

2020 Census Detailed Operational Plan for: 32. Field Infrastructure Operation (FLDI) and 33. Decennial Logistics Management Operation (DLM)

A New Design for the 21st Century

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Approvals

The FLDI/DLM Detailed Operational Plans presented in this document have been reviewed and approved for use.

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1 Document Purpose

The 2020 Census Detailed Operational Plans for the Field Infrastructure operation (FLDI) and the Decennial Logistics Management operation (DLM) are presented in a single document because of the integrated nature of these two operations. This document is intended for use by U.S. Census Bureau managers, staff, contractors, and other internal and external stakeholders working on the 2020 Census. The document presents the detailed operational design for FLDI and DLM and includes a summary of the operational processes involved, their inputs, outputs, controls, and the basic mechanisms employed to conduct the operational work.

Anticipated uses of this document include the following:

- Communication – Documents operational design details for internal and external stakeholders.
- Planning – Documents planning assumptions and key milestones.
- Staffing – Documents staffing needs and strategies.
- Design – Describes operations and flows, which inform design of IT systems, manual processes, and training.
- Development – Identifies business rules and required capabilities to be developed.
- Testing – Provides a basis for developing integrated test plans for IT systems and processes.

This document complements the 2020 Census Operational Plan, which presents the 2020 Census operational design and covers all operations required to execute the 2020 Census, starting with pre-census address and geographic feature updates and ending once census data products are disseminated and coverage and quality are measured.

2 Operational Overview

2.1 Operation Purpose

2.1.1 FLDI

The Field Infrastructure operation (FLDI) provides the administrative infrastructure for data collection covering the 50 states, the District of Columbia, and Puerto Rico including:

- Recruiting.
- Hiring and onboarding.
- Personnel and payroll administration.
- Training.
- Partnership support.
- Management and supervision.
- Clerical support.

2.1.2 DLM

The Decennial Logistics Management operation (DLM) manages space acquisition for and lease management of six regional census centers (RCCs), the Puerto Rico Area Office (PRAO), and 248 area census offices (ACOs). The Census Bureau's Decennial Census Management Division's (DCMD) DLM Branch, coordinates these activities in collaboration with the Field Division (FLD) and the General Services Administration (GSA). The other major DLM activity is the DLM Branch, collaborating with FLD and the National Processing Center (NPC), to provide logistics management support services for the 2020 Census. Examples of DLM activities include, but are not limited to:

- Developing a space acquisition plan, program schedule for the RCCs, PRAO, and ACOs and coordinating with GSA to secure bids and award contracts and leases for these offices.
- Monitoring the procurement and build-out of space (i.e., specifications, schemas, designs, etc.).
- Ensuring all office locations meet physical security requirements.
- Closing out the offices.
- Providing logistics management support services, including procuring warehouse space, warehousing, inventory management, kit assembly, deployment of materials, and receiving and excessing materials. Services include, but are not limited to:
 - Procuring and setting up warehouse space to support RCCs, PRAO, and ACOs.

- Provisioning RCCs, PRAO, and ACOs with office furniture, supplies, operating materials, and non-IT equipment.
- Provisioning RCC, PRAO, and ACO field staff with supplies.
- Managing inventory.
- Assembling kits (e.g., recruiting, hiring, and operation-specific kits).
- Deploying materials to RCCs, PRAO, and ACOs.
- Receiving and excessing remaining materials after the operation concludes.
- Printing and shipping – NPC or external print vendor (e.g. Government Publishing Office [GPO]).

2.2 Office and Staffing Structure

This section presents the organization structures for the RCCs and ACOs. A general description of the duties assigned to each position can be found in Appendix C. These charts and the position descriptions are from the publication D-520, *2020 Decennial Census Regional Census Center Administrative Manual*. The organizational structures are as of the dates noted on the figures.

2.2.1 RCC Structure and Positions

Figure 1 shows the organization structure of the RCC, including the supervisory and working relationship throughout the organization. The RCC operates under the direction of the regional director (RD) who acts as area manager. The RD is responsible for overall policy implementation and direction of the census field operations within the region. All employees within the RCC must carry out their assigned duties to assure the census is taken as planned and on time.

2.2.2 ACO Structure and Positions

Figure 2 shows the organizational structure for the ACO, including the supervisory reporting relationships as well as areas of responsibility within the ACO. The ACO is under the direct supervision of the RCC area manager. The ACO manager (ACOM) supervises the ACO and is assisted by the census field manager (CFM) and the administrative manager.

All employees within the ACO must carry out their assigned duties to ensure that the census is taken as planned and on time. Some of the more important duties of ACO key personnel can be found in Appendix C. For additional information on the organization and staffing in the ACO, refer to the D-501, *Area Census Office Administrative Manual*.

2020 Census
Regional Census Center (RCC) Organization
As of 6/5/2018
Positions and Numbers of Staff Subject to Change

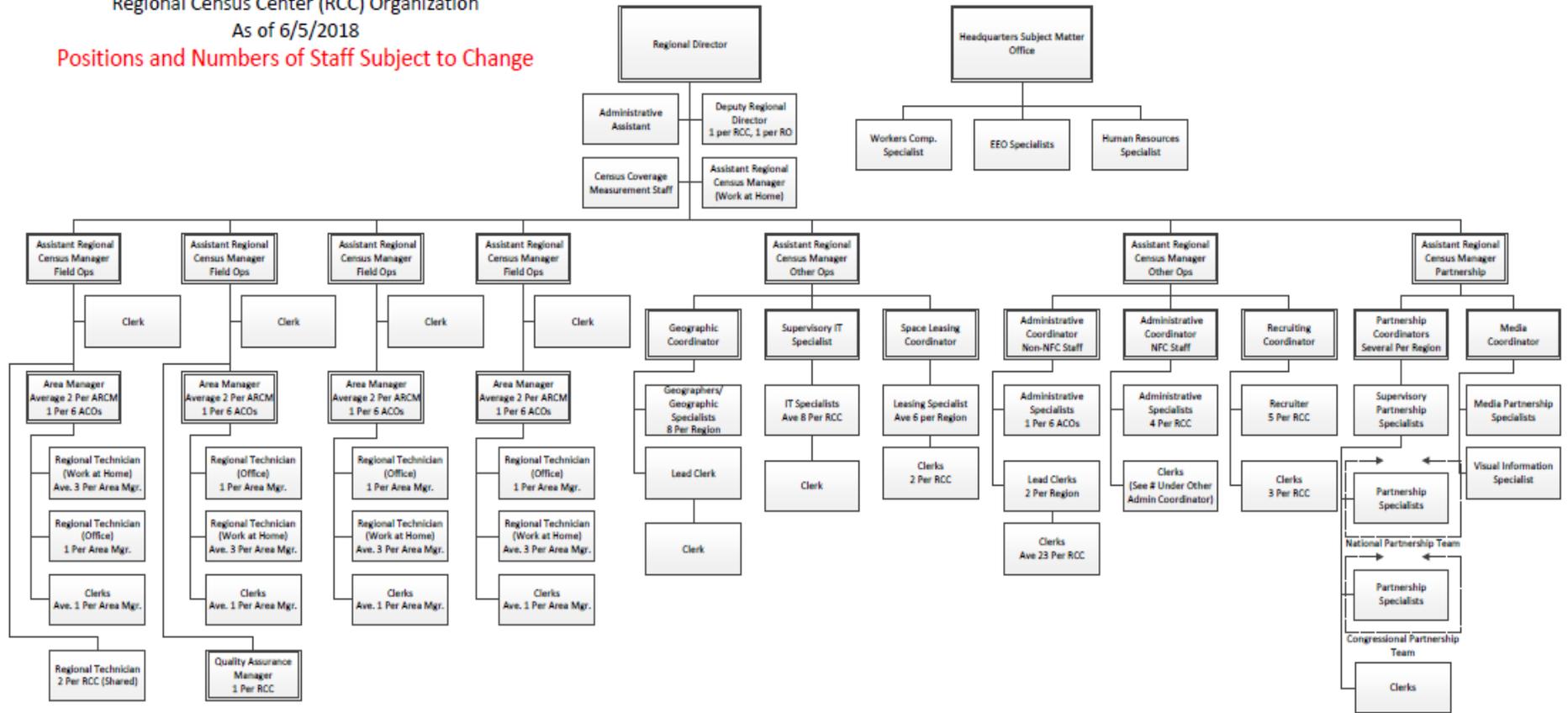


Figure 1: Organization Structure and Staffing of the RCC

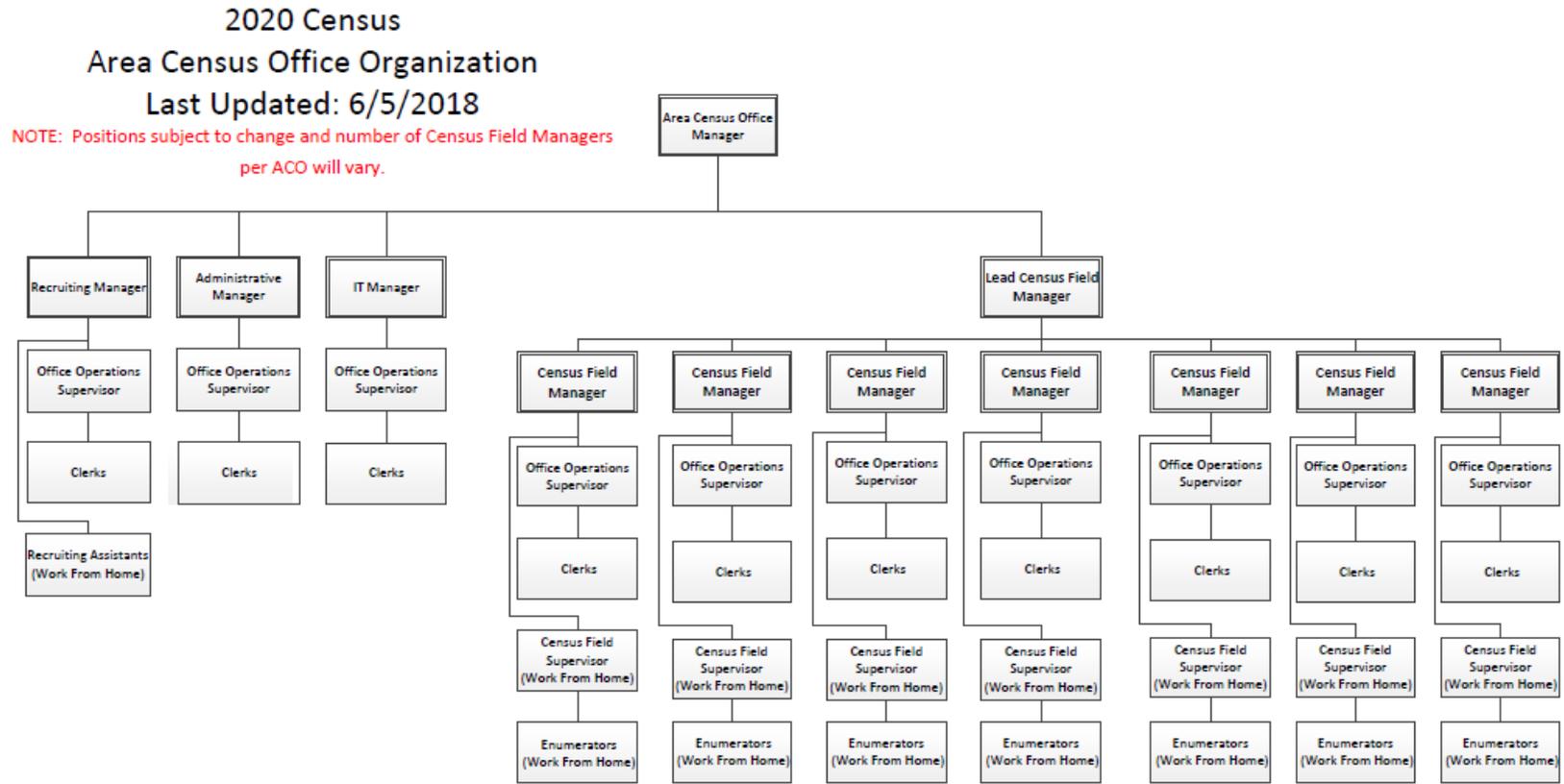


Figure 2: Organization Structure and Staffing of the ACO

2.3 Background

2.3.1 FLDI

In the 2010 Census, the Field Infrastructure Support (FIS) Operation Group supported all field data collection operations. Within the FIS Operation Group, the RCC Staffing Operation provided staff to support operations performed at the RCCs, as well as management staff for the early local census office/local census office (E/LCO). The 2010 Census Field Infrastructure operation provided the office space and the automated systems and system support for field data collection operations. The LCO Staffing Operation provided staff to support 2010 Census field operations managed by the E/LCOs. The NPC Staffing Operation provided staff to support operations at the NPC location in Jeffersonville, IN.

