



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**US ARMY INSTALLATION MANAGEMENT COMMAND**  
2405 GUN SHED ROAD  
FORT SAM HOUSTON, TEXAS 78234-1223

IMCG

MAY 29 2012

MEMORANDUM FOR US Army Installation Management Command Personnel

SUBJECT: Policy Memorandum 5-1-1 Interactive Customer Evaluation (ICE) Policy

1. REFERENCE. Department of Defense (DoD), Washington Headquarters Services (WHS), Interactive Customer Evaluation (ICE) System Policy, 31 July 2009.

2. PURPOSE. To provide guidance to all Installation Management Command (IMCOM) leaders, supervisors, managers, and employees on responsibilities regarding the implementation and maintenance of ICE.

3. APPLICABILITY. This policy applies to all personnel assigned to or under the operational control of IMCOM.

4. POLICY. It is the Department of Defense (DOD), Department of the Army (DA), and Installation Management Command (IMCOM) policy to maintain a high customer satisfaction rate for services rendered to customers. Here at IMCOM we will monitor customer satisfaction rates and suggestions for improvements through the continued and useful application of ICE.

5. PROCEDURES.

a. General.

(1) The previous version of this policy is rescinded. This policy will be reviewed annually.

(2) The ICE system is a web-based application for receiving and reporting customer feedback. ICE identifies customer satisfaction levels with services provided by IMCOM and allows customers to submit suggestions for improvement, provide general comments, and/or identify issues with service performance. The system assists leaders, supervisors, and employees in identifying and addressing customer concerns and allows service providers to work with customers to provide the best service possible.

(3) Instrumental to IMCOM's customer relationship management strategy, ICE supports continuous process improvement, improves customer satisfaction, and provides Voice of the Customer (VOC) data to support leader decision-making.

(4) IMCOM will maintain a standard for customer satisfaction of 90%.

(5) Standard Operating Procedures and definitions published separately.

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b. Implementation. The Headquarters, Army Environmental Command, Regions, and all IMCOM Garrisons will establish and maintain ICE sites. Exceptions to this requirement will be approved in writing by the Commanding General, IMCOM. The Headquarters will establish and maintain sites for each General Staff/Directorate and Special Staff element that has a counterpart at Garrison level providing front door service(s). The Army Environmental Command and Regions will establish and maintain a central ICE site. The intent of establishing ICE sites above Garrison level is two-fold. The first is to establish higher headquarters visibility of customer satisfaction levels, as well as the capability of viewing actual customer comments. This will enable leaders to identify systemic issues and work to develop enterprise solutions, assist Garrisons with unique issues, and maintain general situational awareness of customer satisfaction levels. The second is to allow customers, both internal and external, to submit comments to a higher headquarters if their issues are not adequately addressed at the local level. Leaders will review ICE reports on a monthly or more frequent basis, assess customer satisfaction, and take appropriate action.

6. PROPONENT. Headquarters IMCOM, G5 Plans is the proponent for this policy. The POC is the ICE Program Manager at 210-466-0290.

*Army Strong!*



MICHAEL FERRITER  
Lieutenant General, USA  
Commanding

## Interactive Customer Evaluation (ICE) Standard Operating Procedures

### 1. Responsibilities.

#### a. Headquarters IMCOM General and Special Staff.

1.) Staff Principals with counterparts at the Garrison level providing front door services will appoint a primary and alternate Service Provider Manage (SPM) to oversee ICE activities within their directorate or Special Staff element. The SPM will provide the Staff Principal a monthly, or more frequent, ICE report showing an enterprise, or by Region view, of customer satisfaction rates for the specific services provided under the purview of the Staff Principal.

2.) The IMCOM standard for customer service is 90%. Staff Principals are responsible for reviewing ICE reports and identifying systemic issues and developing action plans, as necessary, to resolve or mitigate issues. The Headquarters staff will coordinate with Region counterparts if applicable, or Garrison counterparts in the case of Direct Reporting Garrisons, as necessary to determine the nature of customer dissatisfaction and take appropriate action.

3.) Promote the use of ICE on staff web pages, email signatures, and other means as appropriate.

#### b. Headquarters IMCOM G5 Plans.

1.) The G5 will review monthly enterprise ICE reports and distribute to IMCOM senior leaders as appropriate. The G5 will further ensure enterprise compliance with all applicable policies.

