

**BY ORDER OF THE COMMANDER  
JOINT BASE ELMENDORF-  
RICHARDSON**

**JOINT BASE ELMENDORF-  
RICHARDSON INSTRUCTION 34-101**

**17 OCTOBER 2023**

**Services**

**ICE PROGRAM**



**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This publication implements Department of the Air Force Policy Directive (DAFPD) 34-1, *Department of the Air Force Services*, and is used in conjunction with the Interactive Customer Evaluation (ICE) Service Provider Manager User Guide Version 2.3.3. It provides guidance to all Joint Base Elmendorf-Richardson (JBER) personnel on the implementation, responsibilities, and maintenance of the ICE program. It applies to ICE Service Provider Manager(s) (SPM) and all personnel assigned to and/or under the operational control of the JBER Installation Commander to include the Army and Air Force Reserve. This instruction does not apply to the National Guard nor its members. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility, using DAF Form 847, *Recommendation for Change of Publication*. Route the DAF Form 847 through the appropriate chain of command. This publication may be supplemented, but all supplements must be routed to the Office of Primary Responsibility of this publication for coordination prior to certification and approval. Compliance with this instruction cannot be waived. See [Attachment 1](#) for Glossary of References and Supporting Information.

*SUMMARY OF CHANGES*

This instruction has been updated to include format changes IAW new publications guidance, updating roles and responsibilities of the CSO, office symbols, references, and acronyms, and change of the product title from 673ABWI to JBElmendorf-RichardsonI as it pertains to all of JBER.

## 1. ICE Program Overview:

1.1. **Electronic System.** The ICE system is a web-based application used to collect and report customer feedback and is the preferred method for use. It is used to determine customer satisfaction levels of services provided by Department of Defense facilities, obtain suggestions for improvement of services, and identify issues affecting customer service. This interactive customer comment card system enables JBER to facilitate relationships within its customer base. The ICE system allows installation stakeholders the opportunity to submit online comment cards and provides SPMs the ability to collect customer satisfaction data in a timely manner and in a standardized format. Supervisors are provided the tools to take immediate remedial actions, if necessary. The ICE system is a convenient and efficient means available to access service information, express opinions, and receive feedback on program and service improvements. It is available from any computer that has Internet access.

1.2. **Manual Cards.** Hard copy ICE cards will be made available at all service delivery points for those preferring to leave written feedback. Hard copy cards should mirror automated versions and must include the six mandatory questions the Department of Defense requires. Commanders/Chiefs of organizations may add additional questions at their discretion yet should keep the number of questions to a minimum, focusing on key organizational measures.

1.3. **Customer Feedback.** The ICE system is a component of JBER's overall customer relationship, management and feedback system. It is instrumental in communicating perceptions and achieving continuous improvement in support of JBER's management strategies, and providing for the well-being of the community. The intent of ICE is to facilitate the SPMs' ability to track customer feedback and improve customer service.

## 2. Responsibilities:

2.1. Squadron Commanders and Wing Staff Agency (WSA) Chiefs will:

2.1.1. Appoint an SPM to be responsible for managing online comments, and the collection and input of hard copy comment cards into ICE for the services their respective organization provides.

2.1.2. Ensure all service areas have an identified ICE comment box and comment cards for customer use.

2.1.3. Ensure SPMs are using ICE and place the link to their comment card in their e-mail signature block.

2.1.4. Ensure all SPMs complete ICE training.

2.1.5. Discuss ICE activity during regular staff meetings.

2.1.6. Explore the feasibility of establishing an ICE incentive award program, e.g., granting an employee 4 hours of time off, presenting them with a group coin, or an internal certificate, etc. The 673d Air Base Wing (ABW) recognizes exceptional providers once a month and at the Community Action Council. Recipients include one individual award and one team award. The 673d Air Base Wing Customer Service Officer (ABW/CSO) will present signed certificates to the organization to disseminate to recipients. Organizations may also recognize employees for a job well done.

