United States Census 2020

Study Plan for the 2018 End-to-End Census Test Operational Assessment
Field Infrastructure Operation Recruiting, Onboarding, and Training

Field Infrastructure
Integrated Project Team (IPT)

United States Census Bureau™

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I.   Introduction

The 2020 Census Field Infrastructure operation (FLDI) provides the administrative infrastructure for data collection operations covering the 50 states, the District of Columbia, and Puerto Rico. Administrative infrastructure includes, but is not limited to:
- Recruiting.
- Training.
- Hiring and Onboarding (includes recruiting, hiring and training human resources to support National Processing Center [NPC] logistics operations).
- Personnel and Payroll Administration.
- Partnership Support.
- Management and Supervision.
- Clerical Support.
- Investigative Support/Background Checks.
- Staff Modeling and Analysis.

The 2018 End-to-End Census Test is an important opportunity for the Census Bureau to ensure an accurate count of the nation's increasingly diverse and rapidly growing population. It is the first opportunity to apply much of what has been learned from census tests conducted throughout the decade in preparation for the nation's once-a-decade population and housing census. The 2018 End-to-End Census Test will be held in three locations, covering more than 700,000 housing units: Pierce County, Washington; Providence, Rhode Island; and the Bluefield-Beckley-Oak Hill, West Virginia area.

The 2018 End-to-End Census Test will be a dress rehearsal for most of the 2020 Census operations, procedures, systems, and field infrastructure to ensure there is proper integration and conformance with functional and non-functional requirements. The test also will produce prototypes of geographic and data products. Note that the 2018 End-to-End Census Test results are based on three sites that were purposely selected and cannot be generalized to the entire United States.

This operational assessment study plan documents how FLDI's recruiting, hiring, and training processes will be assessed, as guided by questions to be answered.   FLDI has generated a companion study plan that covers the topic of Field Office Administration and Payroll.

II.   Background

This section presents background information on operational activities related to field infrastructure that occurred during the 2010 Census. In addition, it provides recruiting lessons learned from the 2016 Census Test, and an overview of the FLDI operational plans for the 2018 End-to-End Census Test.

The 2010 Census

The Census Bureau estimated that it would need to fill 1,196,896 positions by hiring temporary census workers to conduct the 2010 Decennial Census of Population and Housing. The actual number of people hired to fill those positions was 857,185. To fill those positions with qualified candidates, the Census Bureau recruited approximately 3.9 million job applicants. The largest number of recruits was needed to fill the position of census taker/enumerator. The Census Bureau hired people to work in their own neighborhoods and communities.

The success of the 2010 Census depended directly on the Census Bureau's ability to recruit and staff each field operation with enough qualified candidates. Recruiting and retaining a competent, motivated, and representative staff of local census takers was critical to the success of the 2010 Census. These employees had to work flexible hours each day to reach residents when they were at home. They also had to be geographically distributed across all areas where people live or could live. The recruitment objectives were the most important conditions affecting the quality, length of time required, and overall cost of the field data collection phase of the 2010 Census.

The Field Division's Recruiting Branch developed the policies and procedures for use by the Regional Census Centers (RCCs) and Local Census Offices (LCOs). RCCs hired recruiting staff who worked with the local offices to develop and to define recruiting strategies and goals. These goals were established at the national, regional, and local level.

In the 2010 Census, each LCO was authorized to hire recruiters in addition to office support staff. The positions filled were as follows: an Assistant Manager for Recruiting, recruiting assistants (RAs), an Office Operations Supervisor for Recruiting, and recruiting clerks. The RCCs also had a Recruiting Coordinator, a recruiter, and recruiting clerks to oversee and to assist LCOs in their recruiting efforts.

