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INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON
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FORT GEORGE G. MEADE, MARYLAND 20755-5500

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DEC 07 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fort George G. Meade Policy Memorandum 71, Interactive Customer Evaluation (ICE)

1. Reference. US Army Installation Management Command Policy Memorandum 5-11, Interactive Customer Evaluation (ICE) Policy, 29 May 2012.
2. Purpose. Provide guidance to all Fort George G. Meade installation leaders, supervisors, managers and employees on the responsibilities and maintenance of ICE on Fort Meade and within Fort Meade organizations.
3. Applicability. This policy applies to all leaders, supervisors, managers and employees assigned to and/or under the operational control of Fort George G. Meade Garrison. The previous version of this policy is rescinded. This policy will be reviewed and updated annually.
4. Implementation.
 - a. The ICE system is a web-based application for receiving and reporting customer feedback. ICE identifies customer satisfaction levels and customer recommendations for improvement. The system helps Team Meade employees understand customer concerns in order to provide the best-possible services.
 - b. Web-based ICE comments are preferred; however, paper ICE comment cards are approved for the convenience of the customer. Paper comment cards will mirror automated versions authorized by PAIO. Paper comment cards must be strictly protected to ensure customer feedback remains private communication. Customer PII and Privacy Act protective measures, including cover sheets, must be in place and maintained throughout the process.
 - c. Each service provider must strive to deliver the best possible service and support to our customers. The IMCOM standard for customer satisfaction is 90 percent. The IMCOM standard for response time is 3-working days for all comment cards where the customer requests a response and a 5-working day response time for all comment cards where the customer does not request a response. Leaders will review ICE reports appropriately and take action to ensure standards of compliance are met.

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5. Responsibilities.

a. Garrison Commander.

- (1) Receive ICE reports and provide guidance regards ICE policy and practice.
- (2) Promote the use of the Fort Meade ICE website to maintain standard levels of quality service.
- (3) Ensure compliance with the 3-working day response time for all customer comment cards where the customer requests a response and a 5-working day response time for all customer comment cards where the customer does not request a response.
- (4) Recognize outstanding directorate-level participation in ICE and employees who exemplify customer service excellence.

b. Director of Plans, Analysis and Integration.

- (1) Through the ICE Site Administrator, monitor Garrison ICE sites to evaluate whether directorates provide services compliant with applicable performance standards.
- (2) Ensure Garrison leaders receive weekly and monthly Organizational Summary Reports. The report should include submission, response and satisfaction ratings, and customer follow-up rates.
- (3) Ensure directors, supervisors and staff are educated on how ICE can assist in identifying customer issues and best practices, and can assist program and service performance improvement.
- (4) Ensure directors, supervisors and staff are trained in the protection, control, and storage of ICE comment cards at the FOUO level and in accordance with Personally Identifiable Information (PII), or Sensitive Personal Information (SPI) per US privacy law and information security requirements.

c. Garrison Site Administrator:

- (1) Manage the installation ICE program to include performing tasks required to maintain quality, integrity, and maximum use of the ICE system.
- (2) Monitor email daily to review site comments for immediate action issues, errors, outdated information, and consistency of service provider data.
- (3) Identify any key issues raised in customer comments to the Director, PAIO for guidance.

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(4) Maintain a current list of ICE providers and managers. Ensure that ICE site managers and reports managers are current and active. Add and delete as required when authorized by appropriate director.

(5) Provide quarterly training to service managers and reports managers on their roles and responsibilities pertaining to the collection and input of paper comment cards, reports, and follow-up of ICE comments. Train ICE program management, protection, control, and storage of paper ICE comment cards and ICE online.

(6) Troubleshoot user issues.

(7) Prepare weekly Organizational Summary Reports. The report should be prepared every Monday and include submission, response and satisfaction ratings and customer follow-up rates.

(8) Prepare a monthly standardized Organizational Summary Report of all comments by directorate to the PAIO for distribution to Garrison leadership. Include submissions, responses, satisfaction ratings, and customer follow up rates for each Directorate and Special Staff. For satisfaction rates below 80%, identify key issues raised in customer comments.

(9) Prepare quarterly Trends Reports. The reports should be prepared the first week following each quarter and reflect submission, response, satisfaction ratings and customer follow-up rates. Quarterly Trend Analysis reports will assist directors and Garrison prepare for quarterly Performance Assessment Reviews.

(10) Review Site Manager reports to identify trends, identify problem areas, conduct analysis and create appropriate graphs, charts, MS-Access DB and information papers.

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

(12) Promote the use of ICE to employees, leaders, stakeholders, and customers. Conduct outreach with community to educate ICE's role in assessing customer satisfaction with Garrison services and better informing continuous process improvement.

(13) Protect, control, and store ICE comment cards at the FOUO level and in accordance with Personally Identifiable Information (PII), or Sensitive Personal Information (SPI) per US privacy law and information security requirements.

d. Garrison Directors.

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(1) Review ICE reports and provide guidance with regards to customer service within their areas of customer service operations.

(2) Promote the use of the Fort Meade ICE website to maintain standard levels of quality service.

