

NASA Guidance for Completing PRA/ICB Supporting Statement

SUPPORTING STATEMENT

2700- XXXX

A. Justification.

1. Explain the circumstances that make the collection of information necessary. Identify any legal or administrative requirements that necessitate the collection.

The collection of this data will provide information of employees' perceptions (both civil servants and on-site contractors) about their work environment and whether it is conducive to the employees' creativity. Perceptions of the workplace are shaped by an organization's culture. "Organizational culture refers to the basic values, norms, beliefs, and practices that characterize the functioning of an institution. At the most basic level, organizational culture defines the assumptions that employees make as they carry out their work" (Columbia Accident Investigation Board (CAIB) report, p. 7, August, 2003). The CAIB report observed that the NASA culture was "too insular" (p. 79).

When leaders look to make organizational and personnel changes the organizational culture can persist to resist these changes. It is important to understand perceptions and what those perceptions translate into in the formation and maintenance of a particular organizational culture. The CAIB report in summary determined that NASA needs to change its culture to one that is more curious, places increased importance on NASA/contractor relationships on understanding, communication, and information handling and seek and listen to dissenting opinions when making critical decisions. To change the culture the NASA leadership needs to understand the underlying employees' perceptions about their current work environment. Findings from this understanding will help target meaningful change initiatives that will also change the culture.

2. Indicate how, by whom, how frequently, and for what purpose the information will be used. Except for a new collection, indicate the actual use the agency has made of the information received from the current collection.

This new collection is an on-line survey called KEYS. It will be administered by the Center for Creative Leadership to all civil servants and on-site contractors. The survey will be administered one time and then again in another 18 months (approximately). The purpose of the collection of this information is to understand employees' perceptions of the work environment promote or inhibit creativity.

3. Describe whether, and to what extent the collection of information involves the use of automated, electronic, mechanical, or other technological collection techniques or other forms of information technology. Also describe any consideration of using information technology to reduce burden.

NASA will provide an on-line survey to respondents.

4. Describe efforts to identify duplication.

There is no other survey identified that assesses employees' perceptions of the work environment and can make this assessment at various organizational levels, directorates and departments.

5. If the collection of information impacts small businesses or other small entities (Item five of form OMB 83-I, the Paperwork Reduction Act Submission form), describe any methods used to minimize burden.

Not applicable

6. Describe the consequence to Federal program or policy activities if the collection is not conducted or is conducted less frequently.

The collection of this survey data will give the senior leadership invaluable insights into employees' perception of the work environment. This insight will serve as a baseline as to what work environment factors promote or hinder creativity. Since perceptions are shaped based upon the organizational culture, if senior leaders want to make substantive and meaningful changes to the work environment factors these insights, as provided by the survey, will allow senior leaders to make informed choices that can make a difference to promote and foster a creative culture and work environment for all of its employees, both civil servants and on-site contractors.

7. Explain any special circumstances that would cause an information collection to be conducted in certain manners (as listed).

Not applicable

8. If applicable, provide a copy and identify the date and page number of publication in the Federal Register of the agency's notice, required by 5 CFR § 1320.8 (d), soliciting comments on the information collection before submission to OMB.

See attached Summary of Comments Received.

9. Explain any decision to provide any payment or gift to respondents, other than remuneration of contractors or grantees.

Not applicable

10. Describe any assurance of confidentiality provided to respondents and the basis for the assurance in statute, regulation, or agency policy.

The vendor of this survey will be initiating the contact with the survey population. All responses are anonymous. The communication to the survey population is not yet crafted but the message will include language that a third party is conducting the survey and that people's responses are anonymous and will not be identifiable to a person's name. Data will be at aggregate levels large enough that the ability to identify individuals will not be possible. The response data will be used to identify general trends in perceptions that promote or inhibit employees' creativity.

11. Provide additional justification for any questions of a sensitive nature, such as sexual behavior and attitudes, religious beliefs, and other matters that are commonly considered private.