The Census Bureau implemented a "Frontloading Strategy" for field operations. Frontloading is a concept used to determine staffing levels. Frontloading consists of inviting more than one person to the training required for each anticipated position. The purpose of frontloading is to minimize the impact of applicants withdrawing from consideration for a position during the training period and employee turnover. Recruiting planners used the frontloading number to set recruiting goals. For the 2010 Census, the recruiting goals were set at five times the number of applicants needed for overlapping field operations. These applicants

were invited to training sessions for positions such as field operations supervisor, crew leader, and enumerator. Among the applicant pool, the Census Bureau expected 3.6 of every five (72 percent) applicants to qualify for employment. The frontloading strategy helped to circumvent problems resulting from the rate of employee turnover experienced during previous censuses.

Staff from the Human Resources Division (HRD) at Census Bureau Headquarters worked with other government agencies to increase the flexibility in employment rules that would allow the Census Bureau to cast as wide a recruiting net as possible. This included granting employment waivers that would assist in the re-employment of federal annuitants, financial assistance program recipients, and dual-employment of current federal employees.

Recruiting qualified candidates was easier in some areas of the country than in others. Qualified candidates were difficult to find in rural and remote areas. This challenge was especially apparent when there was a need for a candidate with additional language skills (e.g., Navajo).

Field Division (FLD) established a contract with Westat to conduct a study of prevailing national pay rates for similar occupations so that FLD could offer competitive wages to attract a highly qualified workforce.

The 2010 Census used a wide variety of media to recruit staff. Paid and free print, television, and internet advertisements spread the word about the availability of decennial census jobs around the country for various 2010 Census field operations. RCCs also worked with contracted media companies to run paid ads on a regional basis for peak operations. In addition, there was a toll free Jobs Line that forwarded callers directly to the LCO covering the geography where they lived and allowed them to make an appointment to take an employment test.

In addition to outreach through advertisement, the Census Bureau established partnerships with many local community-based organizations such as the American Disability Association, the Housing Assistance Council, the Boys and Girls Club of America, and the American Association of Retired People in order to recruit applicants. Other examples of these partnerships include veterans' groups such as the Veterans of Foreign Wars and the Military Officers Association of America. The 2010 Census Recruiting Website also provided information to potential applicants.

The 2016 Census Test
The Census Bureau conducted the 2016 Census Test was conducted in Los Angeles County, CA, and Harris County, TX. This test allowed the Census Bureau to study a variety of new methods and advanced technologies that are under consideration for the 2020 Census. The primary focus of the test was to refine the methodology for nonresponse follow-up — the operation conducted to personally visit households that do not respond to the census. The

Census Bureau also refined methods and related activities for maximizing self-response (particularly via the Internet) to the 2020 Census. Testing in two sites allowed the Census to learn more about managing new systems simultaneously in multiple locations.

The Census Bureau has been able to refine the methodology to develop recruiting goals over time during the testing process. A significant lesson learned from the 2016 Census Test was that recruiting goals did not need to be varied among regions nearly as much as had been tested. Houston was given a recruiting selection multiplier of 4.7, while Los Angeles was given a multiplier of 2.5. What the Census Bureau found was that the methodology was identifying hard to recruit areas, and then simply setting the goals higher in those areas, making recruiting more of a challenge. The Census Bureau has since changed the methodology to set the recruiting goal to a level needed to fulfill staffing requirements at each tract, regardless of how hard to recruit it will be there. The net effect is that there is now much less variance in the recruiting selection multiplier across regions.

Another lesson learned from the 2016 Census Test was that the qualified applicant rates will now be much higher at the time of selection, due to the name check no longer being used prior to selection. At the same time, fallout rates will be significantly higher after selection, due to background check fails that weren't pre-empted by the name check.

The 2018 End-to-End Census Test

For the 2018 End-to-End Census Test, the Census Bureau estimates that approximately 1,400 recruits who are selected for training will be fingerprinted. The Census Bureau will hire temporary decennial census workers from that pool to fill open positions for the 2018 End-to-End Census Test. As in prior censuses, one person may fill multiple positions over time. The Census Bureau will hire people to work in their own neighborhoods and communities. These employees will have the ability to work flexible hours each day, which increases their chances of reaching residents when they are at home. The employees hired still have to be geographically distributed across all areas where people live or could live. These recruitment objectives are the most important conditions affecting the quality, length of time required, and overall cost of the field data collection phase of the Census.