2.) The IMCOM ICE Administrator will manage the enterprise ICE system and administer the Headquarters IMCOM ICE site in coordination with DoD WHS ICE Support. Provide appropriate support to Region and Garrison ICE Site Administrators as requested.

3.) The IMCOM ICE Administrator will establish and maintain ICE sites for all Headquarters General and Special Staff and provide support as necessary to staff SPMs. Train SPMs and other ICE users (such as those with reports only access) on ICE use. Regions/Garrisons requiring training for their ICE Site Administrator may request this training from the Headquarters IMCOM ICE Site Administrator. Regions/Garrisons may, at their own expense, send ICE Site administrators to DoD ICE training. To schedule training call (703) 696-2420 or online via [http://ice.disa.mil/index.cfm?fa=contact\\_emails&dep=DoD](http://ice.disa.mil/index.cfm?fa=contact_emails&dep=DoD).

4.) The IMCOM ICE Administrator will provide a monthly enterprise level report to the G5 for distribution to IMCOM senior leaders as appropriate. Provide other reports as necessary to inform leader decisions.

5.) The IMCOM ICE Administrator will support IMCP LOE VOC metrics development and data requirements as necessary.

6.) The IMCOM ICE Administrator will conduct bi-monthly quality control spot checks of Region and Garrison responses to ensure compliance with prescribed standards. Provide the results to the G5 for action as necessary. Provide a courtesy copy to the Region ICE Administrators and applicable ICE Administrators for Garrisons reporting directly to the Headquarters.

7.) The IMCOM ICE Administrator will develop and execute an enterprise-wide ICE marketing campaign. Support Regions and Garrisons in promoting ICE throughout the enterprise. Provide electronic copies of marketing materials to the Regions and Garrisons. Regions and Garrisons will use the materials as resources permit.

8.) The IMCOM ICE Administrator will 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.

9.) The IMCOM ICE Administrator will maintain the Headquarters IMCOM ICE policy. Review the policy on an annual basis and revise as appropriate.

c. Army Environmental Command and IMCOM Regions.

1.) Army Environmental Command and Region Headquarters will appoint a primary and alternate ICE Site Administrator and ensure they are trained.

2.) The IMCOM standard for customer service is 90%. AEC and Region Staff Principals are responsible for reviewing ICE reports and identifying systemic issues and developing action plans, as necessary, to resolve or mitigate issues. The Region Staff Principal/Subject Matter Expert (SME) will ensure that systemic issues are elevated to the IMCOM G5 and their Headquarters counterpart to enable the Headquarters to determine if the issue is common to more than one Region, thus necessitating an enterprise solution. Staff Principals/SMEs will further coordinate with Garrison counterparts, as necessary, to determine the nature of customer dissatisfaction and take appropriate action.

3.) AEC and Region ICE Site Administrators will provide all Staff Principals/SMEs with counterparts at Garrison level providing front-door service(s) a monthly, or more frequent, ICE report showing an Enterprise and/or Region view of customer satisfaction rates for the specific services provided by the Staff Principal.

4.) AEC and Region Staff Principals/SMEs will promote the use of ICE on staff web pages, email signatures, and other means as appropriate.

5.) The Region ICE Site Administrator will oversee Garrison ICE programs and ensure compliance with all applicable policies.

6.) The Region ICE Administrator may establish appropriate ICE service provider areas and managers for Region Staff Principals/SMEs or operate a centralized program providing direct support to all Staff Principals/SMEs.

7.) If established, the Region ICE Administrator will train SPMs and other ICE users (such as those with reports only access) on ICE use.

8.) The Region ICE Administrator will conduct bi-monthly quality control spot-checks of Garrison responses to ensure they comply with prescribed standards. Provide the results to the Region Plans Chief for action as necessary.

9.) The AEC and Region ICE Administrator will participate in ICE and/or Customer Relationship Management coordination meetings, conferences, and seminars as required.

10.) The Region ICE Administrator will provide administrative and technical assistance to Garrison ICE Managers, to include supplemental training, as necessary.

11.) The Region ICE Administrator will 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 the information in a manner similar to FOUO information.

d. Garrison Director 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 leaders a monthly standardized Organizational Summary Report. See Enclosure 3 for examples. 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.