For the 2020 Census, the infrastructure and staffing operations have been combined into a single operation: FLDI. The 2020 Census FLDI comprises two major activities: 1) recruiting, onboarding, and training, and 2) field office administration and payroll.

FLDI focuses on providing human resources and personnel management support functions, including recruiting, hiring and onboarding (i.e., suitability and background checks), training, payroll, and out-processing (i.e., separation management). As the ACOs conduct the various field data collection operations, the tasks for the office staff change. Early in the operation the recruiting, selection, and onboarding support activities dominate, whereas later in the operation, payroll and personnel support activities increase. There are also varying needs for training preparation and field staff support. Because of this dynamic, it is critical to cross-train the office staff so that duties can be shifted as necessary to meet peak operational goals.

Managers and supervisors also need to continually replace the office staff as they move on to other positions in the office or separate from the Census Bureau. Managers and supervisors constantly look for strong office workers who are able to step into other positions quickly and effectively. All managers are responsible for seeking out and developing talented office staff who may be needed later on for increasingly responsible positions, including replacement managers.

Operational innovations for the 2020 Census include the following:

- Streamlined field management structure using automation and technology to manage the Nonresponse Followup (NRFU) caseload.
- Use of automation for the job application and recruiting processes, payroll submission and approval process, and other administrative processes to streamline personnel processes and reduce staffing requirements and related costs.

- Use of automation for training, including providing newly hired staff with electronic training modules.
- Use of a third-party vendor to collect fingerprints (fingerprint vendor, or FPV).

2.3.2 DLM

DLM comprises two major activities: 1) space acquisition and lease management, and 2) logistics management support.

For the 2010 Census, the Census Bureau opened 12 RCCs, the PRAO, and 494 local census offices (LCOs). The space acquisition and lease management activities were more complex than for the 2000 Census because of increased security requirements for federal facilities in the wake of the September 2001 terrorist attacks. In addition, after the 2000 Census, GSA increased resources to assist with space acquisition for the greatly expanded workload anticipated for the 2010 Census. High-level schedule milestones for RCC and LCO operations were as follows:

2008

- Early 2008, RCCs opened beginning early in the year.
- Winter 2008, RCCs assisted with opening ELCOs.

2009

- Spring 2009, RCCs continued assisting with ELCO openings.
- July 2009 through December 2009, LCOs opened.

2010

- September 1, 2010, through November 30, 2010, LCOs closed in stages.
- June 2011 through December 30, 2011, RCCs reduced in size and then closed.

Based on lessons learned from 2010 Census studies and reviews, the following recommendations were made for the 2020 Census:

- Establish an interagency working group to identify and develop effective strategies for space acquisition and build communication among stakeholders.
- Open some field offices earlier than others to allow for a “test” run of implementation in the space acquisition effort and improve the process for opening the remaining (majority) of offices.
- Purchase and deploy an Integrated Logistics Management System (ILMS) to gain cost benefits generated from bulk purchasing and significantly improve inventory control.
- Utilize barcode technology entirely, in conjunction with an ILMS, to improve inventory control and reduce costs.

- Conduct training at local offices for inventory control, in conjunction with use of an ILMS.
- Continue the belt-driven kit assembly line process.

The following decisions have been made for this operation:

- Logistics support for procurement, assembly, receiving, and deployment of non-IT operating materials, supplies, and equipment will be conducted by NPC.
- Field logistics support conducted by NPC will occur at an off-site location because of space limitations within the current facility.
- The preliminary plans for the quantities of operating materials and supplies have been developed based on requirements from previous census tests (e.g., 2015, 2016) and continued analysis of 2020 Census staffing needs.
- The 2020 Census field office infrastructure will include six RCCs.
- The RCCs will be located in the same metropolitan areas as the regional offices, with the exception of the Denver region, where the RCC will be located in Dallas, Texas.
- Separate office space will be needed in the RCC to support and manage the Coverage Measurement operations.
- The 2020 Census field office infrastructure includes 248 ACOs, a small subset of which (40) will open a few months early to support early census operations, including In-Field Address Canvassing.
- The plan for locating the 248 ACOs takes into account a variety of factors, which determine the actual number of offices and their associated boundaries. Examples of these factors are:
 - Local knowledge from the regions.
 - Response rate projections.
 - Anticipated NRFU workload.
 - Management factors, including optimal number of census takers per office.
 - 2010 Census NRFU contact history data.
 - Calculated estimated field workload in each state, county, tract.
 - Other related factors.
- The Census Bureau also wanted to ensure that every state included at least one ACO and that ACOs met a variety of other boundary and delineation criteria.

2.4 Design Overview

The sections below present the high-level design for FLDI and DLM. Please refer to the 2020 Census Operational Plan for a complete inventory of design decisions for all 2020 Census operations.

2.4.1 High-Level Operational Design

Figure 3 is a top-level Business Process Model (BPM) showing the Level 1 activity areas within FLDI and DLM. BPMs for the 2020 Census follow industry-standard Business Process Model and Notation (BPMN). An explanation of how to read the BPMN notations and a full-sized copy of all of the BPMN diagrams for this operation are provided under separate cover.

This top-level BPM serves as the Context Model for FLDI and DLM. A BPMN Context Model displays the high-level activities within the operations and relationships between them, whereas the IDEF0 Context Diagram depicts the boundaries of the operation or activity and the interfaces between the operation or activity and other operations and activities with which it is associated.

The design of FLDI and DLM for the 2020 Census includes five major operational activity areas:

- Initial Planning and Analysis (FLDI and DLM).
- Field Office Acquisition and Disposition (DLM).
- Human Resources and Personnel Management Support (FLDI).
- Field Office Operation (FLDI).
- Logistics Management Support for Field and Office Activities (DLM).

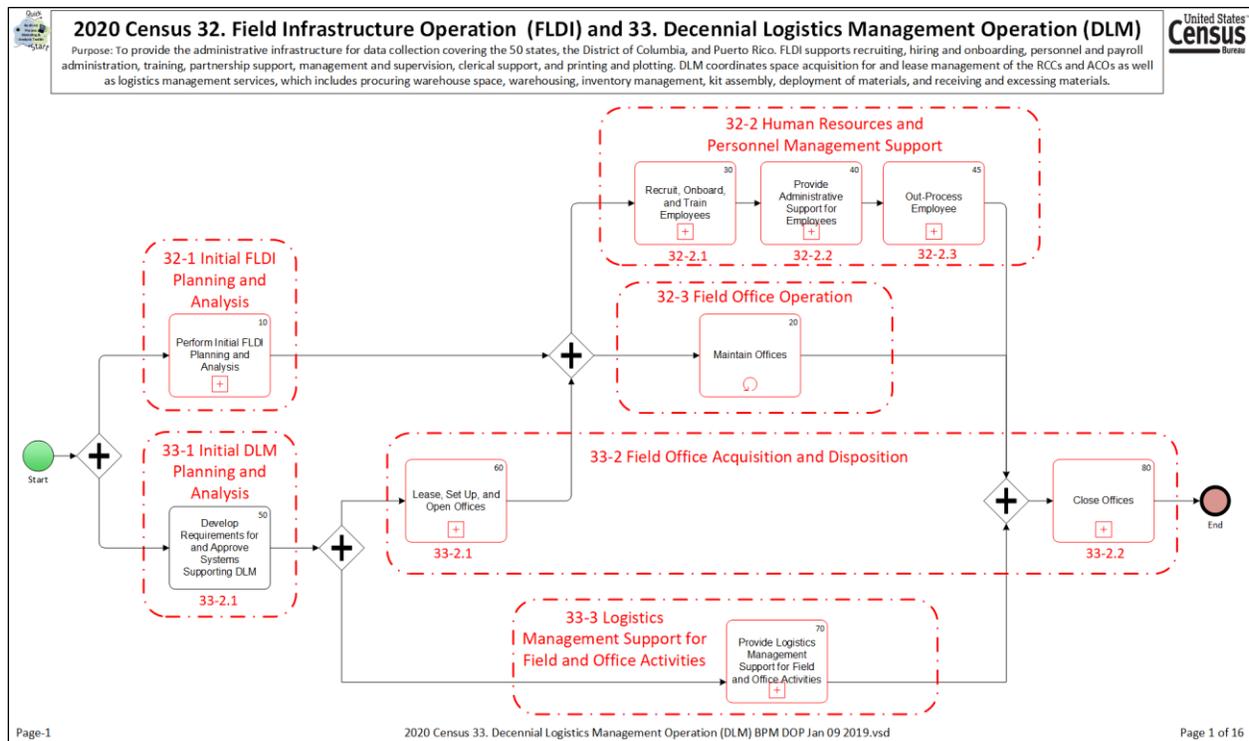


Figure 3: FLDI and DLM Context Model

Each of these major activity areas is summarized below. Together, these activities represent the complete set of work that needs to be performed to conduct these operations.

The full hierarchy of activities for FLDI and DLM is provided in the form of Activity Trees in Appendices D and E, respectively. In the Activity Trees, each major operational activity area listed above is numbered and then decomposed into a numbered set of subactivities, some of which are further decomposed into more detailed numbered subactivities or steps.

For a full description of the operational subactivities that comprise FLDI and DLM, see the Detailed Process Description discussions in Section 3 and 4 below.

2.4.1.1 Initial Planning and Analysis

Initial planning and analysis includes both FLDI and DLM activities. Planning and analysis represents a collaborative approach summarized here, and described in further detail in sections 3.3.1 and 4.3.1 of this document. Both FLDI and DLM leverage the expertise of Integrated Project Team (IPT) members and a wide range of Census Bureau subject matter experts to complete comprehensive 2020 Census planning and analyses.

A key area of FLDI planning involves performing the modeling and analyses to determine the 2020 Census field and office staffing structure for the RCCs, the PRAO, and the ACOs. FLDI, in conjunction with DLM, uses the staffing structure to develop space requirements for these offices, which inform DLM's planning for space acquisition and leasing activities. FLDI uses the field and office staffing structure to inform its recruiting, onboarding, and training strategies and plans, its recruiting communications requirements, and the kit requirements to support recruiting and hiring staff.

FLDI planning also includes developing initial capability requirements for systems supporting FLDI activities and developing training materials.

In addition to planning for space acquisition and leasing, DLM planning includes the development of a detailed set of operational requirements to support its kitting and logistics operations.

2.4.1.2 Field Office Acquisition and Disposition

DLM coordinates space acquisition for and lease management of six RCCs, the PRAO, and 248 ACOs. Examples of space acquisition and lease management activities include, but are not limited to:

- Developing a space acquisition plan and program schedule and coordination with GSA for the RCCs, PRAO, and ACOs.

- Monitoring the procurement and build-out of space (e.g., specifications, schemas, designs, etc.).
- Ensuring all office locations meet physical security requirements.
- Closing out the offices.

2.4.1.3 Human Resources and Personnel Management Support

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.
- Investigative support/background checks.

2.4.1.4 Field Office Operation

FLDI is responsible for operating and maintaining the RCCs, PRAO, and ACOs. This includes a wide variety of functions associated with ensuring that offices are running efficiently and that the field operations have the resources they need to complete their work.

2.4.1.5 Logistics Management Support for Field and Office Activities

DLM's logistics management support services for field and office activities includes procuring warehouse space, warehousing, inventory management, kit assembly, deployment of materials, and receiving and excessing materials. Services include, but are not limited to:

- Procuring and setting up warehouse space to support RCCs, PRAO, and ACOs.
- Provisioning RCCs, PRAO, and ACOs with office furniture, supplies, operating materials, and non-IT equipment.
- Provisioning RCC, PRAO, and ACO field staff with supplies.
- Inventory management.
- Kit assembly (e.g., recruiting, hiring, and operation-specific kits).
- Deploying materials to RCCs, PRAO, and ACOs.
- Receiving and excessing remaining materials after the operation concludes.
- Printing and shipping—NPC or external print vendor (e.g. Government Printing Office [GPO]).

