



DEPARTMENT OF DEFENSE
WASHINGTON HEADQUARTERS SERVICES
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PLANNING AND
EVALUATION

JUL 01 2007

MEMORANDUM FOR Existing and Potential Users of the ICE System

SUBJECT: Interactive Customer Evaluation (ICE) System Policy

References:

- (a) ICE Manager Introduction Guide
- (b) ICE Manager User Guides
- (c) ICE Survey Policy
- (d) DoD Web Site Administration Policies & Procedures (11/25/1998) including all updates (01/11/2002)

1. **PURPOSE**

The purpose of this document is to provide policy guidance related to the implementation, support and use of the ICE system.

2. **APPLICABILITY**

This Policy:

- 2.1. Applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all the organizational entities in the Department of Defense (hereafter referred to collectively as the "DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.
- 2.2. Identifies the roles and responsibilities of the Interactive Customer Evaluation (ICE) Program Office and the users of the ICE system.

3. **DEFINITIONS**

See Enclosure 1: Definitions

4. **POLICY**

4.1. **Introduction**

The ICE system is a web based set of tools for collecting customer feedback from authorized DoD users via online comment cards. It is also a web based set of tools for authorized managers of those services to view the results of the customer submissions and perform other tasks related to maintaining comment cards for those services. ICE is a continuous feedback system based on comment cards rather than actual surveys. (See Enclosure 2 for a comparison of comment cards



and surveys)

4.2. Purpose of the ICE System

The purpose of the ICE System is to enable DoD organizations to collect feedback about the products and services that they provide so that those services and products may be improved upon to meet customer expectations. The ICE system and the feedback collected **MUST NOT** be used for any of the following purposes: gathering data that is un-related to the products or services which that organization provides, conducting employee surveys, conducting organizational assessments, rating or ranking employees, determining salary and employment actions, or determining contract compliance.

4.3. Areas of Responsibility

Responsibilities for implementing and maintaining the ICE System are divided between the ICE Program Office and the organizations utilizing services on the ICE system.

4.3.1 ICE Program Office

The ICE Program Office is responsible for maintaining the ICE applications, arranging for the hosting of the ICE servers and web sites, and providing general system level oversight. The ICE Program Office is also responsible for providing certain limited implementation and support services and training to the organizations that utilize ICE as a tool to collect feedback for their services.

4.3.2 Requesting Organization

The utilizing organization is responsible for creation/maintenance of comment cards for the services they provide and for performing other tasks related to their implementation and use of the ICE system. The requesting organization is responsible for the actions of all managers designated by the organization's command. The requesting command is responsible for determining the access level that each manager should have.

4.4. Key User Roles In ICE

There are certain *key roles* for managers of the organizations within the ICE application. The main manager roles outlined in this policy are the primary, organizational level administrative manager, the direct level service provider manager and the organizational level reports manager. The primary organizational administrative manager (ICE Site Manager) will be the main point of contact within the requesting organization for ICE related issues pertaining to that organization. A limited number of other organizational administrative managers may also be assigned as backups to the primary, organizational manager. The direct level manager (ICE Service Provider Manager) for the service provider will be the main point of contact for a specific comment card and is the person responsible for responding to customer feedback for that service. The organizational level reports manager is only given access to view reports for the organizational level to which she/he has been associated. Users of the ICE manager application may only perform those functions for which they have been authorized. However, certain roles may also need to be approved by the ICE program director.

4.5. Privacy and Anonymity of Comment Card Submissions

4.5.1 Anonymity

ICE comment card submissions are intended to be anonymous; the entry of contact information is optional. The submitter is not required to provide any contact information

unless they request a response. If the submitter does not provide a valid telephone or email address, the manager may not be able to respond to the submitter. ICE does not purposely track or log information (e.g. name, USERID, etc.) about the individual submitter except for the information that is provided as contact information or as comments on the comment card by the submitter. The submitter is not required to login or otherwise identify themselves to ICE to submit a comment card.

4.5.2 Collection of User Session Information

ICE may collect and store information about the submitter's internet session (e.g. IP address, session ID, browser type, etc.). This system information is used to aid user navigation, prevent duplicate submissions or to research misuse/abuse of the system, potential threats or criminal activity. Session information such as IP addresses are not provided to persons outside of the ICE Program Office unless the submissions are involved in an on-going law enforcement investigation or reflect a credible threat or significant misuse of the system. ICE will not provide IP addresses and other such information to ICE managers, their commands or others unless specifically deemed appropriate by the ICE Program Director based on this policy.

