

SUPPORTING STATEMENT – PART A

DLA Culture/Climate Survey – OMB Control Number 0704-0575

1. Need for the Information Collection

The Defense Logistics Agency (DLA) is a high-performing organization, and our workforce is our greatest asset. Our workforce must possess the skills, tools, and supporting culture to meet DLA's ever-changing and challenging mission demands. To further improve our organizational performance, DLA senior leadership implemented the DLA Culture/Climate Survey as a mechanism to standardize how we measure organizational culture, focus leadership attention on culture, and stimulate actions to improve our culture and organizational performance.

The purpose of the DLA Culture/Climate Survey is to provide an anonymous mechanism for employees to share their feedback on the DLA organization culture and climate. DLA culture is assessed using the Denison Model of Organizational Culture and the associated survey instrument. The climate is assessed using a DLA-developed assessment on current strategic initiatives. As a result, the DLA Culture/Climate Survey provides an opportunity to engage DLA employees and leaders in thoughtful, data-driven discussions that lead to informed action and improve our collective organizational performance.

Authorities for this collection:

- *Code of Federal Regulations, Title 5, Chapter I, Subchapter B, Part 250, Subpart C* provides each executive agency authority to survey its employees.
- *Defense Logistics Agency Instruction (DLAI) 1442.01, DLA Culture/Climate Program* provides the policy and procedures for administering the DLA Culture/Climate Program within DLA.
- *DLA Strategic Plan 2018-2026* highlights People and Culture as foundational, critical elements of everything we do and establishes culture as being central to supporting our mission. Success requires fostering an organizational culture that values high performance and quality to shape the future of logistics.
- *DLA People and Culture Plan* is a supplement to our strategic plan and establishes the DLA Culture/Climate Survey as our standardized instrument to assess culture across the enterprise.

2. Use of the Information

The DLA Culture/Climate Survey is administered every 18-24 months to the entire DLA workforce to provide DLA a total force assessment of our organizational culture across the DLA enterprise. The respondents include civilians, military, reservists, foreign nationals, and non-appropriated fund employees. Part-time, seasonal, and intermittent employees are also included in the survey administration.

A communications strategy is developed and implemented before each DLA Culture/Climate Survey administration. The information regarding the survey is communicated throughout the DLA Enterprise via multiple means to include posters, flyers, videos, town halls, and blogs.

Prior to the DLA Culture/Climate Survey administration, the DLA Director encourages DLA Employees (respondents) to participate in the survey and assures them that the survey is voluntary and confidential. Near the end of the survey administration, the DLA Director will send email to the respondents thanking those that have taken the survey and encouraging those that have yet to take the survey.

Respondents receive an initial invitation to participate via an email message, sent by the survey contractor (Denison Consulting) with a link to the survey. The email invitations, the survey and the reminder emails are translated into the foreign nationals' native languages. Reminder emails are sent once a week to respondents for the remainder of the survey. Once the survey is submitted, there are no additional requests for participation.

Respondents use a web link to access the survey and they provide all responses electronically. The responses are returned to the DLA survey contractor, Denison Consulting, where results are consolidated and results are tabulated. DLA receives only aggregated and de-identified summary results. The data collected is used by Denison Consulting to provide an overall assessment of the DLA organizational culture.

DLA has a standard, repeatable process for communicating the DLA survey results, analyzing those results, and conducting action planning. DLA Human Resources issues the DLA Culture/Climate Survey results to senior leaders and their respective Culture Champions. Culture Champions support their respective senior leaders by understanding and advocating for the standards of a high performance culture throughout their organization by analyzing their organization's results and facilitating the action planning process. Results include the DLA-wide results, along with each leader's overall organizational results, major sub-organizational breakouts, etc., all the way down to the work unit level.

In partnership with Denison, DLA Human Resources provides a culture action planning workshop to DLA Culture Champions to enhance their understanding of the culture model, support them as they begin to analyze their organizational results, and provide them resources and tools to facilitate the action planning process.

Each major DLA organization drafts a culture action plan based on its activity-level results. Senior leaders brief their plans to the DLA Alignment Group and then begin to implement their plans. Organizations below the activity level similarly develop and implement culture action plans.