2.4.2 Field Support Data Flows and Operational Influences

Figure 4 is an Integrated Operations Diagram (IOD), which depicts the major interactions among the operations involved in planning and supporting the execution of field data collection operations for the 2020 Census (stateside and Puerto Rico). It shows six field data collection operations requiring support in blue in the middle of the chart: the in-field component of the Address Canvassing operation (ADC), the Update Enumerate operation (UE), the Group Quarters operation (GQ), the Enumeration at Transitory Locations operation (ETL), NRFU, and the Update Leave operation (UL). Field support for the Coverage Measurement Field Operations (CMFO) and the Island Areas Censuses operation (IAC) are not included.

Primary support for the field data collection operations is provided by four different infrastructure support operations:

- **Field Infrastructure operation (FLDI):** FLDI provides human resources and personnel management support and also operates the field offices.
- **IT Infrastructure operation (ITIN):** ITIN has broad responsibility for all the IT Infrastructure to support the 2020 Census. For field support, ITIN provides devices to field staff and provides IT equipment installation and disposition support for the Regional Census Centers (RCCs), the Puerto Rico Area Office (PRAO), and area census offices (ACOs).
- **Decennial Logistics Management operation (DLM):** DLM acquires and leases office space for RCCs, PRAO, and ACOs; provides supplies, materials, and logistics support for these offices; and assembles and delivers kits for office and field staff.
- **Decennial Service Center operation (DSC):** DSC provides technical support for field staff.

The Integrated Partnership and Communications operation (IPC) also plays a significant role in supporting the field operations. IPC plans for, develops, and executes the advertising, media support and other communications materials for the recruiting campaign.¹

Other operations contribute to field support. The Content and Forms Design operation (CFD) and the Forms Printing and Distribution operation (FPD) provide approved print files and certain printed materials, respectively, to DLM for distribution to the field staff in kits. The Geographic

¹ IPC also includes a field-based partnership program, which is not shown on this diagram. The Partnership Program is focused on encouraging self-response and is not directly associated with supporting the field data collection operations.

Programs operation (GEOP) provides geographic information to support recruiting and paper listing and enumeration, and the Archiving operation (ARC) archives data about the field staff.

The operations and associated functions are aligned with various phases of field support, as shown across the top of the diagram. The ***Planning and Analysis Phase*** occurs well before the census begins and includes long-term planning activities, such as estimating workload and staffing needs, determining the number and types of offices and the staffing structure within each office type, and determining space requirements. The ***Preparation Phase*** includes additional planning activities that require less lead time but still occur before the census starts. The ***Recruiting, Onboarding, and Training Phase*** includes those activities involved in providing trained and equipped staff to support the work of the Census Bureau and the logistics and office management support required while people are being hired. Because the field data collection operations are staggered, the relevant activities for these first two phases are also staggered.

The ***Data Collection Phase*** is when the actual work of the census is done. This phase begins with In-Field Address Canvassing in late 2019 and continues until the field data collection operations are completed. At the end of data collection, the ***Closeout Phase*** begins and field operations are shut down and temporary employees out-processed.

The discussion below walks the reader through the diagram, a phase at a time, using the circled numbers to help the reader follow the flow.

Planning and Analysis Phase

① Well in advance of the start of fieldwork for the 2020 Census, the field data collection operations estimate their operational workload and provide these estimates to FLDI. FLDI uses these estimates to run staff models and conduct analyses to determine the field staffing size by geographic area. Based on this information, FLDI determines the structure and size of the field staff within the offices and the number of people expected to be hired by geographic area.

② These staffing estimates are refined over time and are used by all field support operations for their planning activities. DLM uses the estimates to determine space requirements and for initial kit operation planning. FLDI uses them to identify recruiting goals by tract. DSC uses them to plan its support needs. ITIN uses them for device planning and contracting. Finally, GEOP uses the estimates to delineate the field management areas used for recruiting and staff assignments.

③ Other activities that occur during the Planning and Preparation Phase include the following:

- IPC conducts research and planning to determine the most effective approaches for the recruiting communications campaign.
- FLDI develops strategies and plans for recruiting, onboarding and training and also defines the requirements for the recruiting communications campaign.
- ITIN acquires the contracts for the devices that will be needed by the field and office staff and plans for and acquires the contract to support the installation and disposition of the office IT equipment.

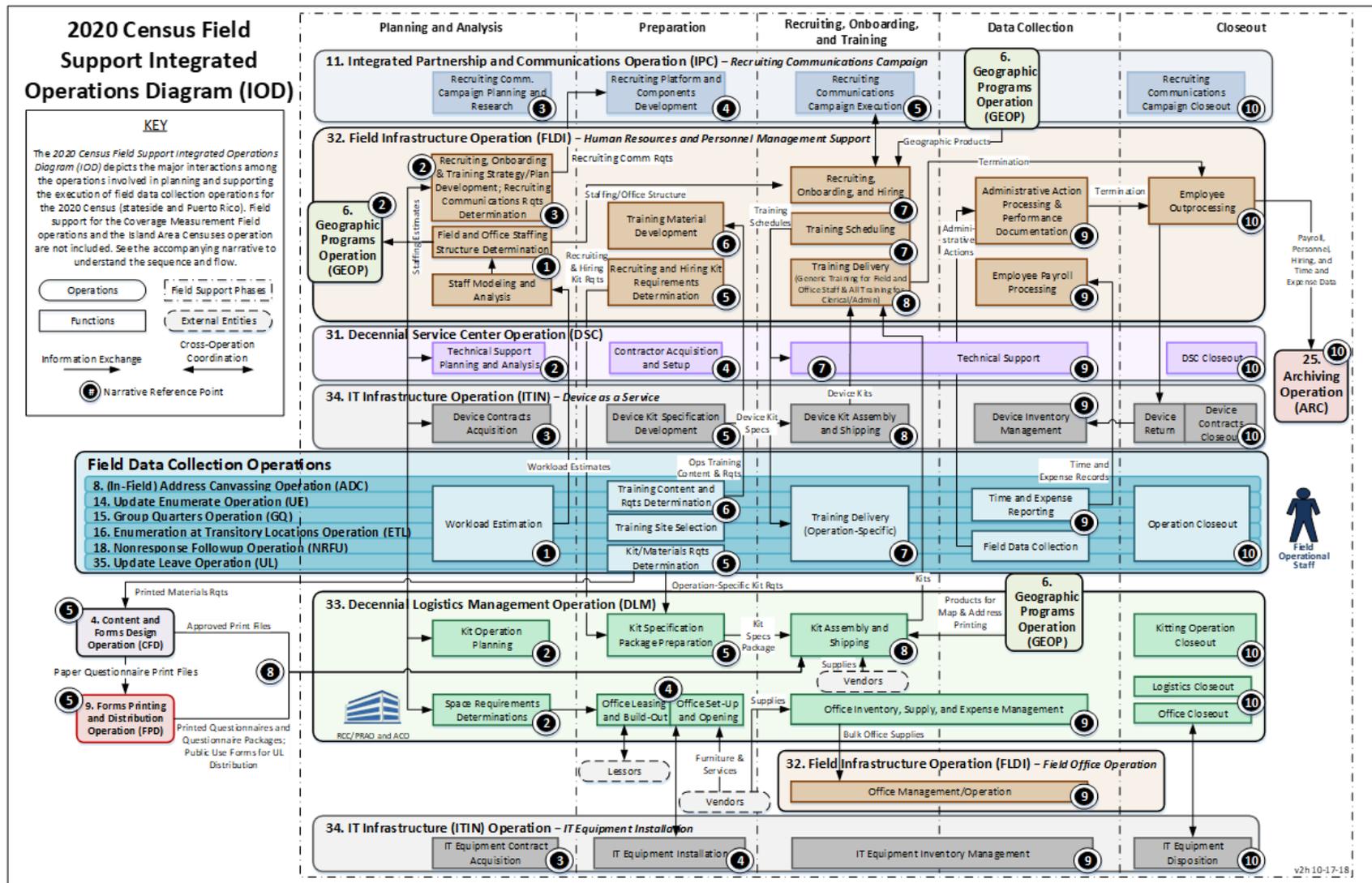


Figure 4: 2020 Census Field Support—Integrated Operations Diagram (IOD)

Preparation Phase

4 Starting in 2017, DLM works with the General Services Administration (GSA) to find appropriate office space, lease the space, and arrange for the build-out of the space to meet 2020 Census space requirements. Contracts are executed with lessors who provide the space and support the build-out activities. DLM also sets up the office space, coordinating with ITIN, which provides the IT equipment and ensures it is properly installed. Vendors provide furniture and any needed services. Once all the furnishings are in place and the equipment is operational, DLM opens the field offices, turning them over to FLDI to operate (see discussion for number 9 below).

Also, during the Preparation Phase, DSC selects the contractor who will provide the technical support and sets up its service center(s). As part of these preparation activities, DSC hires and trains the staff that will be providing the technical support.

IPC's preparation activities for field support include preparing the recruiting communications and partnership platform and developing the IPC components that will support the recruiting campaign (i.e., paid advertising, social medial, web/digital, and enterprise communications).

5 Staff in the field needs supplies and other materials for training and to conduct the work. Supplies and materials are provided to field and office staff in different types of kits:

- Recruiting Kits: Contain the supplies and materials needed by recruiting staff.
- Hiring Kits: Contain the supplies and materials needed by hiring staff.
- Operation-Specific Kits: Contain supplies and materials needed by census field supervisors (CFS) and listers/enumerators during training and production. These comprise four kit types:
 - CFS Instructor Kits.
 - CFS Supply Kits.
 - Lister/Enumerator Supply Kits.
 - Bulk Supply Kits.
- Device Kits: Contain the device and any supporting equipment and documentation. The type of device varies depending on the role of the person receiving the device.

DLM prepares specifications for the recruiting and hiring kits based on content requirements provided by FLDI and the operation-specific kits based on content requirements provided by the individual field data collection operations (ADC, UE, GQ, ETL, NRFU, and UL)². The field data

² Field staff supporting CMFO also receive kits, but that operation is not shown on this diagram.

collection operations also provide requirements for printed materials needed for the kits to CFD, which develops the content of these materials in coordination with these operations. For paper questionnaires, questionnaire packages, and UL public use forms, CFD sends print files to FPD, which prints the materials and sends them to DLM for inclusion in the appropriate operation-specific kit. For non-questionnaire printed materials, CFD sends the approved print files directly to DLM for printing and inclusion in the appropriate kits (see discussion under number 8 below).

Contents of the device kits are determined by ITIN with input from the various field operations and information systems development teams.

6 Another activity performed during the preparation phase is the development of training materials. Two primary types of training are provided to field staff. The first is generic training, which includes standard Census Bureau training for new employees as well as training on how to perform 2020 Census administrative activities such as submitting time and expense data. The second type of training is operation-specific training. The content and requirements for the operation-specific training are determined by the field data collection operations and provided to FLDI, which creates the training materials for all the field operations. FLDI creates both online and classroom training materials.

Classroom training is conducted at local sites, such as community centers or libraries. The field data collection operations are responsible for selecting these sites.

Recruiting, Onboarding, and Training Phase

7 Based on the field staffing and office structure decisions, recruiting coordinators recruit management staff for the RCCs and ACOs and clerical staff for the ACOs. Recruiting coordinators and other RCC staff will recruit the initial number of Recruiting Assistants (RAs) needed to recruit for ACO staff level positions. The RAs will then recruit additional RAs, Partnership Specialists, CFS, enumerators, listers, office operations supervisors, and clerks to support various field operations. The activities involved in this phase include recruiting and selecting applicants, processing applicant background checks, and then hiring and training those selectees who have passed the background check. These activities are part of FLDI. IPC supports these efforts by executing the recruiting communications campaign. GEOP provides geographic data products to geocode the home locations of applicants as part of FLDI recruiting work.