4.5.3 Request for User Session Information

If an ICE manager or their command feels that a submission reflects a crime or other similarly serious legal issue, the command should contact their local law enforcement officials and provide the associated details to the office for further investigation. If law enforcement officials need additional information they should contact ICE Program Office directly. The ICE Program Office will work with law enforcement to provide appropriate information. If an ICE manager or their command feels that a submission or set of submissions reflects a significant misuse or abuse of the system, they should contact their local primary organizational level administrative manager. The primary organizational administrative manager should contact the ICE Program Office who will research the situation and respond based on the policy and ICE Program Director guidance as appropriate. All requests for session or submitter information must be in writing and submitted to the ICE Program Director. All requests for session or submitter information will include the investigation case number and be signed by the appropriate law enforcement official with direct oversight of the investigating officer.

4.5.4 Text Comments Access Restrictions

Access restrictions are placed on text comments and contact information within the ICE applications based on user role. Only managers assigned the appropriate permissions will have access to comments or contact information in reports and other parts of the ICE application. Only direct level managers for a specific service provider are allowed to see comments without a special permission request. Requests for access to text comments for an organizational level must be submitted in writing and be signed by the manager's command for approval by the ICE Program Director. Only those managers who are responsible for responding to customers or addressing the issues in the submissions should view comments or contact information. Managers should not view comments and contact information unless they are willing and authorized to take the appropriate action required based on the submission.

4.5.5 Command and User Responsibilities

The requesting organization command takes full responsibility for the viewing and distribution of any submission information (comment, etc.) by all designated managers under their control. The requesting organization command must consider the impact of each manager that they authorize to see comments and contact information. The command must limit the number of individuals that it authorizes to view comments and contact information to those who have a legitimate need to access such information. Each person with access to ICE gathered information is responsible for protecting and controlling distribution of that information. While customers should not submit comments with personal information, managers with access to comments should protect them as if they could contain such information. Managers should not use the contact information or comments as a means to track down an individual for the purpose of retribution or retaliation. Persons who view and/or use comments or contact information in an inappropriate or unauthorized manner assume the consequences for violations to privacy and their legal and monetary impacts.

4.5.6 Consent to Monitoring

The ICE Program Office reserves the right to monitor any connection made to its servers for the purpose of protecting the system from hacking/attack or tracking abusers of the system and preventing such abuse in the future. By using the ICE system, all users are consenting to monitoring. The ICE Program Office may monitor or research submissions that are flagged as profane or harmful, or are otherwise brought to their attention as a potential problem. The ICE Program Office may contact organizations to notify them of potential misuse and to request assistance with preventing such misuse or determining patterns of misuse. However, the responsibility for reviewing submissions and taking appropriate action based on those submissions rests with the organization's command.

4.6. ICE Implementation, Administration and Maintenance

4.6.1. Implementation Request Process

Requesting organizations that fall under another organization that is already implemented in ICE should request implementation through the organizational administrative manager of the previously implemented parent organization. Depending on the scope of the new organization, this may be implemented as an update to the existing organization rather than a new organizational implementation. If the requesting organization does not have such a parent organization already in ICE or if the scope of the organization is large, then a separate implementation request must be processed. The requesting command is responsible for completing and submitting an appropriate request form to have their organization implemented in the ICE system and to have their primary designated manager be given appropriate access to the ICE system. The request will include information about the requesting organization, the intended scope of the implementation, the intended purpose for collecting the feedback, the organization's structure, and point of contact information. The ICE Program Office will make the request form available to organizations requesting to be established in the ICE system. Requests for new implementation and major re-configuration will be placed in a queue and will be processed by the ICE Program Office in the order of receipt based on resource availability. There is currently no charge for basic implementation services. Requesting organizations that do not fall under an existing ICE organization, with an active organizational administrative manager, must designate a point of contact to act as their organizational administrative manager and should commit to implementing a minimum

of three (3) service providers (comment cards). Special requests such as implementing a separate site page may entail higher minimal requirements. The requesting organization must also commit to getting appropriate ICE manager training for their primary organizational administrative manager.