Not applicable

12. Provide estimates of the hour burden of the collection of information.

The number of respondents is estimated to be 1000. The time it takes to collect the information is projected to be no more than 30 minutes for a total of 500 hours ($500 = (30 \text{ min.} * 1000/60 \text{ min})$).

13. Provide an estimate of the total annual cost burden to respondents or recordkeepers resulting from the collection of information.

The estimated total annual cost burden to applicants is zero. The information required by statute does not require the applicant to maintain specific records. Type and amount of information is based on personal knowledge.

14. Provide estimates of annualized cost to the Federal government. Also, provide a description of the method used to estimate cost, which should include quantification of hours, operational expenses, and any other expense that would not have been incurred without this collection of information.

45K

15. Explain the reasons for any program changes or adjustments reported in Items 13 or 14 of the OMB Form 83-I.

This is a new collection.

16. For collections of information intended for publication, outline plans for tabulation and publication.

Not applicable

17. If seeking approval to not display the expiration date for OMB approval of the information collection, explain the reasons that display may be inappropriate.

Not applicable

18. Explain each exception to the certification statement identified in item 19, “Certification for Paperwork Reduction Act Submissions” of OMB Form 83-1.

No exceptions.

B. Collections of Information Employing Statistical Methods.

1. Describe (including a numerical estimate) the potential respondent universe and any sampling or other respondent selection methods to be used. Data on the number of entities in the universe covered by the collection and in the corresponding sample are to be provided in tabular form for the universe as a whole and for each of the strata in the proposed sample. Indicate expected response rates for the collection as a whole. If the collection had been conducted previously, include the actual response rate achieved during the last collection.

The assessment shall be web-based to electronically assess 1,900 civil servants and 1,690 on-site contractors. The the entire center population of civil servants and on-site contractors will be invited to complete the assessment. Criteria identified before hand of the population will provide the means to make data cuts and comparisons. Anticipated response rate is ~45%.

2. Describe the procedures for the collection of information including:

- **Statistical methodology for stratification and sample selection,**
- **Estimation procedure,**
- **Degree of accuracy needed for the purpose described in the justification,**
- **Unusual problems requiring specialized sampling procedures, and**
- **Any use of periodic (less frequent than annual) data collection cycles to reduce burden.**

There are no additionl procedures that will be in use to collect the data. This assessment can be used for a group as small as 10 and with any large organization. The assessment measures employees’ perception in the work environment on multiple levels including supervisory, group and organizational.

3. Describe methods to maximize response rates and to deal with issues of non-response. The accuracy and reliability of information collected must be shown to be adequate for intended uses. For collections based on sampling, a special justification must be provided for any collection that will not yield “reliable” data that can be generalized to the universe studied.

Response is voluntary. Messages and communication with the population to be assessed will be clear and frequent with senior level management supporting and encouraging participation. The

information collected will be accurately and reliably collected using an on-line approach giving respondents their own individual password and ID. Multiple responses from one individual is not permitted. Sampling will not be used.

4. Describe any tests or procedures or methods to be undertaken. Testing is encouraged as an effective means of refining collections of information to minimize burden and improve utility. Tests must be approved if they call for answers to identical questions from 10 or more respondents. A proposed test or set of tests may be submitted for approval separately or in combination with the main collection of information.

There will be no tests. This assessment is researched based and reliably measures the construct of creativity relative to people's perception of their work environment. Peer reviewed journal articles substantiate the reliability and validity of this assessment.

5. Provide the name and telephone number of individuals consulted on statistical aspects of the design and the name of the agency unit, contractor(s), grantee(s), or other person(s) who will actually collect and/or analyze the information for the agency.

Bill Howland
Center for Creative Leadership
One Leadership Place
Greensboro, NC 27410

Email: howlandb@ccl.org

Phone: 336-286-4458

<http://www.ccl.org/leadership/about/index.aspx>