The DLA Director monitors activity-level culture action plan implementation and outcomes through the Dynamic Operating Plan (DOP) review process. Culture action plan development and implementation are required components of organizational DOPs. Culture action plan progress is also tracked quarterly by DLA Human Resources.

DLA develops and implements an enterprise culture action plan based on DLA's overall survey results, particularly those results cutting across organizational lines. At the functional level, climate action plans are also developed for many of the climate topics in the DLA Culture/Climate Survey, such as Audit Advancement, Safety, Communication, etc.

DLA Culture/Climate Survey results have led to the implementation of DLA-wide programs and initiatives, including the DLA Enterprise Leader Development Program (ELDP), multi-

source feedback assessments for leaders, recognition programs (e.g., Strategic Goals Awards), and new/expanded work-life programs (e.g., fitness and telework programs).

3. Use of Information Technology

All of the responses to the DLA Culture/Climate Survey are collected electronically via the web.

4. Non-duplication

Recently, the U.S Office of Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS) changed to a census-based survey to all employees across the federal government. The FEVS does not survey military or foreign nationals. The DLA's total force includes civilians, military, reservists, foreign nationals, and non-appropriated fund employees. Therefore, FEVS does not provide an assessment of our overarching organizational culture across the DLA enterprise.

The Department of Defense (DoD) Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) is a commander's management tool that allows for proactive assessment of critical organizational climate dimensions that can impact the effectiveness of the organization. It is designed to assess shared perceptions of formal or informal policies and practices.

For most of the DoD, DEOCS *must* be administered within 120 days after command assumption, and annually thereafter while retaining command. DLA is not required to administer the DEOCS because DLA is predominantly civilian and the DLA Director does not have Uniform Code of Military Justice (UCMJ) authority. As an enterprise, DLA has not administered the DEOCS.

In addition, the DEOCS is administered to civilians and military only and is focused on organizational effectiveness, Equal Employment Opportunity (EEO), and Sexual Assault Prevention & Response (SAPR). It does not provide a total force assessment of the entire DLA workforce to include foreign nationals or an assessment of our overarching organizational culture across the DLA enterprise.

As such, the information obtained through this collection is unique and not already available for use or adaptation from another cleared source.

5. Burden on Small Businesses

This information collection does not impose a significant economic impact on a substantial number of small businesses or entities.

6. Less Frequent Collection

In 2003, DLA senior leadership approved administering the DLA Culture/Climate Survey every 18 to 24 months. This provides time to develop action plans, take steps to improve the organizational culture, and then reassess our programs. If the survey were conducted less frequently, we would lose momentum on improving our organizational culture and performance.

7. Paperwork Reduction Act Guidelines

This collection of information does not require collection to be conducted in a manner inconsistent with the guidelines delineated in 5 Code of Federal Regulations (CFR) 1320.5(d)(2).

8. Consultation and Public Comments

Part A: PUBLIC NOTICE

A 60-Day Federal Register Notice (FRN) for the collection published on Tuesday, August 20, 2019. The 60-Day FRN citation is 84 FR 43113. No comments were received during the 60-Day Comment Period.

A 30-Day Federal Register Notice (FRN) for the collection published on Friday, January 17, 2020. The 30-Day FRN citation is 85 FR 3042.

Part B: CONSULTATION

No additional consultation was conducted for this submission apart from soliciting public comments through the Federal Register.

9. Gifts or Payment

No payments or gifts are being offered to respondents as an incentive to participate in the collection.

10. Confidentiality

DLA does not receive or have access to individual survey responses. DLA takes care to protect the anonymity of survey participant feedback by only receiving aggregated survey results. Employee responses are sent directly to Denison Consulting and captured in a data file that does not contain any individually-identifiable information (i.e., name, email address, etc.). Denison Consulting does not provide results to DLA for work units below a 10-respondent threshold.

A Privacy Act Statement (PAS) is not required for this collection because DLA does not request personally identifiable information (PII) from the respondent and responses are not retrieved by a unique personal identifier.

A System of Record Notice (SORN) is not required for this collection because survey responses are not retrieved by a unique personal identifier.

A Privacy Impact Assessment (PIA) is not required because survey responses are collected using Denison Consulting's survey software, not by DoD Information Technology (IT), and the survey does not collect personal information.