4.6.1.1 Permissible Organization Types- Only DoD organizations may implement or request to implement comment cards for their services in the ICE system. Commercial entities may not directly utilize the ICE system to collect feedback on their commercial services. However, a DoD organization that has a contract with a commercial entity may set up cards to collect data about the services provided by the commercial entity to the customers of the DoD organization. Results/reports from such collection would be available to the DoD organization rather than the commercial entity. DoD organizations may not collect feedback on a commercial entity's services unless the requesting DoD organization has a contractual relationship with that commercial entity or otherwise has the permission of that entity to collect feedback on its services.

4.6.1.2 Inter-Organization Mediation- The ICE Program Office does not provide mediation or liaison support between commercial entities and DoD organizations or between multiple DoD organizations. If there is a dispute between two parties pertaining to the collection of ICE comment card submissions, the ICE Program Office will continue to maintain and provide support to the initiating organization, until the issue is resolved or the ICE Program Office receives a request to cease collection of comment card submissions by the actual owner of the service.

4.6.2. Manager Setup

4.6.2.1 Assigning Organizational Administrative Manager- As part of the initial implementation, ICE Program Office will set up an account for the designated primary organizational administrative manager. This account will provide the designated manager access to set up his/her organization's service providers, service provider level managers and perform other tasks related to his/her organization's comment cards. The requesting organization's command must give the designated primary organizational administrative manager the appropriate authority to perform the tasks and responsibilities of that position. Subsequent requests for organizational administrative manager access must be submitted in writing by the organization's primary organizational administrative manager. The request must be signed by the appropriate level in the requester's command. Each such request must be approved by the ICE Program Director. No more than four (4) organizational level administrative managers can be assigned to any individual organization. No more than ten (10) organizational administrative managers can be assigned to the requesting organization's organizations in total.

4.6.2.2 Assigning Special Non-Administrative Managers- The ICE Program Office must assign the role required for a non-administrative manager to view comments or contact information for all of the comment cards for an organizational level. Requests for access to comments and/or contact information for the comment cards for an organizational level must be submitted in writing by the organization's primary organizational administrative manager. The request must be signed by the commander or her/his appropriate designee. Each such request must be approved by the ICE Program Director. No more than five (5) non-

administrative managers may be given access to see comments via reports for an organizational level. No more than five (5) non-administrative managers may be given access to see contact information via the follow-up feature for an organizational level.

4.6.2.3 Assigning Subsequent Lower Level Managers- The primary organizational administrative manager is responsible for assigning other managers directly to individual service providers and for assigning certain organizational level roles to other managers. The designated manager should be authorized by his/her command to assign a particular person to a particular access role. The requesting organization's command is responsible for the access that each of their personnel is given. No more than four (4) managers should be assigned directly to any service provider/comment card. No manager should be directly assigned to more than 10 service providers. The ICE primary organizational administrative manager (and his command) is responsible for ensuring that the appropriate managers are receiving the feedback for their comment cards. Managers who leave or who no longer need access to ICE will be removed by their primary organizational administrative manager as soon as the access is no longer needed.

4.6.2.4 Restricting Access to Lowest Level- Each manager should be given the lowest level access that allows them to meet their assigned tasks. A manager will not be given a higher level of access than appropriate (especially just to circumvent the restrictions on another role). For example, a role of organizational administrative manager will not be assigned to anyone who does not need to administer comment cards or managers, just so they can see comments. Changes in primary organizational administrative managers or other special privileged ICE managers should be reported to the ICE Program Office as soon as possible.

4.6.3. Organizational Structure Setup

4.6.3.1 Setup Responsibilities-The ICE Program Office will set up the requesting organization's organizational structure in the ICE system based on approved request form, input from the requesting organization and the standard configurations for similar organizations already in ICE. The requesting organization is responsible for providing the appropriate organizational structure information. The requesting organization is also responsible for confirming that the submitted organizational structure complies with the standards from their chain of command.

4.6.3.2 Separate Organizational Chains for each Owner Organization- A separate organizational chain will be created for each appropriate set of service providers. Service providers/comment cards must be associated to the organization that actually owns or controls them. Comment cards for services owned by one organization should not be added under another organization even if the second organization has "interest" in the service provider's results. For example, medical services should be associated to the medical chain rather to a garrison organization. The requesting organization may only request set up of their organization within ICE. Third-party set up of another organization's structure requires written permission from the owning organization.