The Field Division's Recruiting Branch developed the policies and procedures for use by Regional Census Centers (RCCs) and Area Census Offices (ACOs). For the 2018 End-to-End Census Test, there are three RCCs, which are embedded in Regional Offices (ROs). The ROs containing RCCs are Los Angeles, Philadelphia, and New York. RCCs have hired recruiting staff who work with the ACOs to develop, define and establish recruiting strategies and goals at the national, regional, and local level.

For the 2018 End-to-End Census Test, each ACO is authorized to hire recruiters in addition to office support staff. Each ACO employs an ACO Manager, a Census Field Manager, an Administrative Manager, a Recruiting Manager, an Information Technology (IT) Manager, office operations supervisors, enumerators, recruiting assistants, and clerks.

Each RCC employs an Area Manager, an IT Specialist, an administrative specialist, a recruiter, a Census Operations Specialist, lead clerks, and clerks.

The Census Recruiting Website was established to attract potential applicants and to host the online job application and assessment. Use of an online job application and applicant assessment is new (The job application process was completely paper-based for the 2010 Census). It will be implemented during peak operations for the 2018 End-to-End Census Test. The Census Bureau continues to leverage established partnerships with many local community-based organizations and uses free and paid media to promote jobs. A technical help desk for job applicants assists online applicants, and a toll-free jobs line routes callers either to the technical help desk or to the ACO that covers the area where the applicant lives to answer recruiting questions.

III. Assumptions

These are the assumptions about the 2018 End-to-End Census Test FLDI operation that are relevant to this operational assessment:

1. The paper-based process is replaced with one that is automated and integrated with the Decennial Applicant, Personnel and Payroll System (DAPPS), which is expected to increase efficiency, improve productivity, save time, and provide decennial census managers with real-time recruitment information. At a minimum, the solution should include the following capabilities:
    *   The ability for applicants to apply for decennial census jobs and for the Census Bureau to process applications online and in real-time (e.g., a solution similar to USAJOBS.gov).
    *   The ability for applicants to complete an online employment assessment at the time of application.
    *   The ability for applicants to check their application status online.
2. The Census Bureau has obtained Office of Management and Budget (OMB) approval to use the Equal Employment Opportunity Commission's Demographic Information on Applicants form to capture applicants' self-identification of race and Hispanic origin at the time of submitting an application.
3. The employment test used to rank applicants for selection in the 2010 Census and previous censuses has been replaced with an assessment questionnaire that can be administered online.
4. Hiring processes and criteria are established early in the planning cycle (prior to the 2018 End-to-End Census Test) to test whether the onboarding process can be accomplished in a timely and effective manner.
5. Internal hiring policies are established early in the planning cycle. Internal hiring policies within the scope of this assessment include movement from one DAPPS position to

another DAPPS position, from a DAPPS position to an ACO management position, and from one ACO management position to another ACO management position.

IV. Scope of Assessment Content and Questions-To-Be-Answered

The high-level project workflow, depicted by the FLDI Business Process Model, is below:
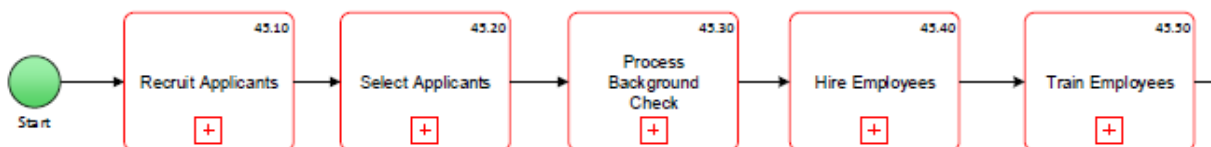
The following research questions will assist us in evaluating this operation and with the planning of post-census testing and research:

