



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
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ARLINGTON, VA 22202-3926

SEP 13 2006

IMAH-PLD-Q

MEMORANDUM FOR ALL US Army Installation Management Agency Personnel

SUBJECT: US Army Installation Management Agency Policy Memorandum # 47,
Implementation of the Interactive Customer Evaluation (ICE) System

1. REFERENCE. Department of Defense, Interactive Customer Evaluation (ICE) System 2.2.4, Dec 04.
2. PURPOSE. To provide guidance to all Installation Management Agency (IMA) personnel on the implementation, responsibilities, and maintenance of ICE.
3. APPLICABILITY. These procedures are applicable to all personnel assigned to and/or under the operational control of IMA.
4. POLICY.

a. General.

(1) The Interactive Customer Evaluation (ICE) system is a web-based application for collecting and reporting customer feedback to determine customer satisfaction levels with the services provided by DoD facilities, obtain suggestions for improving the quality of service to all constituent groups; and identify issues affecting their well-being. This interactive customer comment card system enables Installation Management Agency to nurture a relationship with its customer base by allowing stakeholders the opportunity to submit on-line comment cards to evaluate services provided by the IMA. The system allows managers to collect customer satisfaction data in a timely manner and in a standardized format, and to take immediate remedial actions, if necessary. ICE is a convenient and efficient method to express opinions and receive feedback on how to improve programs and services, and is available from any computer that has Internet access.

(2) Electronic ICE cards are preferred. However, hard copy ICE cards should also be made available at all service delivery points for those who would like to leave written feedback without using a computer (cards should mirror the automated version). Regions and installations may add additional questions at their discretion, but should keep the number of questions to a minimum, focusing on key organizational measures.

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(3) ICE is a component of IMA's overall customer relationship management and feedback systems. It is instrumental in communicating perceptions and achieving continuous improvement in support of IMA's corporate management strategy and the Secretary of the Army's priority of providing for the well-being of the Army's Soldiers, civilians and their families. The intent of ICE is to facilitate service provider managers' (SPMs) ability to track customer feedback and improve customer service. Additionally, ICE data will be used in the Agency Performance Management Review process and Army Performance Improvement Criteria organizational assessment.

(4) ICE data supports several key processes and programs to include:

(a) The Army Performance Improvement Criteria, Categories 3 (Customer and Market Focus) and 7 (Business Results).

(b) The Well-Being 3-Tiered Feedback System being used at IMA demonstration sites, a 360-degree view of constituent well-being (individual, constituent group, and corporate - mission commanders) across the installation.

(c) The Performance Management Review process.

(d) The customer perspective of the agency balanced scorecard.

b. Proponency. The overall ICE proponent is the Office of the Secretary of Defense, Quality Management Office (OSD/QMO). HQ IMA Plans Division is the agency proponent for the ICE Policy.

(1) Region-level ICE responsibility lies within the Region Plans Offices.

(2) Installation-level ICE responsibility lies within the Plans, Analysis and Integration Office (PAIO).

c. Implementation. ICE will be implemented across the agency, as indicated in Annex B, as one element of IMA's Customer Relationship Management strategy, in support of the IMA Strategic Plan. IMA Plans Division is the lead agent for implementation. Upon establishment of an initial ICE web site, site managers should develop a promotion campaign to market the system no later than 60 days after implementation begins.

d. Use of Data. Information derived from ICE will be used to strengthen IMA's Customer Relationship Management strategy. ICE is one method of identifying specific issues requiring command attention and may be used to improve service delivery. ICE

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feedback will be used to identify promising practices and areas of performance improvement in providing quality services to IMA's constituents. However, service provider performance results may not be statistically significant unless at least 25 responses have been recorded on ICE during the dates queried. Where total numbers of customers are known, a 25% statistical sampling may be used. No policy, procedural, or resourcing decisions should be based solely on ICE feedback. To the greatest extent possible, ICE should be used in conjunction with other customer feedback instruments. If fewer than 25 responses are received, SPMs are encouraged to review their service comment questions and provide incentives and opportunities for customers to provide comments on ICE through the use of electronic and hard copy cards. Hard copy comment cards should be placed at all service delivery points.

e. Response Time. To nurture an environment receptive to the IMA Customer Relationship Management strategy, all IMA service delivery operations will use the ICE comment card system to ensure that customers receive timely feedback that address their concerns, when requested. Consequently, at a minimum, all interim responses will be provided within three working days from receipt of the card by the directorate or staff office.