4.6.4. Site Page Setup

The ICE Program Office will create a new site page or utilize an appropriate existing site page on which links to the requestor's comment cards will be displayed. A new site page will not be created unless the requesting organization commits to implement and maintain at least five (5) valid service providers to be displayed on that site. The requesting organization must implement the greater of the minimal number of service providers indicated above or at least twenty-five percent (25%) of the number of service providers indicated on their request form before a new site will be enabled. Site pages that do not maintain a minimal number of service providers may be removed at the discretion of the program office.

4.6.4.1 Based on Physical Location of Services - ICE site pages will be created based on the physical location of the service providers. If an organization's services are provided on a particular base or facility, the requestor's service providers will be associated to the ICE site web page for that physical location. ICE site names (i.e. base/facility names) should be based on the DoD Base Structure Report.

4.6.4.2 Multiple Organizations on a Single ICE Site- If an appropriate ICE site page already exists for the service providers of the requesting organization, the existing site will be used and a new site will not be created. Comment cards for several different organizations may be associated to an ICE site page. A site page may reflect services from primary and tenant organizations. The ICE primary organizational administrative managers for an organization have access to add and maintain the service providers/comment cards owned by their organization. They do not control the actual ICE site pages. The primary organizational administrative manager for one organization may not prevent another organization from associating their comment cards to that site if such setup is appropriate.

4.6.4.3 Site Logos, Links and Text- The primary organizational administrative managers for the primary requesting organization are responsible for providing logos, links, text, etc. that will be displayed on the associated ICE site page and ensuring that such links, logos or text are appropriate. The logos on each ICE site page should reflect the site as a whole rather than a specific organization at that location or site. Links to commercial entities and groups that are not related to the services provided may not be added to ICE site pages. ICE does not endorse any commercial entity. Since links to commercial web sites may be seen as endorsements for the commercial entity, such links are not permitted. All links added to the site pages should reflect information about the site or the services provided at the site by DoD entities.

4.6.5. Service Provider / Comment Card Setup

The organization's designated organizational administrative manager is responsible for adding and maintaining the service providers/comment cards for their organization. The primary organizational administrative manager is only authorized to add or maintain service providers that are owned and controlled by their organization. He/she cannot add comment cards to collect data about products/service that their organization does not own/control unless they have specific written permission to collect such feedback. The designated primary organizational administrative manager (and his command) is responsible for the content of each service provider/comment card under their control. Guidance of upper command levels that control their service should be sought and followed. The primary

organizational administrative manager should periodically review the service providers under their control to confirm that their comment cards are configured appropriately. The primary organizational administrative manager should correct or disable inappropriate service providers. The primary organizational administrative manager should contact the ICE Program Office for changes beyond his/her access level.

4.6.5.1 Appropriate Comment Card Content- The information displayed and requested via service provider/comment card pages (which are displayed on the ICE customer application) must be appropriate for a publicly accessible web site. The requesting organization is responsible for reviewing the comment cards for their organization and ensuring that the information displayed on their cards is compliant with DoD directives and instructions including DoDD 50230.9 and DoDI 5023.29 in regards to posting information on public access web sites. No classified/sensitive information or information that could impact safety or security may be displayed on and/or be requested via the comment card. No FOUO information may be displayed on and/or be requested via the card. No personally identifiable information may be displayed on and/or be requested, except for limited contact information, such as name, telephone number and/or email address. Entering such contact information must be optional. Demographics questions should be limited and should not narrow the data down to a small set of the population. The comment card may not be used as a means to collect demographics information that is available from other sources.

4.6.5.2 Comment Card Questions- The standard DoD questions appear on every comment card and may not be removed or modified. The organizational administrative manager or appropriate authorized direct level service provider manager may add questions to their comment cards. The number of additional questions should be kept to no more than ten (10) to avoid impacting the response to the comment card. Once a service provider specific question is added, it can be removed but cannot be modified. The requesting command is responsible for ensuring that their comment cards are appropriate and correct. The requesting command is responsible for confirming that the cards created are appropriate and meet the naming conventions set forth by their higher commands. The requesting command is responsible for confirming that their service providers/comment cards are associated to the appropriate organization, functional category, etc. so that their results will roll up on the reports appropriately