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

4.) Educate 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.

5.) 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.

e. Garrison ICE Site Administrators.

1.) Maintain the Garrison ICE site. Monitor the ICE site daily for errors, outdated information, and consistency of service provider data.

2.) Ensure that the Garrison ICE organizational structure is aligned with the Standard Garrison Organization hierarchy. Any structure changes require the Excel spreadsheet from the ICE Organizational Administration Tab be updated as appropriate and forwarded to ICE User Support for processing, unless Region guidance requires stricter procedures. Highlight new additions in green, deletions in red, and changes in amber.

3.) Ensure that ICE Site Managers and Reports + Comments Managers are current and active. Per DoD ICE policy, addition of Site Managers and Reports + Comments Managers requires a written request signed by the Commander or his/her designated representative. This requirement ensures that the Commander, who is accountable for safeguarding the privacy of customers, is aware of, and is the one authorizing responsible personnel to have access to potentially sensitive information. ICE Site Administrators will forward the written request directly to the OSD ICE Program Office.

4.) Add/delete service providers and managers, as necessary.

5.) Troubleshoot user issues.

6.) Analyze data and develop reports on Garrison service providers as needed to assist in maintaining quality service levels.

7.) Promote the use of ICE to employees, leaders, stakeholders, and customers. Educate Garrison personnel as to ICE's role in assessing customer satisfaction with Garrison services and better informing continuous process improvement.

8.) Train SPMs and other ICE users (e.g. those with "reports only" access) on ICE use.

9.) Monitor email daily to review Site comments. Enter actions taken at the "Site Comment" screen.

10.) Ensure that SPMs update the follow up feature for ALL comment cards in the ICE system IAW the three working day standard for those customers requesting a response or five working days for those who do not request a response. SPMs will provide adequate and appropriate customer responses to those requesting a response IAW the three working day standard.

11.) Ensure that all comment cards are properly aligned to the appropriate Army Common Levels of Support (CLS) tab within the Functional Categories Tab. This ensures a more standard nomenclature across the enterprise and allows the Headquarters and Region to view all comments associated with a given service.

12.) Train select individuals on their roles and responsibilities pertaining to the collection and input of hard copy comment cards, reports, and follow-up of ICE comments.

13.) Provide a monthly standardized Organizational Summary Report 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, if available.

14.) The Garrison ICE Site Administrator will 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 the information in a manner similar to FOUO information.

f. Service Provider Managers.

1.) Monitor email daily to ensure all customer comments are responded to within three working days. Enter detailed response data in the ICE Follow-Up Service Provider Summary area of the automated card.

2.) Address, whenever possible, issues that may not require a customer response but may affect customer satisfaction if not addressed.

3.) Ensure questions or event comments added to the service provider information areas are accurate and correct.

4.) Ensure service provider data accurately reflects the service description, hours of operation, location, POC phone numbers, websites, and any special items such as Contacts, Links, FAQs, Events, etc.

5.) Limit questions to the minimum necessary in order to allow the customer to submit information in a timely manner and to minimize customer fatigue.

6.) Promote the use of ICE on staff web pages, email signatures, and through the use of marketing materials posted in the service area. Ensure employees providing front door services are aware of the ICE program and encourage customers to provide ICE comments.

7.) In order to maintain situational awareness of customer satisfaction levels within the Directorate or Special Staff, SPMs will provide the Staff Principal a monthly ICE report. For satisfaction rates below 80%, identify key issues raised in customer comments, if available.

8.) If the Garrison chooses to offer hard copy comment cards, maintain a sufficient quantity on hand in service provider areas. Hard copy comment cards, and their questions, will match the online comment card and should supplement the automated system where a kiosk or computer is not available. Provide a locked container for customers to put the comment cards in.

9.) Service Provider Managers will not input hard copy comment cards for their organization. A disinterested person, selected by the Staff Principal or his/her representative, will be responsible for collecting and inputting hard copy card data. There must be no conflict of interest involved with the person selected in order to eliminate potential bias in the system. The Garrison ICE Site Administrator will train the person in his/her duties.

10.) Service Provider Managers will protect ICE information in a manner similar to FOUO 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.

g. Hard Copy Comment Card Data Input—Disinterested Party.