(3) Appoint by memorandum an ICE service provider manager (primary and alternate) for each service area and to receive PAIO training. Provide PAIO with updated directorate appointment memo annually, and immediately when service providers change.

(4) Appoint by memorandum trusted agents to collect paper ICE comments and input them into the system. Service provider managers will not collect and input their own comment cards into the system. It is essential there be no conflict of interest to avoid the perception of bias or lack of integrity in the ICE system. Ensure trusted agents conduct initial and annual training, scheduled quarterly by PAIO. Ensure service provider managers and trusted agents execute their responsibilities in support of the ICE program.

(5) Monitor and evaluate customer comments and satisfaction level ratings. Determine causes of trending issues and develop action plans to improve satisfaction levels for those areas not meeting the defined standard.

(6) Ensure compliance with the 3-working day response time for all customer comment cards (paper and digital) where the customer requests a response and a 5-working day response time for all customer comment cards where the customer does not request a response.

(7) Use sanitized ratings and comments (stripped of customer and employee identifying and PII information) to initiate discussions during staff meetings or other forums to recognize quality, resolve issues, and determine courses of action for improving performance.

(8) Leaders, supervisors, and employees will not use the ICE system and feedback collected for personal gain; for rating or ranking employees; evaluate individual employees on performance reviews; base awards or other recognition upon ICE comments; determine salary or employment action; or otherwise determine contract compliance.

(9) Maintain locked ICE customer comment boxes in high traffic areas where an automated kiosk is not available or cost effective.

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

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(11) Protect, control, and store ICE comment cards at the FOUO level and in accordance with Personally Identifiable Information (PII), or Sensitive Personal Information (SPI) per US privacy law and information security requirements.

(12) Promote the use of ICE on directorate web pages, e-mail signatures, and where appropriate, include service level QR machine-readable optical barcodes on publications, posters, and marketing materials. Service providers must educate employees about the ICE program and encourage customers to complete ICE comments.

(13) Recognize individual employees and work areas who exemplify customer service excellence.

e. Garrison Service Provider Managers (SPM).

(1) Ensure provider data is correct (name, phone, email address), service data is correct (location, hours of operation and service provided), and attend training provided by the Garrison ICE Site Administrator in the PAIO.

(2) Place ICE icon on the desktop of all computers in common areas used by customers and advise customers of ICE availability. Prepare and submit work orders to NEC for connectivity of equipment.

(3) Maintain comment card boxes (i.e.: clearly visible and easily identified with ICE logo, instructions, and paper comment cards)

(4) Monitor email daily to address all issues, even those that may not require a customer response but may affect customer satisfaction if not resolved. Ensure follow-up responses are grammatically correct and remove extraneous information from the service provider information area when the action is complete.

(5) Ensure compliance with the 3-working day response time for all customer comment cards (paper and digital) where the customer requests a response and a 5-working day response time for all customer comment cards where the customer does not request a response. Enter detailed response data in the ICE Follow-Up Service Provider Summary area of the automated card.

(6) Review ICE reports to identify trends, key issues, satisfaction and response rates. Provide director with updates as required.

(7) Promote the use of ICE on directorate web pages, e-mail signatures, and where appropriate, include service level QR machine-readable optical barcodes on

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publications, posters, and marketing materials. Educate employees about the ICE program and encourage customers to complete ICE comments.

(8) Protect and control distribution of ICE information at the FOUO level and in accordance with Personally Identifiable Information (PII), or Sensitive Personal Information (SPI) per US privacy law and information security requirements.

e. Trusted Agents.

(1) Collect paper ICE customer comment cards at least twice weekly and input into the ICE system.

(2) Maintain paper ICE comment cards for 90 days after input. Ensure cards are secured in a locked container and subsequently destroyed by shredding.

(3) Protect and control distribution of ICE information at the FOUO level and in accordance with Personally Identifiable Information (PII), or Sensitive Personal Information (SPI) per US privacy law and information security requirements.

f. Garrison IMO.

(1) Budget and execute connectivity based on service provider manager ICE requirements.

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

(3) Maintain and provide equipment to continue ICE terminals and kiosks.

(4) Operate as the technical advisor to staff elements on ICE related IT issues.

(5) Replace terminals or kiosks as required.

6. Use of Data.

a. Data will be used to identify, assess, and address customer concerns, as appropriate.

b. Data may be used to support process improvement initiatives.

c. Leaders and supervisors will not base any policy, procedural, or resourcing decisions solely on ICE feedback. A minimum of 25 ICE comments are needed to provide a statistically relevant assessment of a given service.

d. Leaders and supervisors will not use the ICE system and feedback collected to:

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- (1) Rate or rank employees;
- (2) Evaluate individual employees on performance reviews;
- (3) Base awards or other recognitions upon ICE comments;
- (4) Determine salary and employment action; or
- (5) Determine contract compliance.

7. The proponent for this policy memorandum is the Directorate of Plans, Analysis and Integration. The installation ICE Site Administrator can be reached at (301) 677-5480 and/or email: milton.mclean.civ@mail.mil.



BRIAN F. FOLEY
Colonel, Signal Corps
Commanding

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