Recruit Applicants
1. Did recruiting efforts provide the number of job applicants needed to meet the recruiting goals? [Field Division (FLD)]
2. What, if any, pay revisions (increases or decreases) were there? If so, what regions and under what circumstances?
3. According to the Recruiting Sources Report, what was the most successful source for recruitment? Did the results vary by region? [FLD]
4. What percentage of the qualified applicant pool was eventually hired or selected? [FLD]
5. Were the recruiting goals met on schedule to conduct various operations for the 2018 End-to-End Census Test?
6. Did we recruit an applicant pool representative of the civilian labor force from which we hired?
7. Did setting the recruiting goals at the census tract level result in a geographically dispersed applicant pool?
8. How often were the recruiting goals for language met?
9. What number of applicants indicated that they heard about the job through social media? How does this compare to the number of hits the social media received?
10. Were the recruiting reports and tools useful? How frequently were they used and by whom?
11. What types of advertisements were placed (both locally and nationally)?
12. How many unique individuals viewed information on the 2018 End-to-End Census Test jobs site? How many clicked on the "Apply Now" button? How many online job application packages were completed?
13. What percentage of applicants applied online versus on paper? What percentage of applicants called the Customer Engagement Center (technical help desk)?

14. What (if any) problems arose in the use of the new applicant assessments? If so, what were they, and how were they solved?
15. How many calls did the toll-free jobs line receive? What percentage of calls were routed to the technical help desk? What percentage of calls were routed to the ACOs? What percentage of calls were not routed to the technical help desk or an ACO? What types of questions or issues did the applicants raise who were being routed to the technical help desk? What types of questions or issues did applicants raise who were being routed to the ACOs?
16. How useful was the new approach of setting recruiting goals at the census tract level, accounting for In-field Address Canvassing (IFAC) workloads and Type of Enumeration Area (TEA) in timing of the goals, and pre-identifying areas where language goals were needed? If this approach was not useful, why was it not useful?
17. Was the recruiting dashboard effective in ensuring that applicants were recruited at the lowest geographic levels possible?

Select Applicants
1. Was the clerk able to create a selection certificate?
2. Were there any impediments to creating a selection certificate 60 days prior to the estimated onboarding date? If so, what were they, and how were they resolved?
3. How did the Census Bureau ensure that ineligible applicants did not show up on the selection certificate?

Process Background Check
1. How many job applicants called the Background Check Status line to determine the status of their job application and background check?
2. The Census Bureau used a Third-Party Vendor for Fingerprinting (3PV) for the 2018 End-to-End Census Test. What percentage of the test area did the vendor cover? What strategy did the Census Bureau put in place to cover unserved areas, and how effective was that strategy? [Census Investigative Services]
3. What impact did the background check process have on obtaining enough qualified applicants for decennial census jobs?
4. Did the applicant fallout rates during each step of the onboarding process meet expectations? If not, at what steps in the process were they higher and/or lower than expected?

Hiring
1. Did we hire a work force representative of the communities in which they worked (in terms of gender, race, and age)?

Training
1. What types of training were given to the 2018 End-to-End Census Test field, recruiting, and administrative staff? Was it sufficient based on training assessments and debriefing results?
2. How effective was the Learning Management System (LMS) in the delivery of training?

Schedule and Cost

1. Were any baseline dates missed? If so, why?
2. How many schedule change requests were needed for the recruiting effort? What was the assumed impact on time, resources, and/or scope?
3. How many schedule change requests were needed for the selection effort? What was the assumed impact on time, resources, and/or scope?
4. How many schedule change requests were needed for the process background check effort? What was the assumed impact on time, resources, and/or scope?
5. How many schedule change requests were needed for the hiring effort? What was the assumed impact on time, resources, and/or scope?
6. How many schedule change requests were needed for the training effort? What was the assumed impact on time, resources, and/or scope?
7. What was the cost of the Recruiting, Onboarding, and Training program? How did actual expenses for the Jobs Line vary from the budgeted amount? If there were budget variances, why did they occur?