1.) Attend training provided by the Garrison ICE Site Administrator in the PAIO.

2.) Collect and input hard copy comment card data for assigned organization at least two times a week to ensure the three or five working day response times can be met. Service Provider Managers will provide a response (interim or final) within 3 working days. For customers not providing contact information or who do not request a response, SPMs will close out the card within 5 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 enter notes regarding the customer's issue to document actions taken should the issue resurface.

3.) Maintain hard copy comment cards for 90 days after input. Ensure cards are secured in a locked container and subsequently destroyed by shredding.

4.) Maintain the confidentiality of ICE comments and treat information as FOUO.

h. Directorate or Organizational Supervisors.

1.) Appoint a primary and alternate SPM and ensure they are trained.

2.) Ensure SPMs execute their responsibilities in IAW with this policy.

3.) May decide to maintain ICE customer comment card boxes in areas where a kiosk is not available.

4.) If applicable, appoint a primary and alternate disinterested party to collect hard copy ICE comment cards and input data into the ICE system. Cards will be collected at least twice weekly to meet the three working day response time suspense to customers. The disinterested party may be an administrative person, or anyone who is not connected with the service provided. It is essential there be no conflict of interest to avoid the perception of bias or lack of integrity of the ICE system.

5.) Monitor information, comment cards, and satisfaction level ratings on a monthly or more frequent basis.

6.) The IMCOM standard for customer satisfaction is 90%. For satisfaction rates below 80%, identify key issues raised in customer comments, if available, and take action as appropriate.

7.) Promote the use of ICE on Directorate/Special Staff web pages, email signatures, and through the use of marketing materials posted in the service area. Ensure SPMs educate employees providing front door services about the ICE program and encourage customers to provide ICE comments.

8.) Ensure listings of SPMs are current and report any changes to the ICE Site Administrator or manager for update.

9.) Acquire reports plus comments access to areas within the Director's/Supervisor's administrative control. Use the ratings and comments to initiate discussions during staff meetings or other forums in which all employees are present to determine courses of action to resolve issues submitted through ICE and consider ways in which to improve overall services or programs.

10.) Provide staff/employees with ICE ratings and sanitized (stripped of customer identifying information) comments that pertain to their areas. By sharing this information, employees will be aware of customer issues and strive to improve service.

11.) Supervisors will 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 the information in a manner similar to FOUO information.

i. Garrison Leadership Team (Garrison Commander/Manager, Deputy, and Command Sergeant Major).

1.) Promote ICE usage throughout the Garrison. Encourage Soldiers, Family Members, DoD civilians, retirees and other eligible customers to provide feedback. The support of Garrison leaders in promoting the use of ICE is essential to the success of the program.

2.) The IMCOM standard for customer satisfaction is 90%. For satisfaction rates below 80%, identify key issues raised in 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.

3.) 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.

4.) Ensure all responses to customers, particularly those who provide negative feedback, are courteous, professional, and fully address the issue(s). Ensure there is no reprisal directed at those providing negative feedback. While it is not always possible to satisfy customers' complaints to their satisfaction, the intent is to let customers know we've heard their voice, have done all that we can, and appreciate their feedback.

5.) Per OSD ICE policy, any request for access to ICE data for tenant activities (AAFES, MEDCOM, DoDDS, etc.) requires written permission from that activity. The Garrison Commander/Manager or his/her designated representative will sign a memorandum addressed to the DoD ICE Program Office requesting permission to review the tenant organization's ICE cards. The Garrison ICE Site Administrator will forward the memorandum and a copy of the tenant organization's approval memorandum to the ICE Program Office for processing.