4.6.6. User Training

The ICE Program Office will provide training to the designated primary organizational administrative managers. The ICE Program Office will only provide training to the new primary organizational administrative manager and up to one backup in conjunction with ICE implementation. Requests for more than two managers to attend initial training would require special approval. The ICE Program Office may provide training to existing primary organizational administrative manager after initial setup when feasible. The requesting organization must commit to their organizational level administrative manager getting ICE training. The primary organizational administrative manager should attend ICE training prior to ICE implementation completion. The requesting organization will need to request all training by submitting the appropriate request form. Classes will be filled in the order that the individual's request is received and approved. The date of training will be determined by the number of available seats in the predefined classes and the number of requests received. The standard hands-on organizational administrative manager training will be provided at the

ICE Program Office located in Arlington Virginia. Currently, the standard primary organizational administrative manager training is provided to the primary organizational administrative managers at no charge. The ICE Program Office does NOT pay for any attendee travel expenses or per diem charges. The primary organizational administrative manager is responsible for training all other managers within his/her organization.

4.6.7. User Support

The ICE Program Office will provide direct user support for the designated primary organizational administrative manager for each implemented organization only. This includes responding to calls to the user support phone and user support email account during ICE Program Office business hours (8:30 – 17:00 Eastern Time) as resources permit. There is currently no charge for basic user support provided by ICE Program Office to designated ICE primary organizational administrative managers. The designated primary organizational administrative manager (or their representatives) is responsible for providing user support to the other managers at their organization and addressing local customer questions.

4.6.8. Marketing and Promotion

ICE is a passive system. Customers come to the web site when they wish to make a comment about a service. It is important that each command inform their customers that they may provide feedback via ICE. The organization's primary organizational administrative manager (and/or his command) is responsible for marketing the use of ICE system and otherwise informing their customers of its availability. The ICE Program Office may provide, to the primary organizational administrative manager, sample marketing materials when available. Managers may provide customers with links to their sites and comment cards via their email signature blocks, other web sites and other means. However, the ICE Program Office is not responsible for providing support for implementing or utilizing such means.

4.6.9. Special Customer Access and Feedback Collection

The ICE system is intended to allow individual customers to submit individual comment cards from any location with internet access. This includes but is not limited to the customer's office desktop, home PC or other location. However, local managers may choose to provide alternative methods for their customers to provide feedback.

4.6.9.1 ICE Multiple Submission Mode- This feature within the ICE manager application will allow managers to handle special submission entry tasks within ICE. The feature is specifically for authorized purposes only and should not be used as the primary means of collecting comment cards from the service provider's population. By initiating the multiple submission mode the manager is taking responsibility for the submissions entered during that multiple submission session. Information about the initiating manager and the specific session will be recorded. This feature is a part of the ICE web application and is separate from any hardware or software mechanism to enable (or restrict) customer to access the internet or any manual process to collect feedback.

4.6.9.2 Kiosks- An organization may choose to provide access to a common PC or specially configured kiosk hardware system as a means for their customers to access the

internet and their sites and cards on ICE. The purchase/acquisition of hardware and/or software to support kiosk arrangements is the responsibility of the individual organization or base. The ICE Program Office will not provide hardware, software or funds for kiosks. The setup, configuration and security of such a kiosk or common PC are the responsibility of the local ICE primary organizational administrative manager and/or the local base system/network administrators. ICE Program Office will not provide direction or support for kiosk hardware or software.

4.6.9.3 Paper Comment Cards- If access to the on-line comment card system is not feasible, the requesting organization may choose to provide paper comment cards to their customers as a means to collect feedback to be entered later into the on-line ICE system by a manager with appropriate authorization. This reflects a manual data entry process by the organization. No import, scanning process or tool will be made available by the ICE Program Office. Development, re-production and collection of paper comment cards are the responsibility of the organization utilizing them. The requesting organization is responsible for matching the questions on their paper card to the online card in ICE. All paper comment cards should be an exact replica of the questions on the on line ICE comment card. The ICE staff will not provide support of any kind for paper card collection and/or entry.