V.   Methodology

The research questions will be answered using results from debriefing sessions, lessons learned reports, a pay rate study, summary jobs line metrics, Universal Tracking System (UTS) reports, Recruiting Website reports, and (DAPPS) reports such as:

*   D-424A, Recruiting Sources Report: Provides information on the number of recruits by source.
*   D-424B, County/Block Number Applicant Report: Helps determine if enough qualified applicants were recruited in each geographic area.
*   D-424E, Master Applicant List by Name Report: Helps to identify potential recruiting problems and will supply the number of ineligible applicants by tract.
*   D-424F, Regional Disposition Summary: Supplies the number of ineligible applicants, number of applicants refusing jobs offers, and number of employees who have been terminated.
*   D-424I, Recruiting Assistant Applicant Testing and Cost: Supplies the number of applicants tested per RA hour worked, number of applicants tested per mile driven, and the RA cost per applicant.
*   D-958D, Recruiting Status by Office: Provides applicant testing goals and ranking by office.
*   2018 Weekly Recruiting Goals Reports: Shows recruiting progress over time for peak operations on a weekly basis. This report will present data at a regional and a national level to track recruitment progress.

VI.   Risks/Limitations

There are no known risks or limitations pertaining to this operational assessment.

VII.   Measures of Success

The criteria used to define successful completion of Recruiting, Onboarding, and Training operation are a combination of cost, process, and quality measures, and come directly from the FLDI Baselined Requirements:

Recruiting

1. The FLDI operation advertises jobs to encourage individuals to apply. All jobs are advertised.
2. The FLDI operation provides applicants the capability to complete a job application (Form BC-170D) for consideration of employment. All Forms BC-170D are completed and properly processed.
3. The FLDI operation provides applicants a designated location for employment assessments for a paper-based application process. Employment assessments are conducted at all designated locations.
4. The FLDI operation ships the application package to the office. All application packages are shipped to the field office for completeness checking. Incomplete applications will not be processed for consideration; all complete applications with the required information will be processed for consideration.
5. The FLDI operation verifies the Veteran Preference Document, which may add points to the application process. All Veteran Preference documents are received and processed, and either 0, 5, or 10 points are added to the applicants' total points.
6. The FLDI operation calculates and aggregates assessment results for applicant consideration. All assessment results are calculated, documented and saved into the assigned system.
7. The FLDI operation sends the applicant information to the assigned system for geocoding in order to determine the geographic location of the applicant. All applicant information is sent to and received by the assigned system.
8. The FLDI operation fixes geocode errors in the application. All geocoded addresses are fixed and the applications are processed.
9. The FLDI operation updates applicant records of geocoded addresses. All updated Applicant Records are available in the applicant's pool.
10. The FLDI operation determines Applicant Status. All applicant statuses are either Eligible or Ineligible.

Selection

1. The FLDI operation provides recommended criteria based on location of workload and language and location of applicants. All job requisitions are provided based on location of workload and location of applicants.
2. The FLDI operation creates job requisition based on operational need. Job requisitions are created based on recommended selection criteria in order to generate selection certificates.
3. The FLDI operation captures selection guide responses of the applicants. All interview results are recorded on the selection certificate.
4. The FLDI operation evaluates responses to the selection guide to determine who should be extended an offer of employment. Offers of employment are made if the applicants' responses to the selection guide are acceptable.
5. The FLDI operation records the applicant status when selection certificate closes. Applicant status is either Available or Ineligible
6. The FLDI operation automatically closes the selection certificate (at completion of interviews) after five business days, including Saturday.
7. The FLDI operation notifies applicant to make an appointment with the Third Party Vendor for fingerprinting and background investigation documentation. All selected applicants are notified to make an appointment with the Third Party Vender.

Training
1. The FLDI operation provides an online training solution that reduces costs and increases efficiency over what was available/ reported in 2010.
2. The FLDI operation interfaces with the Census Bureau personnel system to automatically provide training results, updating it automatically with all LMS training completion dates.
3. The FLDI operation provides role-based access to a public-facing portal to allow help desk support.

Onboarding
1. The FLDI operation provides onboarding paperwork online.
2. The FLDI operation ensures the accurate fingerprinting of all eligible applicants. Complete Fingerprint sets are sent to the Federal Bureau of Investigation (FBI) to complete background investigations.
3. The FLDI operation interfaces with the Census Bureau personnel system to update applicant suitability status. The Personnel system is updated with applicant suitability status, and ensures that only applicants found suitable are eligible for fieldwork.
4. The FLDI operation provides the capability to Update Status and Send fingerprint notification to DAPPS. Fingerprint submission dates are accurately recorded in Census Hiring and Employment Check (CHEC).

