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U.S. ARMY INSTALLATION MANAGEMENT COMMAND  
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IMML-PI

11 July 2016

U.S. ARMY GARRISON WEST POINT POLICY #17

SUBJECT: West Point Interactive Customer Evaluation (ICE) Program Policy

1. REFERENCES:

- a. Department of Defense (DOD) ICE System Policy Memorandum, dated 23 September 2015.
- b. Installation Management Command (IMCOM) SOP, dated 22 December 2014

2. PURPOSE: To establish a West Point ICE Program that effectively captures customer feedback, provides timely service oriented information to the respondents and provides recognition for superior performance and/or service.

3. APPLICABILITY. This policy governs the purpose and use of the West Point ICE System and applies to all service providers, Service Provider Managers (SPMs), directorates and organizations associated with providing customer service to West Point and the surrounding military community.

4. POLICY.

a. General. The ICE Program is a web-based tool for collecting immediate customer feedback via online comment cards, which can be immediately accessed through the use of Quick Response (QR) Codes located at various facilities post wide. Results are analyzed to determine methods of increasing positive customer satisfaction and improving customer service across West Point. The Plans, Analysis and Integration Office (PAIO) serves as administrator of the ICE System.

(1) The system is accessible from any computer terminal with internet access at [https://ice.disa.mil/index.cfm?fa=site&site\\_id=540](https://ice.disa.mil/index.cfm?fa=site&site_id=540) or by simply scanning a QR Code that is provided by the agency to instantly direct you to their on-line website.

(2) Customers rate services supplied by various organizations throughout the community on a 5-point Likert scale (1-awful to 5-excellent) on facility appearance, employee/staff attitude, timeliness of service and hours of service. Customers also indicate "Yes" or "No" regarding whether the product/service met their needs and whether they are satisfied with the product/service provided. Customers also have the opportunity to provide comments and/or recommendations for improvement.

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(3) ICE submissions are intended to be anonymous; the entry of contact information is optional. The submitter is not required to provide any contact information except when they request a response.

(4) The intended users of ICE are military personnel, their dependents, civilian employees, DOD contractors and any other persons who utilize services provided directly or indirectly by DOD organizations to include alumni, Cadet family members and visitors.

(5) QR stands for "Quick Response" and it's basically a barcode for smartphones to scan. Scanning a QR code will link the smartphone to a website or message. Instead of having to type in the URL of your website promotion, users can simply scan the QR code and the phone will open up a browser and automatically go to the URL.

(6) These barcodes can easily be scanned by almost all iPhones, Androids or other camera enable smartphones with integrated barcode scanning applications, which allows for customers to quickly gain access to a direct ICE site without having to do anything but scan a barcode. QR Scan Readers can easily be downloaded from your service providers Application Store directly on your smartphone.

(7) Managers associated to a service provider are responsible for responding directly to the submitter/customer within three business days if contact information is provided and recording follow-up details in the ICE system.

b. Implementation and Responsibilities. In order for the ICE system to be an effective feedback tool and measure of customer satisfaction, support must be provided by the Garrison leadership, directors, deputy directors, chiefs, supervisors and all Garrison employees.

(1) Garrison Leadership Command (Garrison Commander, Deputy to the Garrison Commander and Command Sergeant Major)

(a) Promote the use of throughout West Point. Encourage Soldiers, Family members, DoD Civilians, retirees and other eligible customers to provide feedback

(b) Monitor ICE submissions and follow-up responses to ensure the quality and integrity of the West Point ICE Program.

(c) The IMCOM standard for customer satisfaction is 90%, and the follow-up standard is 100%. For satisfaction rates below 80%, identify key issues raised in

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customer comments, if available, and take action as appropriate. The intent is to resolve issues at the earliest opportunity before they become large and more costly to resolve.

(d) Ensure compliance with the three working day response time for all customer comment cards where the customer requests a response. Ensure that ALL comment cards are closed out in the system. Customer comment cards, where the customer does not request a response will be closed out within five working days.

(2) Director of Plans, Analysis and Integration Office (PAIO)

(a) Through the ICE Organization Manager, monitor West Point ICE site and evaluate service provider compliance with applicable policies.

(b) 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.

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

(d) 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.

(e) 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 ICE information in a manner similar to FOUO information.

(3) ICE Organization Manager

(a) In coordination with the Garrison Leadership Command, ensure system responsiveness. Assist Garrison leadership in development and enforcement of the West Point ICE Policy Memorandum that outlines the key roles and responsibilities.

(b) Responsible for management of the West Point ICE Program to include performing tasks required to maintain quality, integrity and maximum usage of the ICE system.

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- (c) Monitor the West Point ICE site for errors, out-dated information and inconsistency of service provider data.
- (d) Manage existing or add service providers and managers.
- (e) Ensure that individuals have the appropriate level of access in ICE.
- (f) Provide training and/or supplemental materials to leadership, SPMs and reports managers (all levels) about the ICE System.
- (g) Troubleshoot user issues and provide support to users.
- (h) Complete requests for support from directorate or organizational supervisors/managers within three working days.
- (i) Review, address and, as necessary, re-direct "site comments" within three working days. Document follow-up actions and responses to customers in a timely manner.
- (j) Review and, as necessary, re-direct comments to external/tenant organizations and/or those not participating in ICE within three working days. As necessary, bring issues to the attention of Garrison leadership. Document follow-up actions and responses to customers.
- (k) Develop and execute an on-going Installation-wide Marketing Plan. Update at least annually.
- (l) Identify and target providers throughout the Installation to implement ICE for their area(s) of responsibility.
- (m) Make changes that cannot be made by the SPM, including organizational relationship changes, changing/adding/deleting SPMs, creating new comment cards, changing service categories and moving comment cards.
- (n) Develop and provide reports on Installation/Community Service Providers to improve the quality of service and timely response to customers.
- (o) Review and analyze ICE data to determine trends, identify problem areas or lapses in service, failure of a service provider to respond to a comment or abuse of the system and provide information to others, as requested.