FLDI creates and maintains a training schedule based on the production schedule and hire dates. This schedule is shared with the trainees (new employees) as well as the trainers. Selectees do not become Census Bureau employees until they are sworn in on the first day of training. FLDI delivers the generic training for all staff as well as job-specific training for clerical and administrative staff, including RAs, office supervisors, and clerks. The field data collection

operations provide the operation-specific training for field operations staff. IPC provides training for partnership assistants (not shown on the diagram).

DSC relies on training schedules from FLDI to initiate its technical support activity. One role of DSC during this phase is to initiate the request for ITIN to open and activate the IT accounts for field and office staff. (ITIN's role in activating accounts is not shown on the diagram.)

8 DLM and ITIN assemble the kits based on the kit specification packages prepared during the Preparation phase. DLM ships the recruiting, hiring, and operation-specific kits to FLDI, and ITIN ships the device kits to FLDI or directly to the staff based on information provided by FLDI (not shown on the diagram). FLDI delivers the kits to the staff during training.

Materials needed for the DLM kits come from multiple sources. Vendors provide generic supplies such as binders and pens and pencils; GEOP provides products for map and address printing; CFD provides print files of non-questionnaire materials; and FPD provides printed questionnaires and questionnaire packages for UE, GQ, and ETL and public use forms for UL distribution.

Data Collection Phase

9 During data collection, the field data collection operations perform their data collection activities and report time and expense information. In support of this, FLDI handles any employee administrative actions (including documenting performance and conduct) and processes employee payroll. DSC serves as the first line of technical support for all field and office staff.

Field offices are open and operational beginning in the Recruiting, Onboarding, and Training Phase and continuing through the Data Collection Phase. FLDI is responsible for operating the offices. DLM is responsible for providing supplies and logistics support to the offices and for maintaining the inventory of all field office assets. This include replenishing kits and bulk supplies as needed. ITIN manages the inventory of the devices sent to field staff as well as the inventory of the office IT equipment.

Closeout Phase

10 As field data collection winds down, the field data collection operations prioritize activities for the remaining cases, determine when data collection stops for each geographic area, and finish their work.

The field support operations also perform close-out activities:

- FLDI out-processes field staff, coordinating with ITIN regarding the return of devices and sends payroll, personnel, hiring, and time and expense data to ARC.
- FLDI ends recruiting activities.
- DLM shuts down its kitting and logistics support operations.
- DLM closes the offices, dispositioning all furniture and non-IT equipment.
- ITIN disposes IT equipment and closes the device contracts.
- DSC shuts down technical support for the field, however, technical support for headquarters (HQ) continues.
- IPC shuts down its recruiting communications campaign.

3 Field Infrastructure Operation [32. FLDI]

3.1 Introduction

The Field Infrastructure operation is responsible for maintaining the field offices and for recruiting, onboarding, and training the field staff required to support all of the census field operations, including In-Field Address Canvassing operation (ADC), Nonresponse Followup operation (NRFU), Update Enumerate operation (UE), Group Quarters operation (GQ), Enumeration at Transitory Locations operation (ETL), Update Leave operation (UL) and Coverage Measurement Field Operations (CMFO). FLDI also recruits, onboards, and trains Recruiting Assistants (RAs) who support recruiting operations.

3.2 Operational Context

The FLDI operational activities described above (Section 2.3.1) are conducted within the context of other 2020 Census operations and other programs or data sources that are external to the 2020 Census program. One way to depict an operational context is by using a “Context Diagram,” which shows the boundary of the operational process, the operational activities it contains, and the information exchanged with its neighbor operations (or other entities) as well as the resources (mechanisms) needed to conduct the operational work.

Figure 5 is a top-level context diagram for FLDI represented as an Integrated Definition, Level 0 (IDEF0) model. An IDEF0 model of a process (or operation) shows the Inputs, Controls, Outputs, and Mechanisms of the process. These IDEF0 model elements are summarized below and described further in the sections that follow.

The yellow box in the center of the IDEF0 model lists the major operational activity areas for the operation, numbered as given in FLDI Activity Tree in Appendix D. Specific Information Exchanges (IE) are shown in different colored boxes to represent the Inputs (green boxes on left side), Outputs (orange boxes on right side), Controls (purple boxes on top), and Mechanisms (blue boxes on the bottom). Boxes to the left of the Inputs indicate the *Provider* of the inputs to the operation (typically another 2020 Census operation or an external source). The Provider of the Controls is noted in the box itself. Boxes to the right of the Outputs indicate the *Receiver* of the outputs (typically another 2020 Census operation or external entity). Each Information Exchange has a name and a unique number for identification purposes.

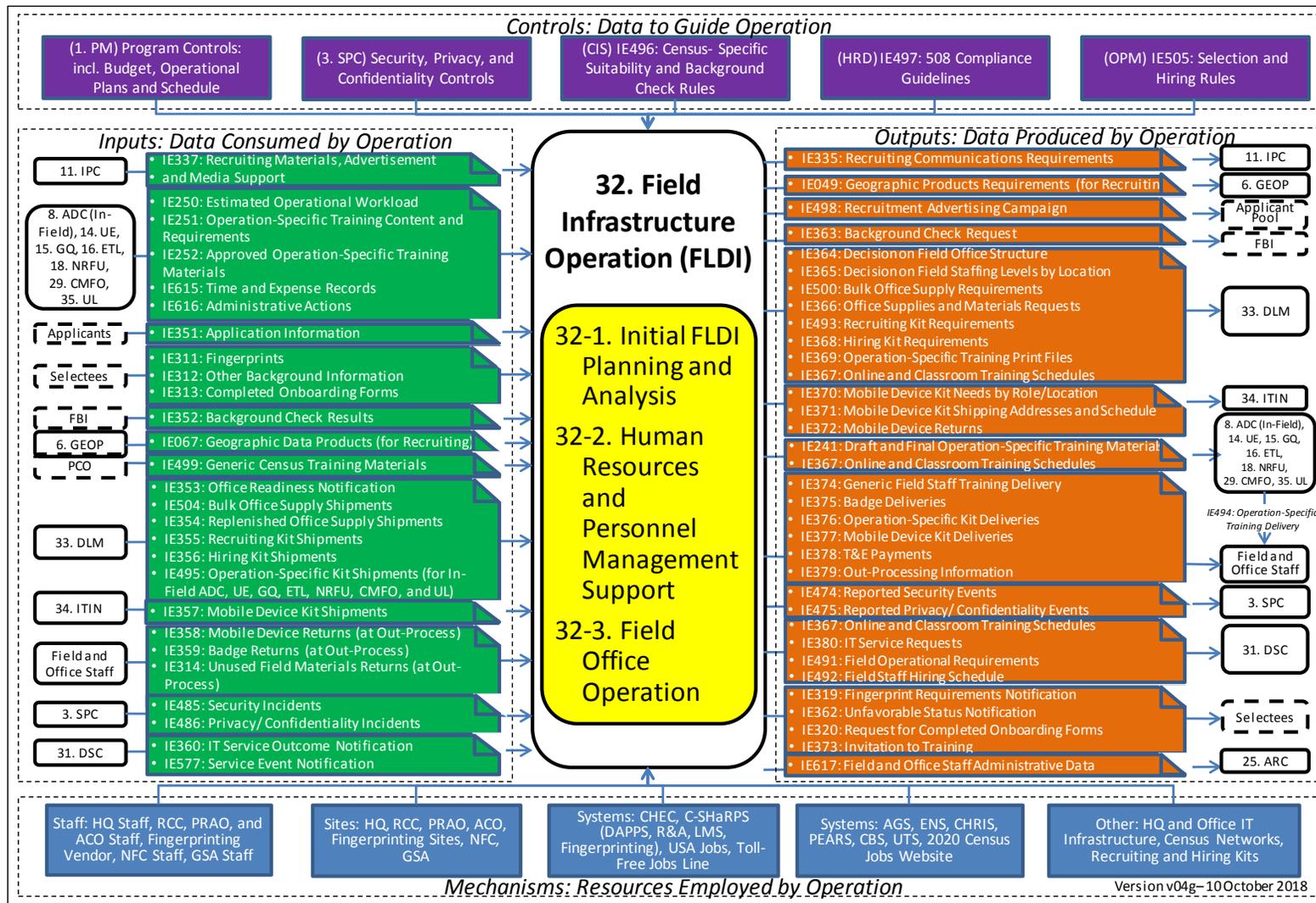


Figure 5: Field Infrastructure Operation (FLDI) Context Diagram

For the FLDI operation, initial inputs include estimated operational workload, operation-specific training requirements, and generic census training materials. Initial outputs include recruiting communications requirements, geographic product requirements, recruiting and hiring kit requirements, operational requirements for DSC support, draft and final operation-specific training materials, and mobile device kit needs and shipping addresses.

As offices open, FLDI receives from DLM office readiness notifications so it can take over operation of the field offices. It receives bulk supplies from DLM and also replenishments as needed. Part of maintaining the offices involves coordinating with DSC regarding any IT service requests. FLDI also coordinates with SPC and DSC regarding any incidents that may occur.

To support recruiting activities, FLDI receives recruiting materials, advertisement and media support from IPC and recruiting and hiring kit shipments from DLM. The recruiting assistants receive and process application information from applicants and coordinate with the selectees regarding the background check, fingerprinting, and their status. FLDI sends the hiring schedule to DSC so that it can set up employee accounts. FLDI also creates a training schedule, which it sends to other support operations (DLM, DSC, and ITIN) and also to the field data collection operations.

FLDI is responsible for delivering kits to the field and office staff during training. It receives the operation-specific kit shipments from DLM and the device kit shipments from ITIN. As the field and office staff perform its work, FLDI pays the staff and handles administrative actions. FLDI also handles out-processing of staff and collecting badges, mobile devices, and unused materials from the staff and disposing of them. Mobile devices are sent to ITIN for disposal.

At the end of the field data collection operations, FLDI provides field and office staff administrative data to ARC for future research, analysis, and planning.

Major controls include program controls, Census Bureau-specific background check and employment suitability rules, and Human Resources Division (HRD) compliance guidelines.

Key mechanisms include the staff from multiple organizations that support this operation, the sites at which those staff reside, and the systems and other infrastructure, materials, and equipment needed to support FLDI activities.

For detailed descriptions of the Inputs, Controls, Outputs, and Mechanisms used by FLDI, see the sections that follow.

3.2.1 FLDI Operational Inputs

Inputs are the data that are consumed by the operation. The inputs define the amount of operational work that needs to be performed.

Table 1 lists the FLDI operational inputs.

Table 1: FLDI Operational Inputs

Provider	Information Exchange	Description
11. Integrated Partnership and Communications operation (IPC)	IE337: Recruiting Materials, Advertisement and Media Support	The materials, advertisements, and media support used as part of the recruiting communications campaign to encourage people to apply for employment in support of the 2020 Census field operations.
8. Address Canvassing operation (ADC (In-Field)), 14. Update Enumerate operation (UE), 15. Group Quarters operation (GQ), 16. Enumeration at Transitory Locations operation (ETL), 18. Nonresponse Followup operation (NRFU), 29. Coverage Measurement Field Operations (CMFO), 35. Update Leave operation (UL)	IE250: Estimated Operational Workload	Estimate of the number of living quarters that will be enumerated within the field for each geographic area. This information is used by FLDI to create a model for estimating the staffing needs by location.

Provider	Information Exchange	Description
8. ADC (In-Field), 14. UE, 15. GQ, 16. ETL, 18. NRFU, 29. CMFO, 35. UL	IE251: Operation-Specific Training Content and Requirements	Course content and other training requirements for the data collection operations' classroom training materials to be developed by the operational areas.
8. ADC (In-Field), 14. UE, 15. GQ, 16. ETL, 18. NRFU, 29. CMFO, 35. UL	IE252: Approved Operation-Specific Training Materials	Approval for training content and materials used to conduct classroom trainings for data collection operations' operational activities.
8. ADC (In-Field), 14. UE, 15. GQ, 16. ETL, 18. NRFU, 29. CMFO, 35. UL	IE615: Time and Expense Records	Information regarding staff time and reimbursable expenses. Used by FLDI to pay employees.
8. ADC (In-Field), 14. UE, 15. GQ, 16. ETL, 18. NRFU, 29. CMFO, 35. UL	IE616: Administrative Actions	Decisions regarding administrative changes for field and office staff made by field operation management. For example, field operations may decide to transfer an employee to another location. FLDI is responsible for documenting these actions in the appropriate systems.
Applicants	IE351: Application Information	Applicant information provided on the job application, which includes personal data (Social Security Number, name, address), citizenship information, birth place, work history, military service history, preferred veteran's hiring data, hours/days available, languages spoken, weighted results of assessment questionnaires, etc.
Selectees	IE311: Fingerprints	Fingerprint data used for background checks.