4.6.10. Comment Card Submission Review and Response

4.6.10.1 Responding to Submissions- Each manager directly associated to a service provider/comment card (i.e. service provider manager) is responsible for reviewing each submission made for that comment card. Each direct level manager will be notified via email as each submission is made to their comment card. They can also view information related to submissions for their comment card via the online ICE reports. The direct service provider manager is responsible for reviewing each submission even if the submitter does not provide contact information. The manager directly associated to a service provider is responsible for responding directly to the submitter (customer), if they have provided contact information. The manager should utilize other means such as the FAQ feature in ICE to address anonymous submissions. The direct manager should respond to the submitter within five (5) business days or within the timeframe mandated by their own organization whichever is less. The direct manager should record their responses using the customer follow-up feature within the ICE manager application or other means as directed by their command. The service provider manager should take appropriate actions based on the information provided in the submission.

4.6.10.2 Overseeing Responses- The primary organizational administrative manager is responsible for overseeing that the submissions for their organizations are being reviewed and that appropriate responses are being made. The primary organizational administrative manager for the primary organization associated to an ICE site is responsible for reviewing, addressing and re-directing ICE "site comments" for that ICE site. ICE site comments/suggestions include comments about service providers not listed in ICE, general issues about the site page and other general inquiries and questions. The ICE staff may review certain flagged submissions. Certain submissions may be directed to the primary organizational administrative manager for their attention/action. However, the responsibility for reviewing each submission and responding to customers and taking other appropriate

action lies with the implementing organization.

4.6.11 Submission Monitoring, Validation and Maintenance

4.6.11.1 Direct Level Manager- The direct level manager for each service provider should continuously monitor the submissions for their comment card to identify submissions that are inappropriate or that reflect a trend of inappropriate use. If the direct level service provider manager has evidence that one or more submissions are inappropriate, invalid, unrelated to his service provider or otherwise of concern, he/she should contact his organizational administrative manager.

4.6.11.2 Organizational Administrative Manager- The primary organizational administrative manager should periodically monitor reports and submissions to determine trends among service providers or indications of misuse of the system. The primary organizational administrative manager should take appropriate actions based on the issue reflected in the submission and/or the input from the direct level service provider manager. Depending on the nature of the issue, the primary organizational administrative manager should contact their management or security office and notify them of the issue. If a submission has been submitted to the incorrect service provide within his organization, the primary organizational administrative manager, with appropriate access, can move the submission to another service provider under his control. The primary organizational administrative manager should contact the ICE Program Office if they detect a system problem or to request an ICE system related action by the ICE Program Office. If the primary organizational administrative manager has evidence that a submission or a set of submissions reflects any of the following, they should contact the ICE Program Office; an invalid, test or SPAM submission, a submission that is obviously submitted for an organization outside of their managerial control, an attempt to misuse or abuse the system, or an attempt to unduly impact the results.

4.6.11.3 ICE Program Office- The ICE Program Office will research identified validity issues and potential cases of misuse and will take action as deemed appropriate based on this policy and the instructions of the ICE Program Director. A submission will not be moved or removed unless there is sufficient evidence that there is intent to misuse the system. Submissions will not be removed just because they are negative or anonymous. Submissions will not be moved to another service provider or organization unless there is sufficient evidence that the customer intended to submit the comment to another card or organization. The ICE Program Office will not provide information about submissions, such as submitter IP addresses, except as indicated in the privacy section of this document. The ICE Program Office may also occasionally review/research sets of submissions to determine trends or system issues or misuse. For example, submissions with certain hurtful or profane words in their text comments may be flagged by the system for review by the ICE Program Office. However, the requesting command is still responsible for identifying invalid submissions and/or attempts to misuse the system via their comment cards.

4.6.12 Reviewing Reports, Analyzing Results and Providing Information

The primary organizational administrative manager and other authorized managers should periodically review the reports for their organization to determine potential problem areas,

rating issues or potential customer satisfaction trends. Managers must use care to present information displayed in ICE reports appropriately and in the correct context. ICE managers should use ICE reports only for their intended purposes.

4.6.12.1 Intended Purpose and Considerations- ICE managers should utilize the feedback provided to improve their services. ICE reports are intended to provide managers with a general indication of areas or services that may need attention or improvement. It may also indicate areas where things are being done well. A low satisfaction percentage or a red indicator on a report for a given period, especially when very few submissions have been collected, does not necessarily prove a high level of dissatisfaction among the service provider's customer population. The manager should research the causes for the unsatisfied submissions. ICE ratings should not be used as the main or only measure for employee, group or contract performance. When viewing ICE reports, managers should consider that ICE submissions may be anonymous and collection may have been passive. The results shown in ICE reflect only the views of those people who have chosen to make submissions. Results in ICE may not statistically represent the entire customer population. They are not intended as a means to reflect exact customer satisfaction levels for the entire customer population. However, ratings for large numbers of responses can give the manager a general sense of overall customer satisfaction or dissatisfaction. The ratings are not statistically meaningful unless there are at least 25 responses for the specific question. Larger numbers of responses reduce the impact of individual submissions. Comment card submissions should be collected continuously over long periods of time. To get an accurate picture of ratings, managers may need to view reports for long periods or over multiple periods.