## **2. Use of Data.**

a. At Headquarters and Region level, ICE data will be used to maintain situational awareness, identify trends and systemic customer issues for possible enterprise resolution. Data may also be used, as one of several data points, to support select IMCP VOC metrics and Army Community of Excellence (ACOE) program and customer service satisfaction ratings.

b. ICE data will be used at the Garrison level to identify customer concerns, assess them, and address them as appropriate. In addition to concerns, customers also present recommendations for improvement, complement service, and provide general comments. ICE data may be used to support process improvement initiatives.

c. Reports: ICE reports provide a snapshot in time of how satisfied customers are with given services. They can also indicate trends when the data is examined over an extended period of time. The follow-up service provider tab can further show whether Service Provider Managers (SPMs) have responded to customers in a timely manner or at all, and if the comment card has been closed out in the system. When customers choose to leave comments, leaders and managers can use the information to address issues as ability and resources permit. Including the nature of customer comments, by topic, in a report assists managers and leaders in understanding why customers are dissatisfied and enables them to address specific issues as necessary.

d. Leaders and supervisors will not base any policy, procedural, or resourcing decisions solely on ICE feedback. To the extent possible, leaders and supervisors 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 service.

e. 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 reviews 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.

### 3. Response Time.

Service Provider Managers will provide a response (interim or final) within 3 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 5 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.

a.) Responses: The person providing the response to the customer represents the Installation Management Command. Responses will be courteous, professional, and fully address the issue(s) the customer raises. Reprisal in any form directed at those providing negative feedback will not be tolerated. While it is not always possible to satisfy customers' complaints to their satisfaction, the intent is to let customers know we've heard their voice, have done all that we can, and appreciate their feedback.

b.) Customer Follow-up: Service Provider Managers receive comment cards via email. Where there is more than one designated service provider manager, SPMs will coordinate with each other to determine who will follow-up with the customer. All comment cards where customers have requested a response require follow-up within 3 working days of receipt. Comment cards where customers have not requested follow-up, will be closed out within 5 working days. When a response is requested by the customer, the SPM will record details of the response and subsequent action in the customer follow-up section. Comment cards for customers who do not request a response, regardless of whether customer contact information is provided, will be closed out in the system. Closing the card out in the system informs leaders and supervisors that all comment cards were appropriately addressed and indicates an accurate status in the ICE follow-up service providers tab.

c.) All SPM's will have at least one alternate SPM with access to email and the ICE system on a full-time basis. He/she will be responsible for tracking ICE comments when the primary SPM is not available.

d.) Site comments: The ICE Site Manager will review the Site Comment area at least once weekly to ensure all comments are properly reassigned to managers or followed-up in ICE. In the event that a customer sends a comment to the ICE Site, and not to a specific SPM, the ICE Site Administrator will forward to the appropriate SPM for follow-up action or complete the follow-up action in the Site Comment area him/herself to close the card out. If the service provider does not have a comment card, he/she should consider establishing one, otherwise leave the comment as a site comment and have the service provider provide the ICE Site Manager a response to the customer, if requested, so the ICE Site Manager may complete the follow-up action. If unable to locate a local service provider, or if the comment does not address an IMCOM service, the Site Administrator will request assistance from the ICE User Support Team by using the Request Submission Move feature and explain the situation. The ICE User Support Team will move the comment or provide detailed guidance to the Site Administrator.

#### **4. ICE Computers/Kiosks.**

Whenever possible, leaders should provide computers in high traffic areas that link directly to the ICE customer comment card sites. This will encourage customer feedback and provide access to the ICE system for those who may not have a computer and/or access to the internet. Installation of kiosks connected to the installation's network requires approval from the Designated Approval Authority (DAA) IAW AR 25-2, paragraph 2-25. Garrisons choosing to install ICE kiosks on the installation network will first coordinate with the installation's Network Enterprise Center (NEC) to ensure all local requirements are met. Garrisons requiring a Certificate of Networkiness (CoN) may access the enterprise certificate posted on the Headquarters G5 Plans Directorate AKO webpage.

#### **5. Hard Copy Comment Cards.**

Hard copy comment cards create additional work for Garrison staff. Garrisons will determine whether or not they can support the workload and cost associated with hard copy cards. If Garrisons choose to maintain hard copy cards they will comply with the requirements to ensure the security of the cards and to have them input into the ICE system by a disinterested party.

#### **6. Data and Reports Access.**

Reports are available to the Site Administrator, SPMs, Reports-Only Managers and the chain of command. The DoD ICE Program Office will assign up to 5 people as non-administrative managers when requested in writing by the organization's primary ICE Site Administrator. Non-administrative managers may view comments or contact information for all of the comment cards at an organizational level. Department of Defense ICE policy requires these requests be signed by the Garrison Commander or his/her designated representative. This requirement ensures that the Commander, who is accountable for safeguarding the privacy of customers, is aware of and is the one authorizing responsible personnel to have access to potentially sensitive information. ICE Site Administrators will forward the request directly to the OSD ICE Program Office.