Provider	Information Exchange	Description
Selectees	ID312: Other Background Information	<p>Information a selectee must provide, including but not limited to:</p> <ul style="list-style-type: none"> • e-QIP – Electronic Questionnaire for Investigations for Processing • OF-306 – Declaration for Federal Employment • Fair Credit Release Form • BC-170 – Census Employment Inquiry • Two forms of ID (e.g. Passport, Driver’s license) • SF-85 – Questionnaire for Non-Sensitive Positions
Selectees	IE313: Completed Onboarding Forms	<p>Completed forms required as part of the onboarding process, which include:</p> <ul style="list-style-type: none"> • D-168 – New Employee Data (2020 Census) • CD-415 – Record of Employee’s Address and Emergency Information • D-1199 – Direct Deposit Authorization • D-1129 – Personal Telephone Reimbursement Policy Agreement for 2020 Census Staff • D-999 – Overtime Policy Agreement, 2020 Census • D-186F – Census Employment Agreement • OF-306 (OOS /RA /Clerk only) – Declaration for Federal Employment

Provider	Information Exchange	Description
Federal Bureau of Investigation (FBI)	IE352: Background Check Results	Results of applicants' background checks based on fingerprints taken from selectees and submitted to FBI. Results contain a listing of certain information taken from fingerprint submissions kept by the FBI and related to arrests and, in some instances, federal employment, naturalization, or military service.
6. Geographic Programs operation (GEOP)	IE067: Geographic Data Products (for Recruiting)	Geographic Products that will be needed to conduct the specific 2020 Census operations work. Geographic products used by FLDI include Field Management Area delineations for Census Field Manager (CFM) areas, ACO areas, and RCC areas.
U.S. Census Bureau Policy Coordination Office (PCO)	IE499: Generic Census Training Materials	Training content and materials used to conduct generic census training for all staff, including Title 13 and 26 training, security awareness.
33. Decennial Logistics Management operation (DLM)	IE353: Office Readiness Notification	Notification that the office is ready for occupation.
33. DLM	IE504: Bulk Office Supply Shipments	Initial shipments of basic supplies needed to run the office.
33. DLM	IE354: Replenished Office Supply Shipments	Replenishment shipments of basic supplies needed to run the office.
33. DLM	IE355: Recruiting Kit Shipments	Shipments of recruiting kits, which are delivered to recruiting staff during training.
33. DLM	IE356: Hiring Kit Shipments	Shipments of hiring kits, which are delivered to hiring staff during training.

Provider	Information Exchange	Description
33. DLM	IE495: Operation-Specific Kit Shipments (for In-Field ADC, UE, GQ, ETL, NRFU, CMFO, and UL)	Shipments of operation-specific kits, which are delivered to the field operational staff (i.e., staff supporting the field data collection operations) during training. These comprise multiple types of kits for supervisors and staff and include materials needed for training and for production work.
34. IT Infrastructure operation (ITIN)	IE357: Mobile Device Kit Shipments	Shipments of mobile device kits, which are delivered to field and office staff during training.
Field and Office Staff	IE358: Mobile Device Returns (at Out-Process)	Mobile devices returned by staff upon out-processing and associated administrative information. Final notification of return of mobile devices is provided by FLDI to ITIN (see IE372).
Field and Office Staff	IE359: Badge Returns (at Out-Process)	Badges returned by staff upon out-processing and associated administrative information.
Field and Office Staff	IE314: Unused Field Materials Returns (at Out-Process)	Unused field materials (e.g., extra supplies, clipboards, etc.) returned by staff upon out-processing.
3. Security, Privacy, and Confidentiality operation (SPC)	IE485: Security Incidents IE486: Privacy/Confidentiality Incidents	Notifications of ongoing Security Incident or Privacy/Confidentiality Incident status.
31. Decennial Service Center operation (DSC)	IE360: IT Service Outcome Notification	Notifications and status updates of IT service results provided to the users (requesters). FLDI staff (office staff supporting FLDI activities) receive technical support from DSC.

Provider	Information Exchange	Description
31. Decennial Service Center operation (DSC)	IE577: Service Event Notification	Notifications to all users of a service event such as routine operations updates/changes, system problem/incident status or privacy/security incident status. Typically, these are provided as part of the standard message users receive when they call in for help.

3.2.2 FLDI Operational Controls

Controls are the data that guide the behavior of the operation. They are not consumed by the operation, but rather they provide guidance, models, limits, criteria, cutoff dates, or other information that controls the way in which the operational work is performed.

Table 2 lists the controls for FLDI.

Table 2: FLDI Operational Controls

Provider	Information Exchange	Description
1. Program Management operation (PM)	Program Controls	Program Control information including: <ul style="list-style-type: none"> • Budget. • Operational plans and schedule.
3. Security, Privacy, and Confidentiality operation (SPC)	Security, Privacy, and Confidentiality Controls	Laws, policies, regulations, and guidelines related to physical security, IT security, data security and privacy and confidentiality impacts, analyses, and processes. These include but are not limited to Title 13, Title 26, and other laws and policies related to protection of personally identifiable information (PII). Used to ensure that all operations and systems used in the 2020 Census adhere to laws, policies, and regulations that ensure appropriate systems and data security, and protect respondent and employee privacy and confidentiality.

Provider	Information Exchange	Description
Census Investigative Service (CIS)	IE496: Census-Specific Suitability and Background Check Rules	Guidelines used to evaluate the results of the investigation, including background check results received from the FBI. Selectees with minor background check issues may still get a favorable rating based on these guidelines.
Human Resources Division (HRD)	IE497: 508 Compliance Guidelines	Guidelines applied to electronic and information technology developed, procured, maintained, or used by federal agencies. They contain technical criteria specific to various types of technologies and performance-based requirements that focus on functional capabilities of covered products. For FLDI, these are used for all systems and processes that support recruiting, hiring, training, and time and expense reporting.
Office of Personnel Management (OPM)	IE505: Selection and Hiring Rules	Guidelines used to rank the selection and hiring of applicants based on multiple criteria, including giving preference to Veterans in the hiring selection ranking.

3.2.3 FLDI Operational Outputs

Outputs are the data produced by the operation. The outputs constitute the results of operational work that has been performed. Outputs produced may be used as inputs or controls to other operations.

Table 3 lists the outputs from FLDI.

Table 3: FLDI Operational Outputs

Consumer	Information Exchange	Description
11. Integrated Partnership and Communications operation (IPC)	IE335: Recruiting Communications Requirements	Specific recruiting requirements that IPC needs to be aware of as it develops its communications campaign for recruiting people to work on the 2020 Census. Examples include eligibility requirements, hiring location needs by position, recruiting methods that have been effective in a location, etc.
6. Geographic Programs operation (GEOP)	IE049: Geographic Products Requirements (for Recruiting)	Requirements for the Geographic Products that will be needed to support recruiting activities. One criterion for applicants is that they live within a certain distance from the geographical area in which they will be working. Geographic Products help ensure that the people hired satisfy this criterion. Geographic products used by FLDI including geographic reference files for Early and Peak recruiting, and ADC, and Field Management Area delineations for Census Field Manager (CFM) areas, ACO areas, and RCC areas.
Applicant Pool	IE498: Recruitment Advertising Campaign	Advertisements and other communications materials used to inform potential applicants about the opportunity to be hired for the 2020 Census. FLDI works in conjunction with IPC on this campaign.
Federal Bureau of Investigation (FBI)	IE363: Background Check Request	Request to conduct background check of selectees using their fingerprints to look up and return criminal records, commercial records, and financial records.

Consumer	Information Exchange	Description
33. Decennial Logistics Management operation (DLM)	IE364: Decision on Field Office Structure	<p>Staffing levels and organizational structure for each field office type: RCC, PRAO, and ACO and their reporting hierarchy.</p> <p>Used by DLM for determining office space requirements.</p>
33. DLM	IE365: Decision on Field Staffing Levels by Location	<p>Number of field and office staff (by role and by geographic location by job title) that need to be hired by FLDI for the 2020 Census.</p> <p>Used by DLM for determining office space requirements.</p>
33. DLM	IE500: Bulk Office Supply Requirements	Requirements for bulk office supplies needed to run the field offices.
33. DLM	IE366: Office Supplies and Materials Requests	Requests for additional office supplies and materials as the initial bulk supply is depleted.
33. DLM	IE367: Online and Classroom Training Schedules	<p>Schedules for operation-specific online and classroom training classes.</p> <p>DLM uses this information to ensure kits are shipped in time to support the training.</p>
33. DLM	IE493: Recruiting Kit Requirements	Requirements for the contents of the kits used to train recruiting staff and support recruiting activities. Also includes the number of kits required and the count of items in the kits.
33. DLM	IE368: Hiring Kit Requirements	Requirements for the contents of the kits used to train the hiring staff and support hiring activities. Also includes the number of kits required and the count of items in the kits.

Consumer	Information Exchange	Description
33. DLM	IE369: Operation-Specific Training Print Files	Print files for any training content that needs to be printed by DLM and included in the operation-specific kits. FLDI develops the training content in coordination with the individual field data collection operations.
34. IT Infrastructure operation (ITIN)	IE370: Mobile Device Kit Needs by Role/Location	Identified needs for mobile device kits (kinds of kits, number of each kind needed) by role and location.
34. ITIN	IE371: Mobile Device Kit Shipping Addresses	Shipping addresses for mobile device kits.
34. ITIN	IE372: Mobile Device Returns	Returns of mobile devices after they are no longer needed for 2020 Census operations and associated acknowledgement of receipt.
8. Address Canvassing operation (ADC (In-Field)), 14. Update Enumerate operation (UE), 15. Group Quarters operation (GQ), 16. Enumeration at Transitory Locations operation (ETL), 18. Nonresponse Followup operation (NRFU), 29. Coverage Measurement Field Operations (CMFO), 35. Update Leave operation (UL)	IE241: Draft and Final Operation-Specific Training Materials	All materials needed to conduct the training for operation-specific operational activities. This includes course content, instructor materials, and student handouts.

Consumer	Information Exchange	Description
8. ADC (In-Field), 14. UE, 15. GQ, 16. ETL, 18. NRFU, 29. CMFO, 35. UL	IE367: Online and Classroom Training Schedules	Schedules for operation-specific online and classroom training classes. Field operations use these to coordinate delivery of operation-specific training.
Field and Office Staff	IE374: Generic Field Staff Training	Content and materials associated with the generic 2020 Census trainings that is provided to all field and office staff.
Field and Office Staff	IE375: Badge Deliveries	Badges to be provided to the staff and associated administrative information.
Field and Office Staff	IE376: Operation-Specific Kit Deliveries	Deliveries of operation-specific kits for use by field staff.
Field and Office Staff	IE377: Mobile Device Kit Deliveries	Deliveries of mobile devices for use by field and office staff and associated administrative information.
Field and Office Staff	IE378: T&E Payments	Payments made to field and office staff based on time and expense information provided by the field operations.
Field and Office Staff	IE379: Out-Processing Information	Information provided about staff's out- processing, including the return of all filled out questionnaires, return of mobile device, etc.
3. Security, Privacy, and Confidentiality operation (SPC)	IE474: Reported Security Events IE475: Reported Privacy/ Confidentiality Events	Events and monitoring data provided to the SPC operation relating to security, privacy and confidentiality conditions.
31. Decennial Service Center operation (DSC)	IE367: Online and Classroom Training Schedules	Schedules for operation-specific online and classroom training classes. Used by DSC for planning.

