

**SUPPORTING STATEMENT – A  
REQUEST FOR APPROVAL UNDER  
THE PAPERWORK REDUCTION ACT AND 5 CFR 1320**

**Collection Title:** USAID Internal Customer Service Survey (CSS)

**PART A. JUSTIFICATION**

**1. Explain the circumstances that make the collection of information necessary.**

USAID's Performance Improvement Officer (PIO) administers the annual CSS to support USAID Operating Units (OUs) to use staff feedback to improve customer service operations. The CSS supports the [Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government Tasks \(E.O. 14058\)](#) and USAID internal efforts to identify and remove bureaucratic barriers. Additionally, Agency leadership uses CSS results to demonstrate their commitment to listening to customers, making data-informed decisions, and using data to address customers' issues.

To reduce survey fatigue and staff effort, the CSS incorporates federal benchmarking questions provided by the General Services Administration (GSA). The PIO team works with GSA to ensure benchmarking questions are in the CSS.

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

USAID issues the CSS to all Agency staff regardless of hiring mechanism, including institutional contractors and personal service contractors (i.e. anyone with a usaid.gov email address). The PIO issues the survey on behalf of the Agency. USAID uses GSA's MAX Lime survey tool.

The PIO team analyzes survey data for each operating unit or function to provide overarching feedback and recommendations. OUs use CSS feedback to make data-driven decisions to improve customer service and operations. For example:

- Based on CSS data, USAID's Chief Information Office (M/CIO) improved badge processing and tracking by quickly identifying and addressing stalled requests. As a result, the time required to onboard new staff continues to trend downward.
- In the Central Asia Regional Mission, CSS results revealed inefficiencies in the travel and procurement processes. By updating travel guidance and surging support to the Mission's procurement team, satisfaction with Executive Officer services rose from 57 percent in 2020 to 90 percent in 2021.
- In the 2022 survey, USAID added questions about "burden busting" (i.e. reducing bureaucratic inefficiencies) and used that data to develop nine lines of effort to reduce program and administrative burdens for USAID staff.

These are concrete, meaningful strides toward greater operational efficiency and effectiveness, made possible through staff insight and participation in the survey

**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.**

USAID administers the survey through GSA's Max Lime survey tool. USAID staff complete the survey electronically.

**4. Describe efforts to identify duplication. Show specifically why any similar information already available cannot be used or modified for use for the purposes described in item 2 above.**

The CSS incorporates GSA's federal benchmarking questions to avoid duplicative surveys (i.e. one from GSA and one from USAID). The CSS is the only Agency-wide survey that goes to staff of all hiring mechanisms to better understand the internal customer experience, including challenges and successes. The PIO Team works individually with OUs to include questions on their operations, so they don't have to issue additional surveys.

**5. If the collection of information impacts small businesses or other small entities, describe any methods used to minimize burden.**

NA

**6. Describe the consequence to Federal program or policy activities if the collection is not conducted or is conducted less frequently, as well as any technical or legal obstacles to reducing the burden.**

Not administering the survey would harm USAID's ability to make operational and customer service improvements which are grounded in the customer experience. Not issuing the survey would also have minimal burden savings only for USAID contract staff, since all USDH staff would then need to complete the GSA benchmarking survey.

In 2022, 87 percent of participants responded positively to the question "I find the CSS helpful in offering the opportunity to provide feedback to participating operating units."

**7. Special Circumstances**

NA

**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 prior to submission to OMB.**

60 day notice: On August 17, 2022, at 73 FR 12746 [2022-17633].

(<https://www.federalregister.gov/documents/2022/08/17/2022-17633/paperwork-reduction-act-60-day-notice-request-for-comments>)

No comments were received.

30 day notice: On October 26, 2022 at [FR Doc. 2022-23232](https://www.federalregister.gov/documents/2022/10/26/2022-23232/agency-information-collection-activities-request-for-comments-announcement-of-customer-service)  
(<https://www.federalregister.gov/documents/2022/10/26/2022-23232/agency-information-collection-activities-request-for-comments-announcement-of-customer-service>)

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

NA

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

USAID assures respondents of survey anonymity and there are rigorous measures in place to protect the identity of respondents.

1. CSS raw data is not shared with or accessible to anyone outside of the PIO Team.
2. CSS questions including grade information are only used to report to OMB and GSA on USG-wide interagency benchmarking.
3. Any demographic information shared with service providers is always limited and done with a view to protecting anonymity as the first priority. For example, if there are less than 10 respondents for a specific office, region, hiring category, etc. those data are masked.
4. If comments are shared with an OU in full, the PIO team establishes a memorandum of understanding with that OU to outline how to protect the data.

**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.**

The CSS does not ask questions of such a sensitive nature.

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

The average survey completion time for 2022 was eight minutes and 1,922 non-USDH staff took the survey.

Category of Respondent	# of Respondents	# of Responses Per Year	Participation Time	Burden Hours
Personal Service Contractors	320	1	8 mins	42.6 hours
Institutional Service Contractors	681	1	8 mins	90.8 hours
Country Cooperating Nationals	921	1	8 mins	122.8 hours
<b>Totals</b>				<b>256.2 hours</b>

**13. Provide an estimate for the total annual cost burden to respondents or record-keepers resulting from the collection of information.**

The CSS does not incur any additional costs to the USAID or the USG outside of staff time. The

additional time burden is small since adding contractor staff to the survey requires minimally more work than surveying just USDH.

**14. Provide estimates of annualized costs to the Federal Government.**

Including contractor staff in the survey does not incur additional costs.

**15. Explain the reasons for any program changes or adjustments reported on the burden worksheet.**

NA

**16. For collections of information whose results will be published, outline plans for tabulation and publication. Address any complex analytical techniques that will be used. Provide the time schedule for the entire project, including beginning and ending dates of the collection of information, completion of report, publication dates, and other actions.**

Analysts use a mixed methods framework to analyze CSS data and draw conclusions. Inductive analysis aligns qualitative data to USAID's Customer Experience Playbook, to help operating units operationalize the data, while deductive analysis allows analysts to draw themes from the qualitative data itself.

Quantitative data are made available to staff internally and published to Tableau. Qualitative data are scrubbed for PII and provided to operating units. Summaries of and findings from the qualitative and quantitative data are provided to operating units in a PowerPoint briefing.

The survey is open to staff for a two week period. Data cleaning, analysis, and briefings take place in the two-three month period following.

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

NA

**18. Explain each exception to the topics of the certification statement identified in Certification for Paperwork Reduction Act Submissions.**

NA

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