(1) Customer Follow-up: SPMs receive comment cards via e-mail. Where there is more than one designated service provider, SPMs will coordinate with each other to determine who will take the necessary action. The SPM will record details of the response and subsequent actions in the customer follow-up section. All SPM's will have an alternate SPM that will be responsible for tracking ICE comments when the primary SPM is not available.

(2) Site Comments: In the event that a customer sends a comment to the ICE Site, and not to a specific service provider manager, the installation ICE Manager will inform the customer that the comment is being forwarded to a specific manager. The installation ICE Manager will then forward the comment to that appropriate manager for resolution, and annotate the action taken at the "Site Comments" screen.

f. Customer Input Sites. Computers that link directly to the ICE customer comment card site for that service will be made available in high traffic areas as technology is made available to encourage customer response and provide access to the comment card system for those customers who may not have a computer and/or access to the Internet. Installation of kiosks will not occur without prior approval from the Designated Approval Authority (DAA) for the garrison. The requiring organization will ensure that an Authority to Operate (ATO) is maintained at all times for all ICE kiosks.

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g. Data and Reports Access. Responses to questions on the customer comment cards may only be entered/changed by the SPM. Installation ICE Managers may only modify data entered in the "Site Comments" screen. Reports are available to the site administrator, service provider managers, reports-only managers and the chain of command as appropriate to their level within the organization. As ICE becomes fully utilized, installation comments on agency-wide questions will roll up to the agency.

5. PROCEDURES.

a. HQ IMA (Plans Division).

(1) Develop standardized, agency-wide questions to measure agency performance and customer satisfaction, to supplement standard ICE comments cards.

(2) Integrate ICE feedback into the Performance Management Review process.

(3) Administer the HQ IMA ICE web site, in coordination with the Office of the Secretary of Defense, Quality Management Office (OSD/QMO). HQ IMA Plans Division is the liaison with OSD/QMO to assist Regions where necessary.

(4) Coordinate training requirements with OSD.

(5) Develop and execute an agency-wide promotional campaign.

(6) Assist in soliciting the support of outside organizations and agencies (e.g., Army and Air Force Exchange Service, Defense Commissary Agency, Medical Command, Dental Activity) to integrate and adopt ICE as the primary method of soliciting customer comments across all service providers on Army installations.

b. IMA Regions (Plans Office).

(1) Develop and implement specific standing operating procedures for their Region Office and the installations they manage, within the HQ IMA guidelines contained herein.

(2) Represent the region at meetings, conferences, and seminars when ICE and/or the Customer Relationship Management strategy are discussed.

(3) Provide administrative and technical assistance to Installation ICE Managers, to include supplemental training, as requested.

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(4) Serve as a liaison between HQ IMA, OSD, and the installation.

(5) Coordinate ICE training requirements for the region, and submit to HQ IMA, as required.

c. Garrisons (Plans, Analysis and Integration Office).

(1) Monitor installation ICE site and evaluate service provider performance.

(2) Promote the use of the ICE site to gauge satisfactory service levels for all installation service providers.

(3) Enforce three-working-day response time to customers who request a reply from the service provider manager.

d. Installation ICE Site Managers.

(1) Maintain the ICE site for the installation. Monitor the ICE site for errors, out-dated information, and consistency of service provider data.

(2) Add/delete service providers and managers, as required.

(3) Troubleshoot user issues.

(4) Forward unresolved issues to the appropriate Region ICE Site Manager for resolution.

(5) Develop reports on installation/community service providers as needed to assist in maintaining quality service levels.

(6) Promote the use of the ICE Site to improve service quality and timely customer service responses.

(7) Train service provider managers and other ICE users (such as those with reports only access) on ICE use.

(8) Monitor email daily to review Site Comments. Enter actions taken at the "Site Comment" screen, as specified in paragraph 4e(2).

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e. Service Provider Managers.

(1) Monitor email daily to ensure customer comments are responded to within three working days (for customers who request a response). Response data must be entered in the ICE Manager Customer Follow-Up area of the automated card.

(2) Resolve issues that may not require a customer response but may affect customer satisfaction if not resolved.

(3) Ensure questions or event comments added to the service provider information areas are grammatically correct to obtain the desired results.

(4) Ensure questions added are kept to a minimum to allow the customer to submit information in a timely manner.

(5) Ensure service provider data is current.

(6) Promote the IMA ICE Program to provide better customer service.

(7) Maintain sufficient ICE customer comment cards in service provider areas, making them available to customers. Hard copy cards will mirror the standard comment card and should supplement the automated system where a kiosk is not available.

(8) Define automated data program hardware requirements and determine location, placement, and security.