Consumer	Information Exchange	Description
31. DSC	IE380: IT Service Requests	Requests for information or advice, or for a standard change (a preapproved change that is low risk, relatively common and follows a procedure) or for access to an IT service.
31. DSC	IE491: Field Operational Requirements	Number and type of field and office staff by location requiring support from DSC.
31. DSC	IE492: Field Staff Hiring Schedule	Schedule for field and office staff hiring by location. Used by DSC for planning.
Selectees	IE319: Fingerprint Requirements Notification	Notification to Selectee that they need to provide fingerprints for the background investigation.
Selectees	IE362: Unfavorable Status Notification	Notification to Selectees that their status is unfavorable and that they are no longer eligible to be hired for the 2020 Census.
Selectees	IE320: Request for Completed Onboarding Forms	Request to Selectees to complete appropriate onboarding forms.
Selectees	IE373: Invitation to Training	Notification to invite the Selectee to the scheduled trainings. After clerks contact selectees to assign them to a training session, the clerk updates the training roster for the appropriate training session, and Decennial Applicant, Personnel, and Payroll System (DAPPS) will notify the selectee of the data and location, either by email from DAPPS, viewing through the Recruiting and Assessment (R&A) portal, or both.

Consumer	Information Exchange	Description
25. Archiving operation (ARC)	IE617: Field and Office Staff Administrative Data	All recruiting, payroll, personnel, hiring, retention, and time and expense data for temporary field and office staff. These data are used for research and legal inquiries to support planning for the 2030 Census.

3.2.4 FLDI Operational Mechanisms

Mechanisms are the resources (people, places, and things) that are used to perform the operational processes. They include Staff Resources, Infrastructure Sites, and Systems, and other Technology Infrastructure.

3.2.4.1 Staff Resources

Table 4 identifies the Staff Resources employed for FLDI.

Table 4: Staff Resources Used Within FLDI Operational Activities

Staff Resources	Description/Role
HQ Staff	HQ staff who manage FLDI and coordinates activities with the regional census center (RCC) staff, Puerto Rico Area Office (PRAO) staff, area census office (ACO) staff, fingerprint vendor, National Finance Center (NFC) staff, and GSA staff.
RCC Staff	RCC staff who manage all FLDI activities within their designated census region.
PRAO Staff	PRAO staff who manage all FLDI activities within Puerto Rico.
ACO Staff	ACO staff who either manage or perform FLDI activities within their designated area. This includes hiring specialists, RAs, and clerks.
Fingerprinting Vendor	Vendor who performs fingerprinting tasks on behalf of the Census Bureau.
NFC Staff	NFC staff who manage nontemporary Census Bureau employees' payroll.
GSA Staff	GSA staff who support the badging process for office and work-at-home employees.

3.2.4.2 Infrastructure Sites

Table 5 identifies the Infrastructure Sites employed for FLDI.

Table 5: Infrastructure Sites for FLDI Operational Activities

Infrastructure Site	Description/Role
HQ	HQ site for office work conducted in support of FLDI. This permanent site in Suitland, MD, manages the operation throughout the country and Puerto Rico.
RCC	RCCs manage FLDI activities within their assigned geographic area. The RCCs oversee the activities of the ACOs. Each RCC manages a number of ACOs.
PRAO	PRAO manages FLDI activities within Puerto Rico and oversees the activities of Puerto Rico ACO(s).
ACO	ACOs manage or perform FLDI activities within their designated area.
Fingerprinting Sites	Third-party sites that perform fingerprinting tasks.
NFC	NFC site that manages nontemporary Census Bureau employees' payroll.
GSA	GSA sites that support badging process for employees.

3.2.4.3 Systems and other Technology Infrastructure

Table 6 identifies the Systems employed for FLDI.

Table 6: Systems Used Within FLDI Operational Activities

System	Description
Census Hiring and Employment Check System (Fingerprinting) (CHEC)	Administrative system that automates clearance processing of all personnel at Census Bureau headquarters, the Bureau of Economic Analysis, the regional offices (ROs), the National Processing Center (NPC), and two computer assisted telephone interview sites. Supports fingerprint processing with the FBI, OPM, the Department of

System	Description
	Homeland Security (DHS), the Office of Management and Budget (OMB), and the Department of Commerce (DOC).
<p>Census Schedule A Human Resources Payroll System (C-SHaRPS) – includes Decennial Applicant Personnel and Payroll System (DAPPS), Recruiting and Assessment (R&A), Learning Management System (LMS), and FPV</p>	<p>The Census Schedule A Human Resources Payroll System (C-SHaRPS) supports the recruiting, hiring, onboarding/separation and payroll functions for the Schedule A field staff (temporary/intermittent federal employees) hired to support the 2020 Census. C-SHaRPS is a “system of systems,” or ecosystem, encompassing DAPPS, R&A, LMS, and FPV.</p> <p>The C-SHaRPS ecosystem supports the recruiting, hiring, onboarding/separation and payroll functions for the Schedule A field staff (temporary/intermittent federal employees) hired to support the 2020 Census. A description of each system comprising C-SHaRPS follows:</p> <p><u>DAPPS</u></p> <p>DAPPS is a commercial off-the-shelf software from Oracle/PeopleSoft, customized to meet unique Census Bureau requirements, and interfaces with other federal agencies’ administrative systems. DAPPS is part of the Decennial Administrative Support Services Human Capital Management 2020 Census Solution Architecture, and is a major component of C-SHaRPS.</p> <p><u>R&A</u></p> <p>The R&A tool provides the recruiting package and provides the automated means to perform recruiting, application submission, and assessment activities for recruiting and census temporary field and office staff. R&A is a major component of C-SHaRPS.</p> <p><u>LMS</u></p> <p>The Learning Management System (LMS) is the system of record for providing the online training to the roughly 600,000 enumerators involved in the 2020 Census. LMS is part of the Decennial Administrative Support Services Human Capital Management 2020 Census Solution Architecture. LMS is a component of R&A, which is part of C-SHaRPS.</p>

System	Description
	<p><u>FPV</u> FPV is the third-party vendor responsible for fingerprinting temporary employees for the 2020 Census.</p>
USA Jobs	<p>USAJOBS is the Federal Government's official one-stop source for Federal jobs and employment information.</p>
Toll-Free Jobs Line	<p>National toll-free telephone jobs line, with interactive voice response (IVR) capabilities, which assists in the recruitment of 2.8 million job applicants to conduct the 2020 census. The toll-free jobs line provides employment information in both English and Spanish.</p>
Applicant Geocoding Service (AGS)	<p>The Census Bureau utilizes AGS to accurately establish the specific location of each applicant's home address and determines whether or not that applicant's residence is within the ACO boundary.</p>
Emergency Notification System (ENS)	<p>System used to notify field workers of an emergency, as well as notifying family members such as next of kin of employee-specific emergencies. It is managed by the Health and Safety Branch in the Administrative and Customer Services Division.</p>
Census Human Resources Information System (CHRIS)	<p>System used to create contact file for ENS.</p>
Performance Evaluation Automated Reporting System (PEARS)	<p>Census Bureau-wide human resources performance management system, facilitating the documentation and disposition of employee conduct and performance</p>
Commerce Business System (CBS)	<p>System that collects and reports labor hours and costs for the activities that NPC performs. Outputs weekly production statistics for time and attendance and monthly incentive awards for NPC staff who work on production standard related tasks.</p>
Unified Tracking System (UTS)	<p>The UTS is an application used by Field and Headquarters survey managers to provide custom business intelligence reporting to stakeholders using data collected from various mode-level applications. The paradata in the system and</p>

System	Description
	reports include, but are not limited to payroll data, case assignments, case progress, R-Indicator variables, Case Burden Score, and contact history information. FLDI uses UTS to provide Early and Peak Operations Recruiting reports.
2020 Census Jobs Website	The Census Bureau’s centralized web-enabled location, with information pertaining to all available 2020 Census positions, including descriptions of work, guidance for completing job applications, and other key details.

Other Technology Infrastructure employed for FLDI includes:

- Census Bureau network connectivity for data transmission between operational systems and operational sites. This connectivity is provided by ITIN.
- Office IT infrastructure at headquarters, RCCs, and ACOs for conducting FLDI operational work. This infrastructure is provided by ITIN.
- Recruiting and hiring kits that recruiting assistants (RAs) and hiring staff use for recruiting and hiring activities. These kits are provided by DLM.

3.3 Detailed Process Description

As shown in [Figure 6](#) below, FLDI and DLM comprise six Level 1 activities. Of the six Level 1 activities, FLDI is responsible for performing the following three Activity Areas:

- Initial FLDI Planning and Analysis [FLDI 32-1].
- Human Resources and Personnel Management Support [FLDI 32-2].
- Field Office Operation [FLDI 32-3].

[Figure 6](#) shows the BPM for FLDI’s three Level 1 activity areas (area within the gray rounded rectangle) and its constituent activities within the overall context of FLDI and DLM.

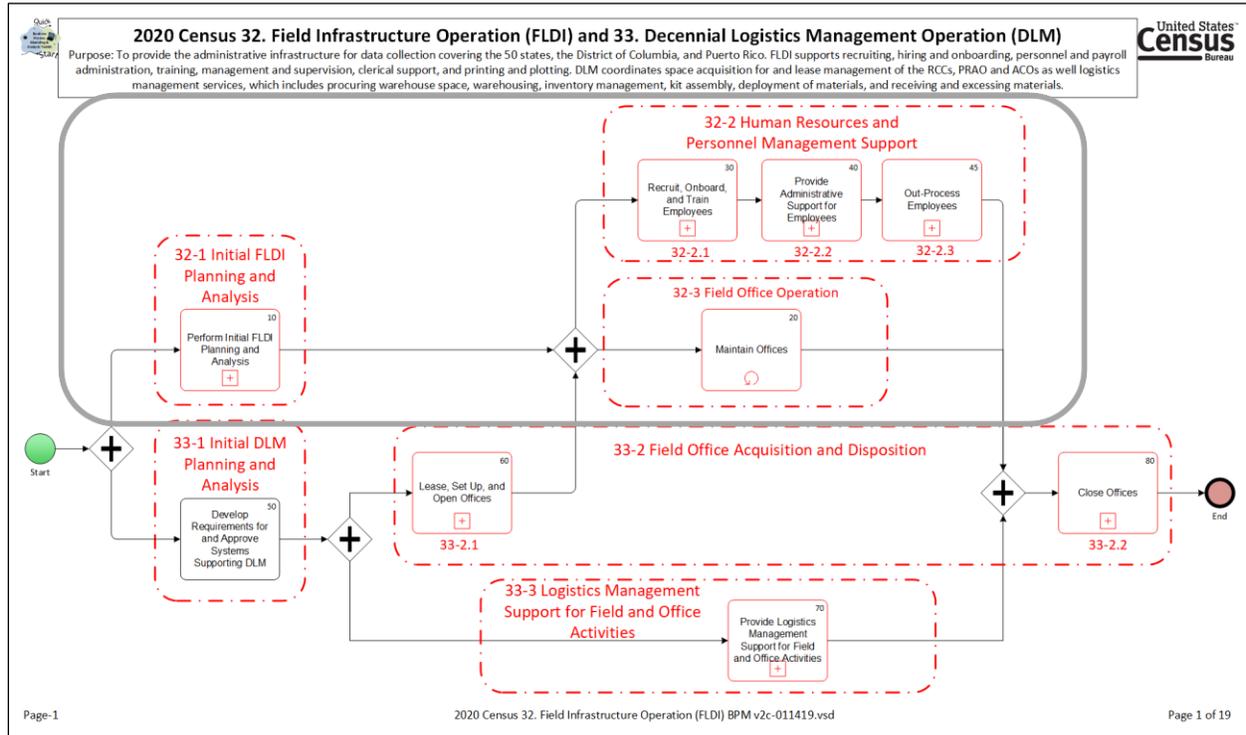


Figure 6: FLDI Context Model

The business processes for each of these Level 1 activity areas are discussed along with their inputs and outputs in the following subsections.

3.3.1 Initial FLDI Planning and Analysis [FLDI 32-1]

As shown in Figure 6 above, the Initial FLDI Planning and Analysis [FLDI 32-1] is the first Level 1 activity area (area within the gray rounded rectangle) for FLDI.

The Initial FLDI Planning and Analysis activity area is subdivided into the following operational subactivities:

- Initial FLDI Planning and Analysis [FLDI 32-1]:
 - Determine Field and Office Staffing and Space Requirements [FLDI 32-1.1].
 - Determine/Develop Strategies/Plans for Recruiting, Onboarding, Training [FLDI 32-1.2].
 - Develop Capability Requirements for and Approve Systems Supporting FLDI [FLDI 32-1.3].
 - Develop Training Materials [FLDI 32-1.4].