5. The fingerprinting solution is flexible enough for selectees such that fingerprint no-show rate for scheduled appointments is less than 20%.
6. The fingerprinting solution is flexible enough for selectees such that the failure to submit fingerprint rate is less than 15%.
7. The fingerprinting solution provides sufficient time for selectees to provide additional information to the CHEC office as needed and still be cleared in time to be eligible to be placed on a training roster.

VIII.   Data Requirements (Data Sources)

The data required for this operational assessment from HRD, CHEC, and FLD are anticipated to be delivered by May 1, 2019. HRD will provide information on approved waivers. The assessment report schedule is based on this date.

FLD will provide the following reports:
• D-424A, Recruiting Sources Report.
• D-424B, County/Block Number Applicant Report.
• D-424E, Master Applicant List by Name Report.
• D-424F, Regional Disposition Summary.
• D-958D, Recruiting Status by Office.
• 2018 Weekly Recruiting Goals Reports.
• Jobs Line Metrics.
• Toll free jobs line reports.
• UTS reports.

IX.   Division Responsibilities

Various divisions of the Census Bureau have collaborated on this operational assessment study plan and will provide information to evaluate the Recruiting, Onboarding, and Training operation:
• HRD will provide information on approved waivers and waiver result reports to Decennial Census Management Division (DCMD).
• Decennial Recruiting Branch in FLD will provide recruiting and DAPPS reports, assessment scores, debriefing reports, media tools kits, recruiting manuals, and lessons learned.
• Application Development & Services Division (ADSD) will provide name check reports that provide data on the number of applicants who scheduled fingerprinting appointments, failed to show to scheduled fingerprint appointments, submitted

fingerprints, failed to submit fingerprints, cleared background check, and those that did not pass the background check.

• National Processing Center (NPC)/Telephone Center will provide data on the Background Check Inquiry Line.

• DCMD will coordinate data analysis using the FLDI IPT and will prepare the operational assessment study plan and the final report.

Name	Organization
Bryn Johnson	DCMD
Christopher Stephenson	DCMD
Sari Sue Jolly	FLD
Sneha Thakor Desai	FLD
Alessandro Rebaudengo	ADSD
Richard T. Liquorie	FLD
Jeffery T. Seibert	ADSD
Nelson L. Er	FLD
Connie Renee Murray	FLD
Ayomikun Adeleye	ADSD
Katrina King	FLD
Judy Smith	FLD
Gina M. Winchester	FLD
Amy E. Jackson	DCEO
Mary O. Michael	HRD
Curtis Allen	HRD
Jacqueline D. Shaw	FLD
John T. View, Jr.	HRD
George E. Barnett	HRD
Megan C. Ruhnke	ADDP
Jay M. Occhiogrosso	FLD
Sydnee C. Chattin	FLD
Deena R. Myles	HRD
Brian Harrigan	HRD
Giulia Goletti	DCMD
Gary Curzi	DCMD
Nichole L. Whatley	DCMD
Ramone Memita	DCMD
Zakia Sullivan	DCMD
David Buckholtz	DCMD
Amaka Ndubueze	DCMD
Ahsan Chowdhury	DCMD

Name	Organization
Jason Kopp	ADDC
Viola Lewis Willis	DCEO
Lyndon Christian Johnson	ISSRO
Gayle Marie	FLD

FLD at Headquarters and Recruiting, Training, and Onboarding Branch (RTO) staff will gather the necessary data for the assessment report. In addition, FLD and other branches will work with DCMD in drafting the FLDI operational assessment report.