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

(q) Promote the use of the West Point ICE Site to provide a positive customer/service provider relationship.

(r) Act as liaison between West Point and the ICE Administrator at IMCOM.

(s) Provide Quarterly ICE Update to the Garrison Leadership Command.

(t) Create QR Codes as requested by Community Service Providers for their facilities.

(3) Directorate or Organizational Supervisors.

(a) Ensure the SPMs execute their responsibilities fully in support of the ICE Program.

(b) Ensure that the ICE Organization Manager is promptly notified of organizational personnel departures/changes so that manager assignments can be revoked or updated.

(c) Promote and support the use of ICE as the primary customer comment feedback mechanism for the organization. Ensure that all services and activities routinely publicize ICE and inform customers about its availability.

(d) Advertise ICE flyers or posters within your organization to display QR codes created especially for that organization in order to collect customer feedback instantly.

(e) Monitor and evaluate comment card information, satisfaction level ratings and response rates. Review reports regularly for positive and negative trends or gaps in services. Analyze negative trends to determine root cause and, as effective, prioritizing for corrective action.

(f) Review manager responses to customers who have submitted negative feedback in order to maintain quality control.

(g) Respond to inquiries and questions about the organization's ICE comment cards and data.

(4) Service Provider Manager.

(a) Individuals who oversee a product or service have been designated as managers, within ICE, for that product/service. SPMs are responsible for reviewing each submission made for the comment card(s) they are assigned to and responding to customers who have provided contact information within three working days. SPMs will automatically be notified via email as each submission is made to their comment card(s). Each service/comment card will have a primary SPM and at least one alternate or back-up SPM. The alternate SPM assumes primary responsibility if the primary SPM is unavailable.

(b) Review procedural and policy information provided by the ICE Organization Manager after assuming position.

(c) Promote and encourage the use of ICE as the primary customer comment feedback mechanism within area(s) of responsibility.

(d) Determine whether to utilize a designated public computer/kiosk with ICE access at service delivery points. If such method is utilized, service provider will assume all associated responsibility and cost.

(e) Determine whether to utilize hardcopy ICE comment cards or QR codes at service delivery points. All hardcopy comment cards should be an exact replica of the online ICE comment card. If such method is utilized, service provider will assume all associated responsibility including the procurement of paper comment cards. (Note: No service provider manager or individual within the organization being evaluated is to enter their paper comment cards).

(f) Monitor email daily for comment card submissions.

(g) Notify ICE Organization Manager about any misdirected comment cards within one working day so that they can be moved to the appropriate service provider/manager.

(h) Ensure that submitters (customers) who have provided contact information receive a follow-up response to their feedback within three working days.

(i) Document any follow-up information (customer contact, measures taken to resolve the issue, additional details, etc.) in a timely manner by entering response details in the ICE Customer Follow-up area.

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(j) Identify areas that may affect customer satisfaction, if not resolved, regardless of whether customer contact information is provided. Implement changes as necessary to improve customer satisfaction.

(k) Ensure SPM contact information (name, telephone and email address) is current and updated as necessary on the ICE system.

(l) Ensure service provider information (description of services provided, hours of operation, location and contact information) is current and updated as necessary on the ICE system.

(m) Utilize the features of ICE to educate and keep customers informed, including addressing anonymous concerns in the Frequently Asked Questions section. Ensure QR code is current and updated as necessary.

(n) Review report statistics for area(s) of responsibility at least monthly for trends, positive and negative feedback, making note of areas for improvement and customer response to changes.

(5) The ICE Program is NOT intended to be used for any of the below listed purposes. If an issue should arise, then the customer should contact their chain of command, law enforcement, Equal Employment Opportunity Office, Installation Legal Office, or other appropriate avenues to report such issues.

- (a) To submit complaints or grievances about management or other employees.
- (b) To solicit business, request employment, or conduct other such business.
- (c) To spread rumors, make allegations, or report suspected fraud, waste and abuse.
- (d) To make public announcements.
- (e) To conduct surveys.
- (f) To contact individuals not directly related to the service being provided.
- (g) To distribute SPAM or unrelated information.
- (h) To threaten or physically harm.

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(i) To report a threat, crime or other misconduct.

5. Each service provider must strive to deliver the best service and support to our customers. Service provider areas will be measured annually for customer satisfaction and rated as Green (100 percent to 90 percent) - Exceeding the standard, Amber (89 percent to 70 percent) - Meeting the standard, or Red (69 percent and below) - Not meeting the standard. Service provider areas in the Red range will be evaluated by the directorate or organizational managers to determine cause and develop actions to improve satisfaction levels.

6. This policy memorandum will remain in effect until superseded or rescinded.

7. Point of contact for this memorandum is the ICE Organization Manager, at (845) 938-4277.

  
ANDREW S. HANSON  
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Commanding