4.6.12.2 Determination of Ratings- Ratings for each question are independent of every other question. Ratings only reflect actual responses to individual questions. Questions left "N/A" are not counted. The percent satisfied reflected on reports indicates the percentage of positive responses (yes) to the "were you satisfied" question compared to the total number of responses (yes or no) to that question. The percent satisfied indicated for an organization reflects the results for the service providers that have been associated to that organization within ICE. If all of the services for an organization are not implemented in ICE, the ratings for the organization will not reflect the whole organization.

4.6.13 Requesting Special Services

4.6.13.1 ICE Application Modification Requests- Requests for application modifications will be put in queue for review by the ICE Program Office. All modifications made to the ICE system are at the sole discretion of the ICE Program Office. The time in which a modification may be implemented is also at the sole discretion of the ICE Program Office. The ICE Program Office will not commit to any individual or group of organizations regarding a specific modification without the explicit direction of the ICE Program Director. ICE is a DoD wide system; therefore, modifications must be appropriate and beneficial to all of the organizations using ICE. Modifications that are specific to one organization may not be implemented

4.6.13.2 Data Extracts and Interfaces Requests - ICE data is only available via the ICE application. Extracts or copies of the raw ICE comment card submission data and/or

other ICE database data will not be provided. Interfaces between ICE and other systems are not provided. Direct access to the ICE database by external entities is not permitted.

4.6.13.3 Survey Requests- ICE is a comment card system; however, organizations that utilize the ICE comment cards system may request certain additional survey services. *(See the referenced ICE survey policy for details and limitations.)*

5. RESPONSIBILITIES

5.1 ICE Program Office

The ICE Program Office (ICE Program Director, ICE Staff, etc.), is responsible for providing the following: system policy and guidance to organizations that utilize the ICE system, developing and maintaining the ICE applications, arranging for the hosting of the ICE system, high level system administration, general system oversight, training to the primary organizational administrative managers, user support to primary organizational administrative managers, reviewing/approving requests for an organization to be implemented on ICE, setting up accounts for primary organizational level administrative managers and setting up certain other special access roles, setting up the organizational structure of the requesting organization, setting up new site page or utilizing an existing site page for the requesting organization, researching potential issues of misuse or invalid submission, and notifying the impacted organizational administrative manager of the certain issues that may impact them or require their attention (if/when such issues come to the attention of the program office).

5.2 Requesting Organization

The requesting or implemented organization (its command and designated ICE managers/users) is responsible for the following: requesting implementation on ICE by submitting the appropriate request form, providing the information requested by ICE staff to facilitate the implementation of their organization, setting up comment cards for their services, ensuring that the content of each comment card is appropriate, reviewing and responding to submissions within the specified time period, monitoring submissions and notifying the ICE Program Office of suspected issues to be researched, determining the appropriate access level of its designated managers, protecting the data that its managers view, training managers for its organizations, supporting managers it designates to use ICE, supporting customers of its services, promoting the ICE system to their customers, setting up manager accounts for their organization (excluding primary organizational administrative managers), setting up and supporting special collection methods (e.g. kiosks, paper cards), if used, presenting data from ICE reports appropriately, and utilizing the ICE system only for its intended purpose.

6. EFFECTIVE DATE

This policy is effective immediately.



Ed Loy
ICE Program Director

Enclosures 4

- E1. Definitions**
- E2. Comparison of Comment Cards and Surveys**
- E3. Intended Uses and Users of the ICE Customer Application**
- E4. Summary of Policy Minimums and Maximums**

Enclosure 1: Definitions

Customer: The person who utilizes the service provided by the DoD organization. This is normally the person who provides feedback about the service via the comment card submission.