X.   Milestone Schedule

Activity ID	Activity Name	Orig. Duration	Start	Finish
	Field Infrastructure Operational Assessment Study Plan (Recruiting, Onboarding, and Training)			
	First Draft			
	Prepare First Draft of FLDI Assessment Study Plan	5	7/10/17	7//14/17
	Distribute First Draft of FLDI Assessment Study Plan to the Assessment Sponsoring DCMD FLDI Acting Branch Chief	4	7/14/17	7/18/17
	Incorporate DCMD FLDI Branch Chief feedback to FLDI Assessment Study Plan	1	7/18/17	7/20/17
	Submit revised First Draft to DCMD ADC for review	1	7/20/17	7/20/17
	Initial Draft			
	Prepare Initial Draft FLDI Assessment Study Plan (Incorporate ADC feedback/ input)	3	7/20/17	7/25/17
	Distribute Initial Draft FLDI Assessment Study Plan to Evaluations & Experiments Coordination Branch (EXC)	1	7/26/17	7/26/17
	EXC Distributes Initial Draft FLDI Assessment Study Plan to the DROM Working Group for Electronic Review	1	7/27/17	7/27/17

Activity ID	Activity Name	Orig. Duration	Start	Finish
	Receive Comments from the DROM Working Group on the Initial Draft FLDI Assessment Study Plan	5	7/27/17	8/3/17
	Schedule the FLDI Study Plan for the IPT Lead to Meet with the DROM Working Group	**6**	8/3/17	8/11/17
	Discuss DROM Comments on Initial Draft FLDI Assessment Study Plan	1	8/11/17	8/11/17
Final Draft				
	Prepare Final Draft of FLDI Assessment Study Plan	15	8/14/17	9/1/17
	Distribute Final Draft of FLDI Assessment Study Plan to the DPMO and the EXC	1	9/5/17	9/5/17
	Schedule and Discuss Final Draft FLDI Assessment Study Plan with the 2020 PMGB	14	9/6/17	9/25/17
	Incorporate 2020 PMGB Comments for FLDI Assessment Study Plan	5	9/26/17	10/2/17
	Prepare FINAL FLDI Assessment Study Plan	5	10/3/17	10/10/17
	Distribute FINAL FLDI Assessment Study Plan to the EXC	1	10/11/17	10/11/17
	EXC Staff Distributes the FLDI Assessment Study Plan and 2020 Memorandum to the DCCO	3	10/12/17	10/16/17
	DCCO Staff Process the Draft 2020 Memorandum and the FLDI Assessment Study Plan to Obtain Clearances (DCMD Chief, Assistant Director, and Associate Director)	30	10/17/17	12/4/17
	DCCO Staff Formally Release the FLDI Assessment Study Plan in the 2020 Memorandum Series	1	12/5/17	12/5/17
FLDI – Recruiting, Onboarding, and Training Assessment Report				
First Draft of Assessment Report				
	Receive, Verify, and Validate FLDI Assessment Data	**20**	4/3/19	5/1/19
	Examine Results and Conduct Analysis	**20**	5/2/19	5/30/19
	Prepare First Draft of FLDI Assessment Report (Includes Branch Chief review)	15	5/31/19	6/20/19