#### **7. ICE Manager Access via Common Access Card (CAC).**

To enhance system security, Department of Defense policy requires SPMs to access ICE via CAC/Public Key Infrastructure (PKI). ICE Site Administrators may choose to provide support to service providers who do not have CAC cards in any way that does not compromise system security.

#### **8. ICE System Misuse/Abuse.**

ICE Site administrators will ensure that their ICE site security information, contained in the special features tab on the manager's side of ICE, is current. In the case of abusive ICE comments or harassment of individuals through ICE, contact the Military Police (MP). Local law enforcement must determine if the submission constitutes harassment. If the MPs or Criminal Investigation Division (CID) determines it is harassment they will take appropriate action to resolve the issue. If a submission is invalid, a clear misuse of the system, the ICE Site Manager can remove the comment.

## **Enclosure 2, Definitions.**

Interactive Customer Evaluation (ICE). A web-based application for collecting and reporting customer feedback to determine customer satisfaction levels with the services provided by DoD facilities.

Customer. Any person authorized by the Department of Defense to receive IMCOM services. Customers are typically segmented into Soldiers, Family Members, DoD Civilians, Retirees, and contractors.

Site Manager + Comments/ICE Site Administrator. A manager, within ICE, who oversees the administration of the service providers for one or more organizations. The site manager performs several tasks, including marketing the ICE system, providing assistance to their Service Provider Managers and being the main interface between their organization and the ICE User Support Team. They have access to view all comments. No more than 4 per individual organization, and no more than 10 to include Site Managers throughout the requesting organization. Must be requested through Region to ICE User Support. NOTE: Some organizations may have a Site Manager with no comments access except for site comments. ICE User Support no longer assigns this role, but some may still remain.

Reports + Comments Manager. A manager of an ICE site with permission to view reports and comments for his/her organization. No more than 5 managers should be assigned per organization. Must be requested through Region to ICE User Support.

Service Provider Manager (SPM). A manager, within ICE, who oversees a product or service(s). The SPM will receive an email each time that a comment card is submitted for his/her service provider. This manager is required to answer all comment cards in the ICE customer follow-up feature within 3 working days for customers requesting a response. No more than 4 SPMs should be associated to any one service. No more than 10 service providers should be associated to any one SPM. Created by Site Manager.

Reports-only Manager. A manager of an ICE site with permission to view reports for his/her organization. There is no limit for these managers. Created by Site Manager.