A detailed view of the constituent activities that make up the “Initial FLDI Planning and Analysis” operational subactivity is given in [Figure 7](#) below.

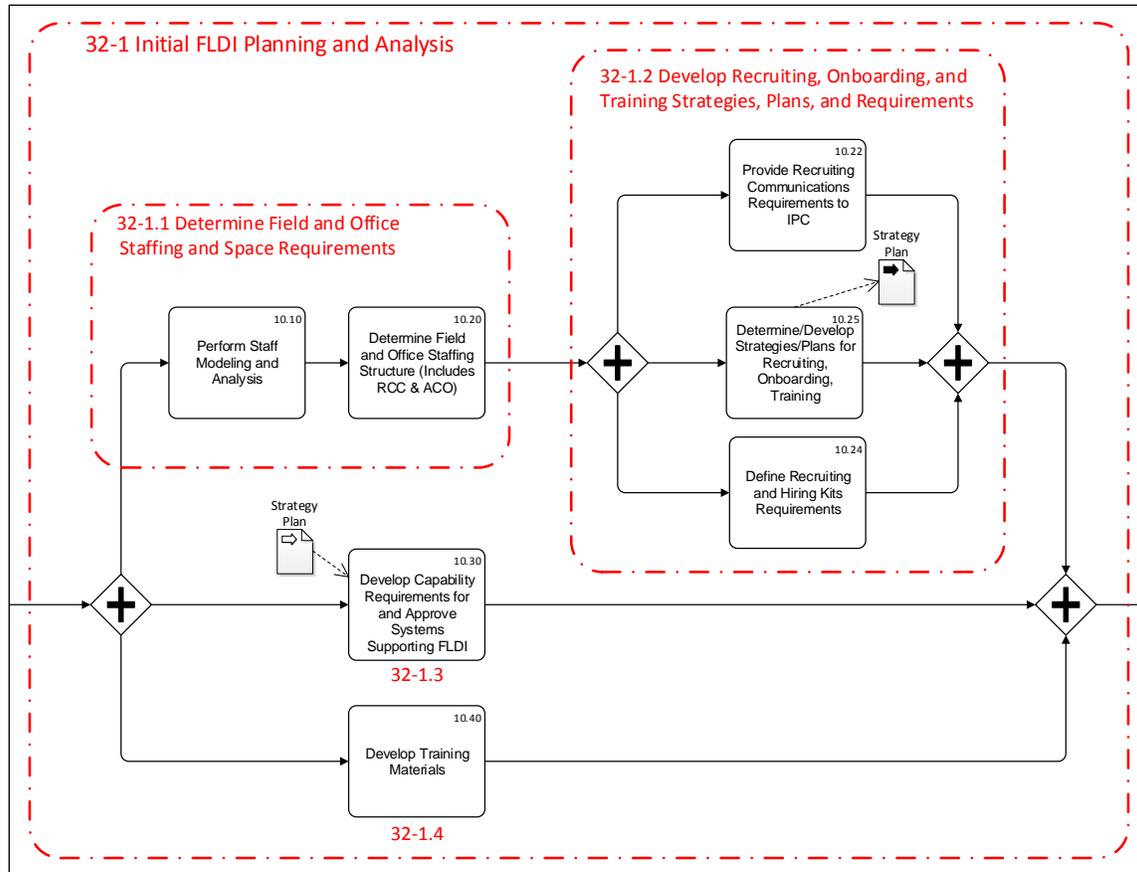


Figure 7: Initial FLDI Planning and Analysis

The purpose of this overall process is to conduct the planning and analysis for office and field staff, including: development of strategies, plans, and requirements for recruiting, onboarding, and training; determining requirements for systems supporting FLDI; and developing training materials.

Subsequent sections describe the Initial FLDI Planning and Analysis operational subactivities in detail.

3.3.1.1 Determine Field and Office Staffing and Space Requirements [FLDI 32-1.1]

A detailed view of the constituent activities that make up the “Determine Field and Office Staffing and Space Requirements” operational subactivity is given in [Figure 8](#) below.

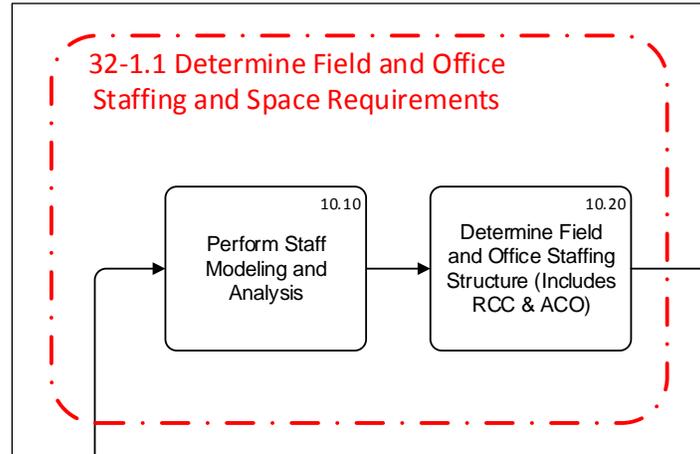


Figure 8: Determine Field and Office Staffing and Space Requirements

Census Bureau planning staff working on behalf of FLDI performs modeling and analysis to estimate the number of staff needed to support the expected workload assuming six RCCs and 248 ACOs. Planners use estimated workloads provided by the various field operations along with historical workload information, test data, and factors such as planned 2020 Census production rates per hour and production hours per day to develop staffing requirements models (see [Figure 9](#)). Planners coordinating with operational areas answer such questions as:

- When will the operation take place?
- What type of operation is this?
- How many production days are involved in the operation?
- Will there be separate staff for QC and production (affects training: gaps and delays in training; affects budget: paying two separate sets of people)?
- What are the impacts of other operations that could increase or decrease workloads?

Staffing and Modeling Terms

<p>A. Workload – Total number of work units for an operation (e.g. Address Canvassing = a block, for NRFU =Address)</p> <p>B. Production Rate Per Hour - Number of work units completed in 1 hour.</p> <p>C. Production Hours Per Day - The number of hours spent actually completing work units per day</p> <p>D. Number of Production Days - The number of days allotted to complete the operation.</p>	<p>E. Assignment Per Person – The number of work units each person must complete in the time allotted to finish the operation on schedule.</p> <ul style="list-style-type: none"> ▪ Calculated by multiplying the <i>Production Rate Per Hour</i> by <i>Production Hours Per Day</i> by <i>Number of Production Days</i> (B x C x D) <p>F. Staff – The minimum staff needed to complete the operation on time if there was 100% retention.</p> <ul style="list-style-type: none"> ▪ Calculated by dividing the <i>Workload</i> by <i>Cases Per Person</i> (A / E)
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Figure 9: Description of Staffing and Modeling Terms

Planners develop staffing thresholds, such as calculating the assignments per person, minimum number of staff needed per operation, and staffing levels required to cover attrition. Staffing planners also include the ratios between staff based upon answers to critical questions such as

- How many enumerators for every CFS?
- How many CFS per CFM?
- How many clerks per OOS?
- How many OOSs are required in an ACO?
- How many area managers are required?

In coordination with DLM, planners integrate the staff modeling with the space requirements planning for each field office. The analyses and estimates include the delineation of the overall field office boundaries as well as the specific space requirements per field office. Space requirements for the ACOs generally fall into a range, estimated by the planning staff depending upon the number of CFMs and their staff expected to work out of the offices. Space is estimated based on the following guidelines:

<u>Number of CFMs</u>	<u>Usable Square Feet</u>
5 or less	6300-6600
6-7	7000-7300
8 or More	7700-8000

Space requirements planners assign organization codes as part of the initial steps in tracking funding, assigning, and identifying the offices. The planning staff has built flexibility into the modeling process, which allows for staff planners to make adjustments as new information arises. The benefit for the Census Bureau is a better alignment of staffing resources across the full scope of 2020 Census field operations.

3.3.1.2 Develop Recruiting, Onboarding, and Training Strategies, Plans, and Requirements [FLDI 32-1.2]

A detailed view of the constituent activities that make up the “Develop Recruiting, Onboarding, and Training Strategies, Plans, and Requirements” operational subactivity is given in Figure 10 below.

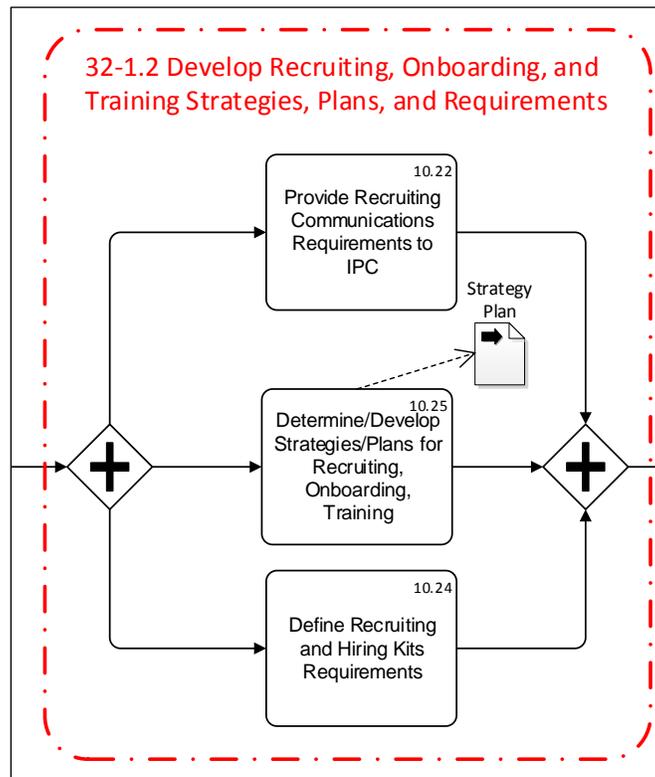


Figure 10: Develop Recruiting, Onboarding, and Training Strategies, Plans, and Requirements

FLDI uses the staffing and office structure and levels to help determine recruitment goals per office and to develop and implement recruiting, onboarding, and training strategies and plans. Plans include the processes, methods and solutions as well as agreements with vendors and other

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agencies (e.g., the FBI) that will provide support. As part of this activity, FLDI provides recruitment effort support requirements to IPC for the communications campaign. FLDI also provides Recruiting and Hiring kits content requirements to DLM.

3.3.1.3 Develop Capability Requirements for and Approve Systems Supporting FLDI [FLDI 32-1.3]

Figure 11 shows the Develop Capability Requirements for and Approve Systems Supporting FLDI [FLDI 32-1.3] activity (area within the gray rounded rectangle) within the overall context of Perform Initial FLDI Planning and Analysis activity area.

