (or equivalent organization to be determined).

(1) Budget and execute connectivity requirements based on requirements identified by service provider managers.

(2) Provide network connectivity and customer access to the ICE website.

(3) Provide reutilized equipment to satisfy service provider manager requirements for terminal/kiosks, as identified.

(4) Be the technical advisor to staff elements on IT issues.

(5) Replace terminals or kiosks as required.

5. Recognition/Awards Program.

a. Each directorate/organization/agency on the Fort Gordon ICE System will incorporate the ICE satisfaction and individual recognition into their existing employee recognition/awards programs to recognize outstanding service provider customer service. Additional guidance on individual employee and contractor recognition is outlined in the Customer Service Award Program SOP.

b. Outstanding directorate-level participation in ICE based on the annual FY statistical data will be recognized with a Certificate of Achievement signed by the Garrison Commander. The criteria for this recognition includes:

(1) 50 or more satisfaction responses submitted for the FY,

(2) 90 percent or higher satisfaction rating for the FY, and

(3) maintain an employee/staff attitude rating of 4.25 or higher for the FY.

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6. The proponent for this policy memorandum is the Plans, Analysis, and Integration Office (PAIO), ICE Site Administrator at (706) 791-7569 (DSN 780).



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Commanding

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This memorandum supersedes Garrison Commander's Policy Memorandum No. 31 – Interactive Customer Evaluation (ICE), dated 24 February 2010.