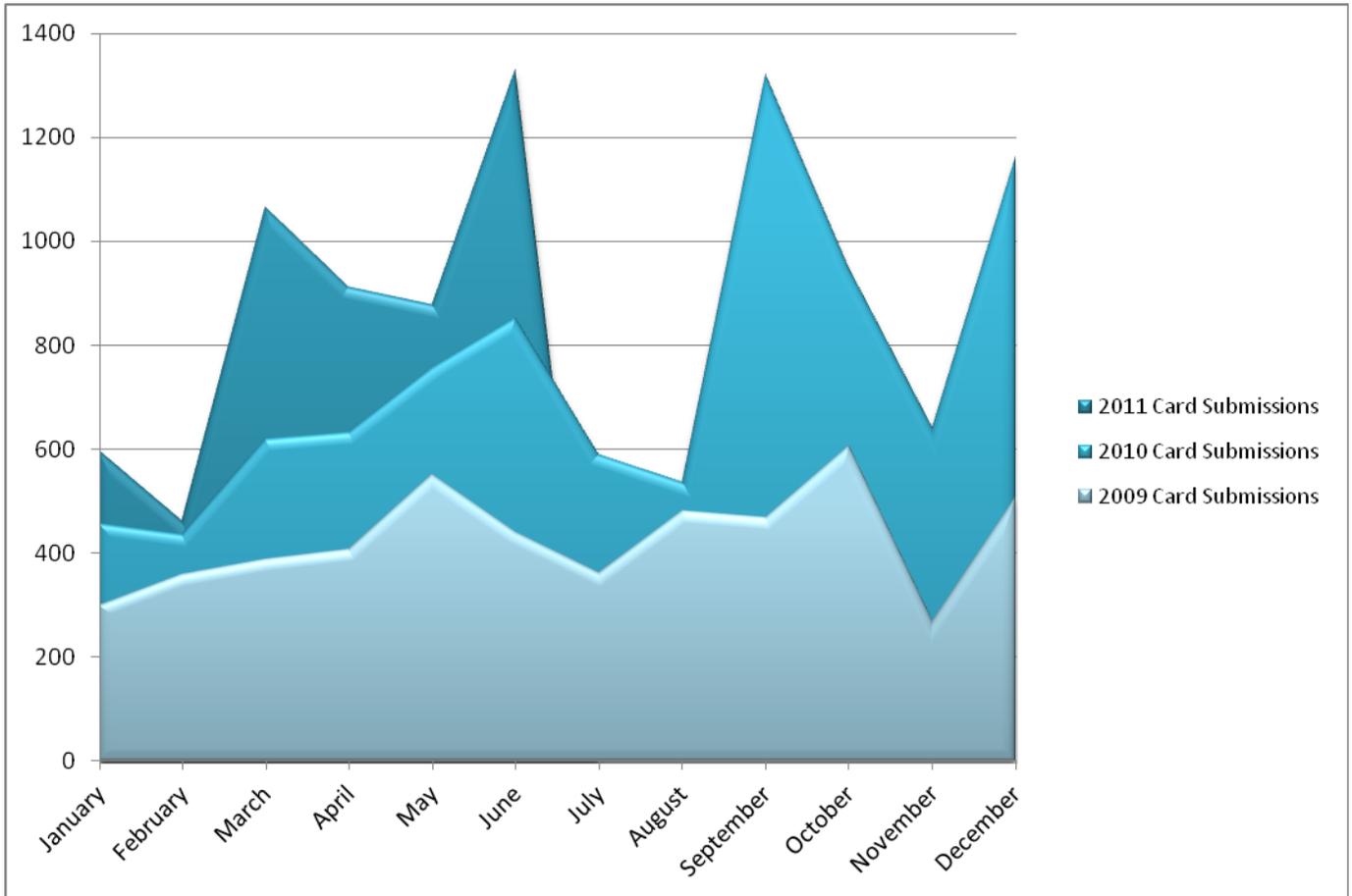
### Enclosure 3, Discretionary ICE Report Formats

The following formats are offered as examples of how ICE data may be presented. Use of the formats is discretionary.