Activity ID	Activity Name	Orig. Duration	Start	Finish
	Distribute First Draft of FLDI Assessment Report to the Assessment Sponsoring DCMD ADC	1	6/21/19	6/21/19
	Incorporate DCMD ADC comments into FLDI Assessment Report	7	6/24/19	7/2/19
Initial Draft of Assessment Report				
	Prepare Initial Draft FLDI Assessment Report	8	7/3/19	7/16/19
	Distribute Initial Draft FLDI Assessment Report to Evaluations & Experiments Coordination Br. (EXC)	1	7/17/19	7/17/19
	EXC Distributes Initial Draft FLDI Assessment Report to the DROM Working Group for Electronic Review	1	7/18/19	7/18/19
	Receive Comments from the DROM Working Group on the Initial Draft FLDI Assessment Report	10	7/19/19	8/1/19
	Schedule the FLDI Assessment Report for the IPT Lead to Meet with the DROM Working Group	**10**	8/2/19	8/15/19
	Discuss DROM Comments on Initial Draft FLDI Assessment Report	1	8/16/19	8/16/19
Final Draft of Assessment Report				
	Prepare Final Draft of FLDI Assessment Report	25	8/17/19	9/23/19
	Distribute Final Draft of FLDI Assessment Report to the DPMO and the EXC	1	9/24/19	9/24/19
	Schedule and Discuss Final Draft FLDI Assessment Report with the 2020 PMGB	14	9/25/19	10/15/19
	Incorporate 2020 PMGB Comments for FLDI Assessment Report	10	10/16/19	10/29/19
Final Assessment Report				
	Prepare FINAL FLDI Assessment Report	10	10/30/19	11/14/19
	Deliver FINAL FLDI Assessment Report to the EXC	1	11/15/19	11/15/19
	EXC Staff Distribute the FINAL FLDI Assessment Report and 2020 Memorandum to the DCCO	3	11/18/19	11/20/19
	DCCO Staff Process the Draft 2020 Memorandum and the FINAL FLDI Assessment Report to Obtain Clearances (DCMD Chief, Assistant Director, and Associate Director)	30	11/21/19	1/3/20

Activity ID	Activity Name	Orig. Duration	Start	Finish
	DCCO Staff Formally Release the FINAL FLDI Assessment Report in the 2020 Memorandum Series	1	1/6/20	1/6/20
	EXC Staff Capture Recommendations of the FINAL FLDI Assessment Report in the Census Knowledge Management SharePoint Application	1	**1/7/20**	**1/7/20**

XI.   Review/Approval Table

Role	Electronic Signature	Date
Fact Checker or independent verifier	Christopher Stephenson	
DCMD ADC	Bryn Johnson	
DROM DCMD co-executive sponsor (or designee)	Deborah Stempowski	
DROM DSSD co-executive sponsor (or designee)	Patrick Cantwell	
Associate Director for R&M (or designee)	John Abowd	
Associate Director for Decennial Census Programs (or designee) and 2020 PMGB	Lisa Blumerman	

XII.   Document Revision and Version Control History

VERSION	DATE	REVISION DESCRIPTION	AUTHOR/ EDITOR
V 1.0	7/14/17	First Draft	Amaka Ndubueze
V 1.1	7/19/17	Post-Review Updates for Acting RTO Branch Chief review	David Buckholtz
V 1.2	7/26/17	Post-ADC Review Updates; added complete study plan and report schedule	David Buckholtz
FINAL V1.0	8/28/17	Final Draft for PMGB Review	David Buckholtz

XIII.   Glossary of Acronyms

Acronym	Definition
ACO	Area Census Office

Acronym	Definition
ADC	Assistant Division Chief
ADDC	Associate Director for Decennial Census Programs
ADDP	Associate Director for Demographic Programs
ADSD	Application Development and Services Division
AMSD	Administrative and Management Systems Division
CHEC	Census Hiring and Employment Check
DAPPS	Decennial Applicant, Personnel and Payroll System
DCCO	Decennial Census Communications Office
DCEO	Decennial Contract Execution Office
DCMD	Decennial Census Management Division
DPMO	Decennial Program Management Office
DROM	Decennial Research Objectives and Methods Working Group
DSSD	Decennial Statistical Studies Division
EXC	Evaluations & Experiments Coordination Branch
FBI	Federal Bureau of Investigation
FLD	Field Division
FLDI	Field Infrastructure
HQ	Headquarters
HRD	Human Resources Division
IFAC	In-field Address Canvassing
IPT	Integrated Project Team
ISSRO	Information Systems Support and Review Office
IT	Information Technology
LCO	Local Census Office
LMS	Learning Management System
NPC	National Processing Center
OMB	Office of Management and Budget
PMGB	Portfolio Management Governance Board
RA	Recruiting Assistant
RCC	Regional Census Center
RO	Regional Office
RTO	Recruiting, Training, and Onboarding Branch
R&M	Research & Methodology Directorate

Acronym	Definition
TEA	Type of Enumeration Area
UTS	Universal Tracking System
3PV	Third-Party Vendor for Fingerprinting

XIV.   References

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