The DLA Culture/Climate Survey has been assigned a *Temporary* retention schedule; records will be destroyed two (2) years after termination of program effort, or when no longer required, whichever is sooner.

Regarding General Data Protection Regulations, this survey will collect responses from approximately 100 citizens of the European Union (EU) who work for DLA as local nationals. As such, a privacy notice must be provided by DLA (as the Data Controller) to the

local nationals, and DLA must obtain freely given, specific, and unambiguous consent from the EU local nationals. This privacy notice is included as a supplement to this package.

11. Sensitive Questions

The DLA Culture/Climate Survey includes questions pertaining to race, ethnicity, and disability. The 2020 survey also includes questions regarding respondents' understanding of the distinction between sexual harassment and sexual assault as well as organizational support systems in place to respond to both. The questions are in compliance with OMB's current standards. DLA requests this information to conduct in-depth demographic analyses on the survey results, and for 2020's questions, to analyze respondent understanding of sexual harassment and sexual assault issues.

12. Respondent Burden and its Labor Costs

Part A: ESTIMATION OF RESPONDENT BURDEN

1) Collection Instrument(s)

DLA Culture/Climate Survey

- a) Number of Respondents: 860
- b) Number of Responses Per Respondent: 1
- c) Number of Total Annual Responses: 860
- d) Response Time: 30-45 minutes
- e) #Respondent Burden Hours: 645 hours

2) Total Submission Burden

- a) Total Number of Respondents: 860
- b) Total Number of Annual Responses: 860
- c) Total Respondent Burden Hours: 645 hours

Part B: LABOR COST OF RESPONDENT BURDEN

1) Collection Instrument(s)

DLA Culture/Climate Survey

- a) Number of Total Annual Responses: 860
- b) Response Time: 30-45 minutes
- c) Respondent Hourly Wage: \$64.36
- d) Labor Burden per Response: \$48.27
- e) Total Labor Burden: \$41,512.00

2) Overall Labor Burden

- a) Total Number of Annual Responses: 860
- b) Total Labor Burden: \$41,512.00

The Respondent hourly wage was determined by using the Program and Budget Review (PBR) 2019, Civilian Personnel Costs (OP8) exhibit for Fiscal Year (FY) 2018. Foreign

national hourly rates vary by country, but the respondent hourly wage is based on the total annual average rate (AAR) budgeted for foreign nationals.

13. Respondent Costs Other Than Burden Hour Costs

There are no annualized costs to respondents other than the labor burden costs addressed in Section 12 of this document to complete this collection.

14. Cost to the Federal Government

Part A: LABOR COST TO THE FEDERAL GOVERNMENT

1) Collection Instrument(s)

DLA Culture/Climate Survey

- a) Number of Total Annual Responses: 860
- b) Processing Time per Response: N/A
- c) Hourly Wage of Worker(s) Processing Responses: N/A
- d) Cost to Process Each Response: N/A
- e) Total Cost to Process Responses: N/A

2) Overall Labor Burden to the Federal Government

- a) Total Number of Annual Responses: N/A
- b) Total Labor Burden: N/A

Part B: OPERATIONAL AND MAINTENANCE COSTS

1) Cost Categories

- a) Equipment: \$0.00
- b) Printing: \$0.00
- c) Postage: \$0.00
- d) Software Purchases: \$0.00
- e) Licensing Costs: \$0.00
- f) Other: \$10,110.00 (contract fees)

2) Total Operational and Maintenance Cost: \$10,110.00

Part C: TOTAL COST TO THE FEDERAL GOVERNMENT

- 1) Total Labor Cost to the Federal Government: \$0.00
- 2) Total Operational and Maintenance Costs: \$10,110.00
- 3) Total Cost to the Federal Government: \$10,110.00

15. Reasons for Change in Burden

This is an existing collection currently in use. The OMB Control Number is 0704-0575.

16. Publication of Results

The results of this information collection will not be published.

17. Non-Display of OMB Expiration Date

We are not seeking approval to omit the display of the expiration date of the OMB approval on the collection instrument.

18. Exceptions to “Certification for Paperwork Reduction Submissions”

We are not requesting any exemptions to the provisions stated in 5 CFR 1320.9.