#### Garrison Comprehensive ICE Report

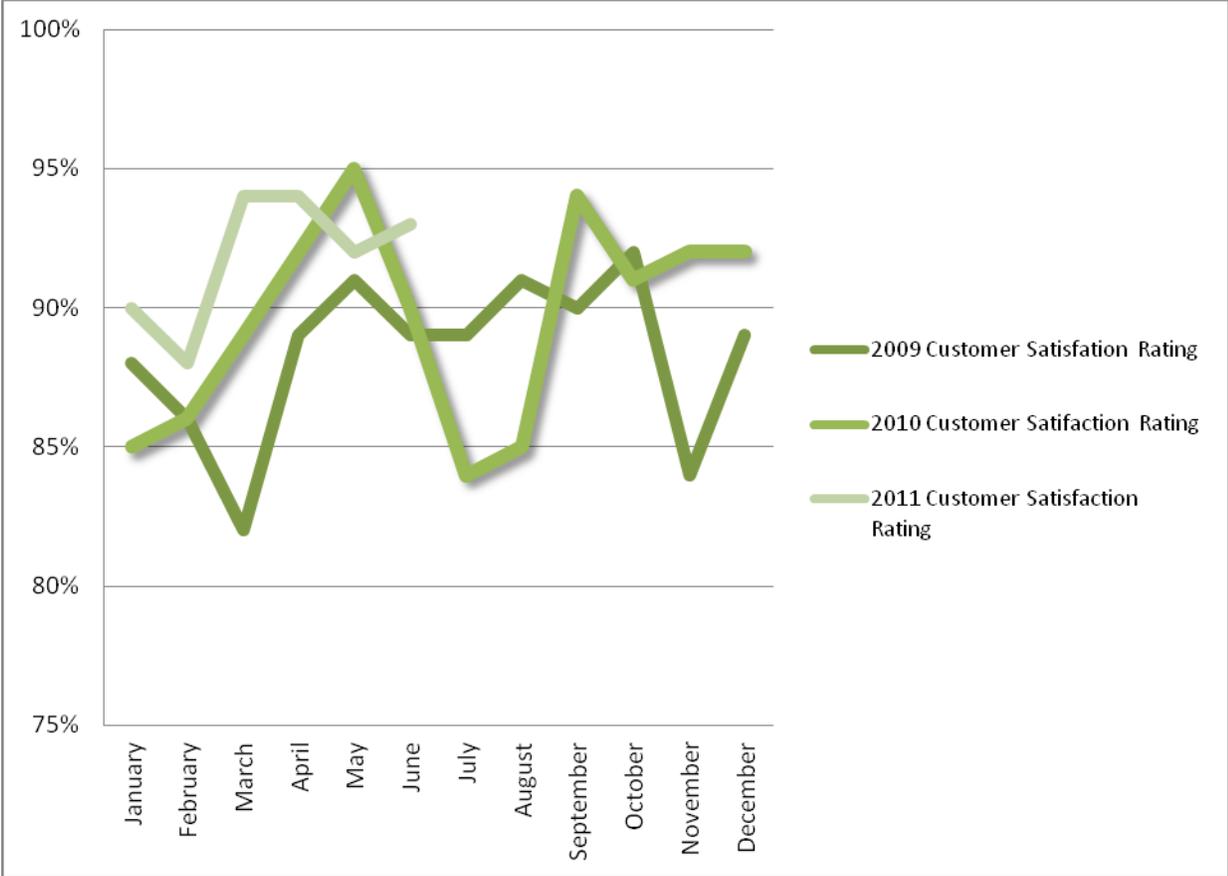
<b>JUNE 2012</b>	
<b>Usage</b>	
<b>All Submissions:</b>	1066
<b>Percent of submission increase or decrease compared to October 2010:</b>	72% 
<b>SPM Follow-Up</b>	
<b>Responses Requested :</b>	74
<b>Responses Not Provided within 3 working days:</b>	7
<i>FMWR (4), DHR (2), DOL (1)</i>	
<b>Customer Follow-Up Rate based on 3 working days:</b>	91% 
<b>Overall Satisfaction</b>	
<b>Customer Satisfaction Rate:</b>	94% 

For 2009 – 2011



**Discretionary ICE Report Formats cont.**

**Garrison Customer Satisfaction Rating for All Garrison Services  
For 2009 to 2011**



Discretionary ICE Report Formats cont.

Garrison ICE Trend Analysis



ICE Trend Analysis

Weekly Positive Remarks:

- Comment #1: Great comment left for Visitor's Center in regard to excellent customer service .
- Comment #2: Pretty detailed comment submitted to DHR- Personnel Services– in regard to automation support.
- Comment #3: Comment submitted to ACS Mob and Deployment Program for putting on the first ever boot camp for FRSA's, FRG leaders, senior advisors, volunteers and staff .
- Comment #4: Excellent comment submitted for the support of the Culinary Art Institute for their support of the boot camp .

Weekly Negative Remarks:

- Comment #1: A pretty detailed comment submitted to DES in regard to the events and actions that took place during a traffic accident .
- Comment #2: A very lengthy comment submitted by a customer in regard to their customer service experience while visiting the Health Clinic .

Garrison Top Performers:

<u>Service Provider</u>	<u>Cards</u>	<u>Sat %</u>
DOL-Ammo Supply Point	33	100%
DOL-Central Issue Facility	10	100%
DPTMS-Battle Command Training Branch	78	100%
Legal - MEB Outreach Counsel Office	11	100%

Satisfaction Percentages by Directorate:

<u>Directorates</u>	<u>Total Card Submissions</u>	<u>Satisfaction Responses</u>	<u>% Satisfied</u>
DAO	12	5	100%
DES	4	3	33%
DHR	16	15	87%
DOL	49	49	98%
DFMWR	14	13	85%
DPTMS	81	80	100%
DPW	7	6	83%
Safety	0	0	NR
PAO	0	0	NR
Religious	0	0	NR
RM	1	0	NR

UNCLASSIFIED