2.1.7. Forward SPM appointment memos to the 673 ABW/CSO to ensure prompt updates of ICE accounts.

2.1.8. Ensure SPMs observe the 72-hour (3 business days) working requirement for response to customers and annotate the follow-up in ICE.

2.1.9. Use ICE reports to identify necessary changes in customer service and/or operational processes.

2.1.10. Submit better business practices through the 673 ABW/CSO.

2.1.11. Use the template provided by the 673 ABW/CSO to reproduce ICE comment cards and maintain comment card boxes in areas where personal computers are not cost effective or otherwise impractical.

2.1.12. Ensure SPMs transcribe hard copy comment card information into the ICE System within seven business days.

## 2.2. SPMs will:

2.2.1. Monitor e-mails daily to ensure customer comment responses are completed within a 72-hour period (3 business days) for comments requiring responses. Response data must be entered in the customer follow-up section of the system's ICE manager tool.

2.2.2. Address areas that may not require a customer response yet may affect customer satisfaction if unresolved.

2.2.3. Ensure questions or event comments added to the service provider information areas are sufficient enough in context and grammatically correct to obtain the desired results.

2.2.4. Ensure additional questions are kept to a minimum, allowing customers to submit information in a timely manner.

2.2.5. Ensure service provider data is accurate and current.

2.2.6. Promote the ICE program to provide a better quality of service to customers.

2.2.7. Ensure an ICE box is established and maintain a sufficient amount of hard copy ICE customer comment cards, making them available to customers when a personal computer is not available. Return hard copy comment cards to the 673 ABW/CSO within seven business days.

2.2.8. Use ICE as the main customer feedback mechanism for gathering customer feedback, versus dissemination of surveys generated internally.

## 2.3. The 673 ABW/CSO will:

2.3.1. Monitor ICE sites for errors, outdated information, and consistency of service provider data.

2.3.2. Add and train new service providers and SPMs, as required.

2.3.3. Troubleshoot user issues.

2.3.4. Forward unresolved site or software issues to the Office of the Secretary of Defense, Quality Management Office, with "ATTN: ICE Site Administrator", for resolution.

- 2.3.5. Prepare reports on installation/community service providers to assist in maintaining quality levels of service.
- 2.3.6. Brief statistics at the JBER Community Action Council.
- 2.3.7. Use ICE information as an additional tool to assess delivery and quality of services.
- 2.3.8. Promote the use of installation ICE sites to improve quality of service and timely response to JBER customers.
- 2.3.9. Conduct customer service training for services requesting assistance in increasing their ICE satisfaction rates.
- 2.3.10. Monitor ICE sites for customer satisfaction levels.
  - 2.3.10.1. Track negative customer responses and SPM follow-ups for resolutions in the 72-hour (3 business days) working requirement for response requested.
  - 2.3.10.2. Prepare weekly reports that are submitted to the 673d Air Base Wing Deputy Commander (ABW/CD), the 673d Air Base Wing Executive Director (ABW/CA), and group and squadron commanders.
- 2.3.11. Prepare monthly reports based on statistical data from ICE site reports. Ensure reports are distributed to 673 ABW/CD, 673 ABW/CA, and Group Commanders.

DAVID J. WILSON, Colonel, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DAFPD 34-1, *Department of the Air Force Services*, 20 June 2023

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

ICE *Service Provider Manager User Guide* Version 2.3.3

***Prescribed Forms***

None

***Adopted Forms***

DAF Form 847, *Recommendation for Change of Publication*.

***Abbreviations and Acronyms***

**AFPD**—Air Force Policy Directive

**ICE**—Interactive Customer Evaluation

**JBER**—Joint Base Elmendorf-Richardson

**SPM**—Service Provider Manager

**WSA**—Wing Staff Agency

***Office Symbols***

**ABW**—Air Base Wing

**ABW/CA**—Air Base Wing Executive Director

**ABW/CD**—Air Base Wing Deputy Commander

**ABW/CSO**—Air Base Wing Customer Service Officer