(9) Implement the appropriate information assurance measures to safeguard the integrity of the hardware, software, data, and network.

(10) Resource and acquire equipment for kiosks.

(11) Obtain and maintain accreditation IAW DoD Information Technology security Certification and Accreditation Process (DITSCAP) and local policy for kiosks.

(12) Coordinate with supporting DOIM for installation and connectivity for kiosks IAW local policy.

f. Directorate or Organizational Supervisors.

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

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(2) Maintain ICE customer comment card boxes in areas where a kiosk is not appropriate. Directors or organizational supervisors will determine the required boxes to support high volume service areas.

(3) Designate an individual to collect ICE comment card responses at the directorate or organizational level and input data into the ICE system. Cards will be collected at least twice weekly to meet the three-day response time suspense to customers.

(4) Monitor information, comment cards, and satisfaction level ratings.

(5) Ensure listings of service provider managers are current and report any changes to the ICE site administrator or manager for update.

g. Directorate of Information Management.

(1) Budget and execute connectivity requirements based on work orders submitted.

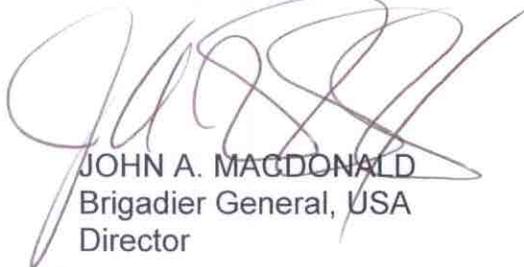
(2) Provide network connectivity and customer access to the ICE Web Site.

(3) Provide reutilized equipment to satisfy customer requirements for terminal/kiosks, as submitted on Installation Technical Requests.

6. PROPONENT. The Plans Division is the proponent for this IMA policy. POC is the IMA ICE Program Manager, 703-602-4398 or DSN 332-4398.

3 Encls

1. Annex A - Definitions
2. Annex B - Implementation Plan
3. Annex C - Points of Contact



JOHN A. MACDONALD
Brigadier General, USA
Director

ANNEX A

DEFINITIONS

Customer Relationship Management (CRM). A strategic approach in managing all interactions between an organization and its customers (internal/external) in an effort to help the organization achieve its overall mission.

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

Reports-only Managers. A manager of an ICE site with permission to view reports for their organization.

Service Provider Managers. A manager, within ICE, who oversees a product or service. This type of manager will receive an e-mail each time that a comment card is submitted for their service provider.

Site Manager. 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.

Well-Being Demonstration Site. An installation designated by HQ IMA to establish the organization, processes, and feedback mechanisms to implement community well-being as a proof of principle for Army-wide implementation.

ANNEX B

ICE IMPLEMENTATION PLAN

1. HQ IMA Plans Division will coordinate implementation of ICE with the appropriate staff. The initial objective is to get basic ICE measures online for each installation. Concurrent with initial implementation, Plans Division will coordinate appointment of Site Managers to coordinate the initial implementation effort. DoD will provide training for Site Managers.
2. HQ IMA Plans Division will determine goals, objectives, and action plans for phased implementation and standardization of ICE across the agency, including standardized agency-relevant questions. This will not preclude regions or installations from including additional questions of their own.
3. HQ IMA Plans Division will coordinate directly with OSD to coordinate and establish scheduling for obtaining an ICE web site, and to provide a volume of Army requests for ICE training consistent with the capability of OSD to support. Individual requests provided to OSD will be referred to HQ IMA Plans Division for processing prior to OSD acceptance of the requests.
4. Advance preparation of an all-inclusive site matrix by trainees is critical to obtain maximum benefit from the OSD training. HQ IMA Plans Division will provide the trainee with a copy of the IMA ICE Policy and a list of the standardized questions to be used for each service before the trainee goes to the training. This will allow the trainee to develop their web site in accordance with IMA policy while at the training site. Any follow-on training will be the responsibility of individual site administrators. Difficulty in accomplishing required training should be reported through the appropriate Region to the HQ IMA ICE Program Manager.
5. Once full implementation of all sites is complete, installation and Region site administrators are responsible for ensuring that sites remain active and current.
6. OSD will provide overall data (and data access) for Army-wide ICE statistics to IMA. Any reporting initiated by IMA to the senior Army leadership will be done in a coordinated fashion.

ANNEX C

POINTS OF CONTACT

	LNAME	FNAME	PHONE	EMAIL
HQ IMA	Gibson	Laurie	(703) 602-4398 DSN 332-4398	laurie.gibson@hqda.army.mil
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