ICE Program Office: The collective term for the groups or individuals that develop, maintain, support, fund and otherwise direct the ICE project / system

ICE Program Director: DoD government official who directs policy for how ICE will be run and who approves significant requests for ICE staff actions

ICE Staff: Developers, trainers, support personnel and others who maintain and support ICE at a system level at the direction of the ICE Program Director

Requesting Organization: A DoD organization that submits a request to implement comment cards for their product or services on ICE

Implemented Organization: A DoD organization that has implemented comment cards for their services on ICE

Primary Organization: The largest or most significant implemented organization associated to a specific ICE site page. If only one organization is associated to the site, then that organization is the primary organization. This is the organization whose manager will receive site comments.

Primary Organizational Administrative Manager (aka ICE Site Manager): The main point of contact within the requesting / implemented organization for setting up, maintaining and supporting that organization's comment cards and ICE managers

Direct Level Manager (aka ICE Service Provider Manager): The person directly responsible for a specific service or product and/or responsible for responding to customer feedback for that service provider.

Enclosure 2: Comparison of Comment Cards and Surveys

	Comment Card	Survey
Intended Use	To collect general feedback about the services provided	To collect more extensive and detailed feedback about services provided
Number of Questions	Few questions (6 – 12) (6 standard questions plus up to 6 additional questions)	Several questions (10 – 50)
Feedback Collection Duration	Continuous ; on-going	Usually 2 to 4 weeks
Level of Questions	General / Standard	Specific / Detailed
Population	Anyone (customer) who comes to the web site	Predetermined population
Usual Distribution Method	Signature block in emails, word of mouth	Special email sent to specific population

Enclosure 3: Intended Uses and Users of the ICE Customer Application

- The ICE Customer application is intended to enable the users (customers) of Department of Defense (DoD) services to provide feedback (comments and/or ratings) about the products and services that they have utilized.
- The ICE customer application is also intended to enable the users (or potential users) of DoD services to find certain appropriate information about those services.
- The ICE customer application is NOT intended to be used for any of the following purposes:
 - To submit employee complaints about management or other employees
 - To solicit business, request employment or conduct other such business
 - To spread rumors
 - To make public announcements
 - To contact individuals not directly related to the service being provided
 - To distribute SPAM or unrelated information
 - To threaten or harm.
Appropriate steps, including contacting law enforcement, may be taken to track down such activity.
 - To report a threat, crime or other misconduct.
The customer should contact law enforcement or use other more appropriate avenues to report such issues.
- Customers/submitters are cautioned not to provide personally identifiable or sensitive information in their submissions. Submitters should not include personally identifiable information including name, phone number, email address, etc. in the text comments. The submitter is strongly cautioned not to enter sensitive personal information such as social security numbers, dates of birth, medical conditions, sexual preferences, etc. in the comment card.
- The submitter should be aware that their submission including comments and contact information may be viewed by several people related to the service provider on which they are commenting or rating and members or the ICE staff and management. ICE may not be a direct channel between the submitter and the original provider of the service. For example, the submitter should not assume that it is acceptable to provide medical information because they think that their doctor is the only one viewing the information.
- The intended users of the ICE customer application are military personnel, their dependents, civilian employees, DoD contractors and any other persons who utilize services provided directly or indirectly by DoD organizations.
- Anyone with a web browser can access the ICE customer comment card application.
- Comment card submissions should be made by the individual who used the product or service unless the individual is unable to submit a comment card (e.g. child, patient, etc.)

Enclosure 4: Summary of Policy Minimums and Maximums

Item	Minimum / Maximum Amount
Minimum number of service providers the requesting organization must commit to implement	3
Minimum number of service providers that will be setup for an individual site page to be created	5
Minimal number of service providers that must be enabled before a new ICE site will be enabled	The greater of 5 or 25% of service providers indicated on request form
Maximum number of organizational level administrative managers that can be assigned to any individual organization.	4
Maximum number of organizational administrative managers that can be assigned to the requesting organization's organizations in total.	10
Maximum number of non-administrative managers that may be given access to see comments via reports for an organizational level.	5
Maximum number of non-administrative managers that may be given access to see contact information via the follow-up feature for an organizational level.	5
Maximum number of managers that should be assigned directly to any service provider/comment card.	4
Maximum number of service providers to which a manager should be directly assigned	10
Maximum number of days within which a direct manager should respond to the submitter	The lesser of 5 or the number dictated by the <i>requesting organization</i>