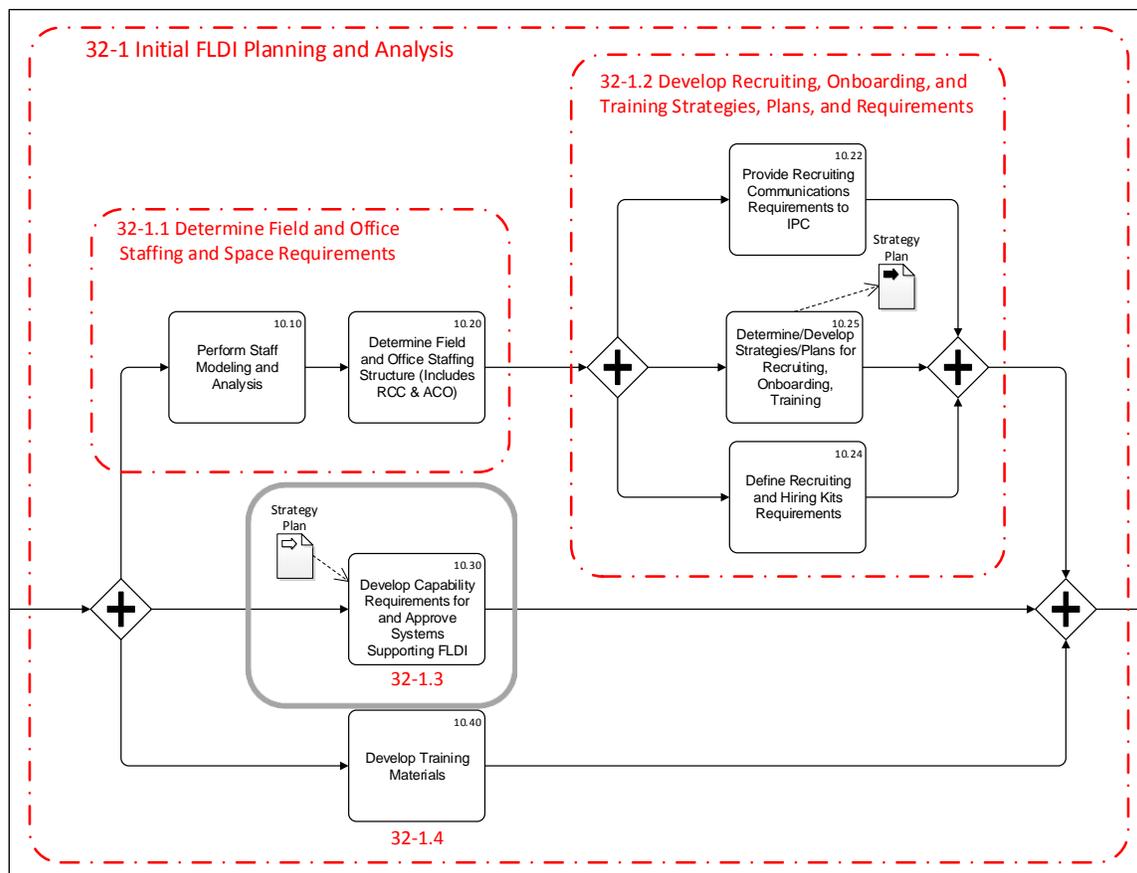


Figure 11: Develop Capability Requirements for and Approve Systems Supporting FLDI in Its Context

Using the strategies and plans developed in the prior activity as input, FLDI develops the detailed design for the FLDI operation and based on this design, determines the capability requirements. These capability requirements are used to develop the systems and solutions to

support execution of FLDI. As part of this activity, FLDI also approves those systems and solutions.

As articulated in the *2020 Census Operational Plan V4.0*, "...the operational design comprises a set of design decisions that drive how the 2020 Census will be conducted. These design decisions are informed through research, testing, and analysis of the cost and quality impacts of different design options. The operational design also drives the requirements for Information Technology (IT) capabilities and acquisitions."

Preliminary FLDI design decisions based on early research, testing, and analysis, were used to determine initial FLDI capability requirements. As the design matured and more decisions were finalized, the FLDI requirements were updated to reflect the revised design.

The *2020 Census Operational Plan V4.0* also states: "An important aspect of the design approach for the 2020 Census is an increased reliance on enterprise standards and solutions. Specifically, the design of all IT capabilities adheres to the Enterprise Systems Development Life Cycle and IT Guiding Principles. The 2020 Census FLDI design also leverages enterprise-shared services, including the Census Enterprise Data Collection and Processing solution and the Center for Enterprise Dissemination Services and Consumer Innovation solution." These two initiatives provide the technology solutions required to support significant portions of the FLDI innovations for the 2020 Census.

3.3.1.4 Develop Training Materials [FLDI 32-1.4]

Figure 12 shows the Develop Training Materials [FLDI 32-1.4] activity (area within the gray rounded rectangle) within the overall context of Perform Initial FLDI Planning and Analysis activity area.

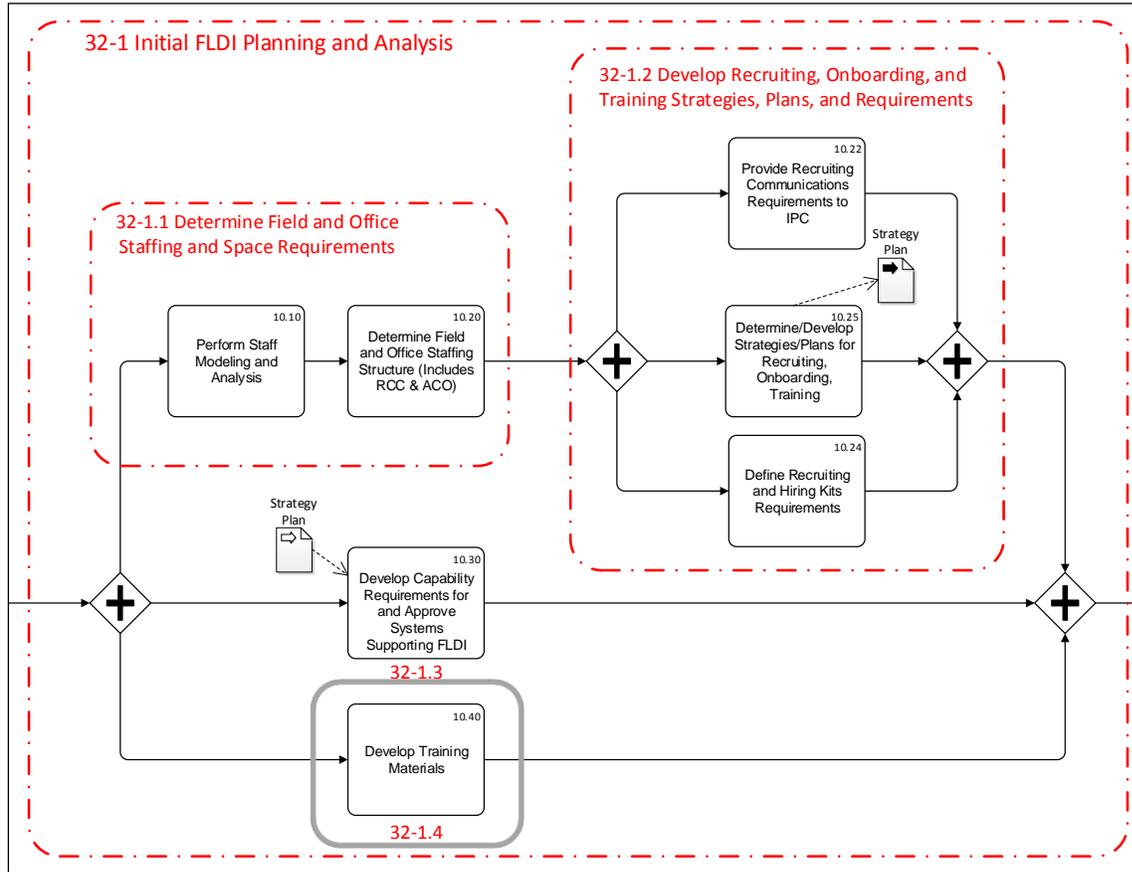


Figure 12: Develop Training Materials in Its Context

FLDI develops training materials based on the lessons learned from previous censuses. For the 2020 Census, FLDI designed, tested, and is implementing a blended training approach. This innovation combines multiple modes of training delivery designed to maximize training outcomes for various types of learning styles: visual, auditory, and hands-on. It blends online training methods, instructor-led classroom training and on-the-job training or role-playing to prepare field staff to effectively fulfill their duties. Blended training offers many benefits:

- Provides a standardization of training, limiting the impact of instructor interpretation.
- Allows for easily updateable training materials in the case of errors or operational changes, minimizing the burden of errata materials.
- Provides automated assessment tools to enable a more consistent and reliable way to measure learner understanding of concepts.
- Provides post-training support through easily accessible online manuals and job aids.

Online training is provided through LMS. Classroom training materials are electronic and accessible on the trainer’s or trainee’s device. These electronic materials include instructor guides for training, trainee workbooks, and employee manuals.

Training materials are designed to maximize self-paced learning. These accompanying training materials are developed to provide the most up-to-date methodologies for recruiting, onboarding, and training-the-trainer to carry out field data collection activities.

3.3.2 Human Resources and Personnel Management Support [FLDI 32-2]

Figure 13 shows the Human Resources and Personnel Management Support activity area (area within the gray rounded rectangle) within the overall context of the FLDI and DLM activity structure.

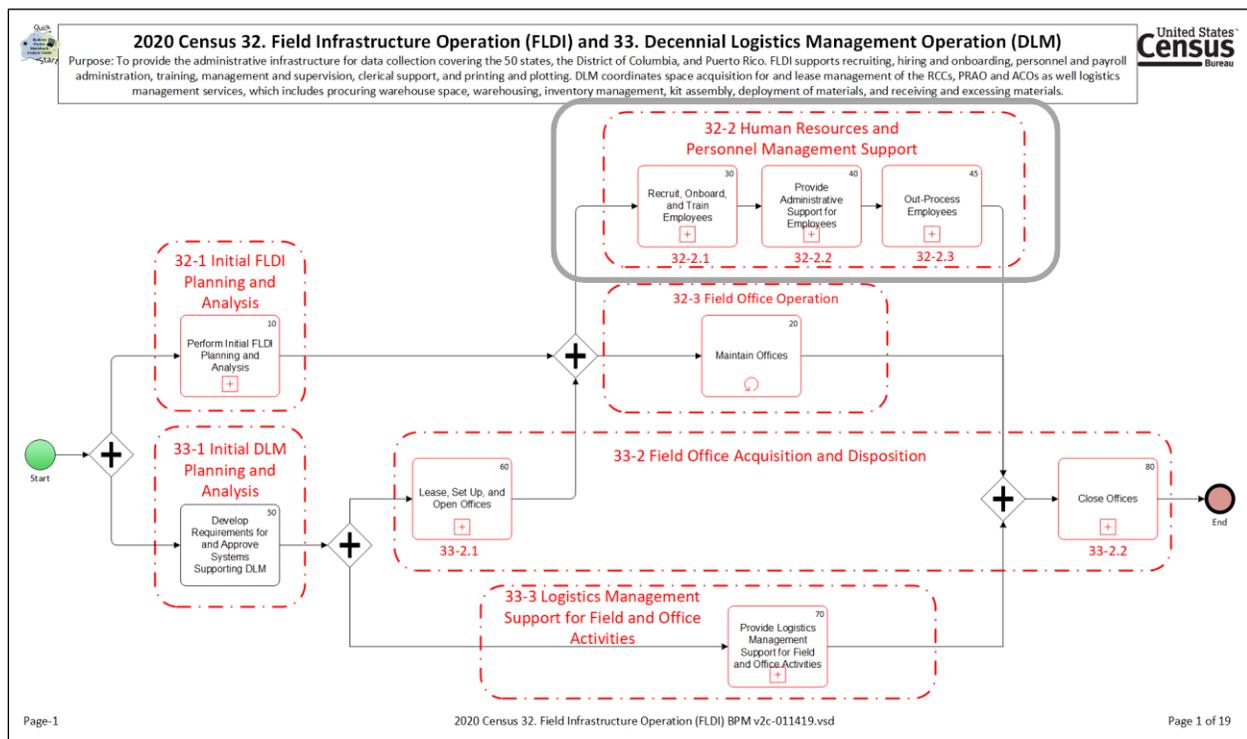


Figure 13: Human Resources and Personnel Management Support and Constituent Activities

The Human Resources and Personnel Management Support and Constituent activities area is subdivided into the following operational subactivities:

- Human Resources and Personnel Management Support [FLDI 32-2].
 - Recruit, Onboard, and Train Employees [FLDI 32-2.1].

- Provide Administrative Support for Employees [FLDI 32-2.2].
- Out-Process Employees [FLDI 32-2.3].

Human Resources and Personnel Management support comprises all the activities necessary to recruit, onboard, train, manage and supervise, and pay temporary Census Bureau employees. This includes advertising jobs and conducting applicant assessments; selection of applicants and online and in-classroom training; processing background checks; and fielding, supervising, managing, paying employees for census field data collection, and out-processing employees.

Subsequent sections describe the Human Resources and Personnel Management Support operational subactivities in detail.

3.3.2.1 Recruit, Onboard, and Train Employees [FLDI 32-2.1]

The Recruit, Onboard, and Train Employees operational subactivity is subdivided into the following constituent activities:

- Recruit, Onboard, and Train Employees [FLDI 32-2.1].
 - Recruit Applicants [FLDI 32-2.1.1].
 - Select Applicants [FLDI 32-2.1.2].
 - Process Background Check [FLDI 32-2.1.3].
 - Hire and Train Employees [FLDI 32-2.1.4].

A detailed view of the constituent activities that make up the “Recruit, Onboard, and Train Employees” operational subactivity is given in [Figure 14](#) below.

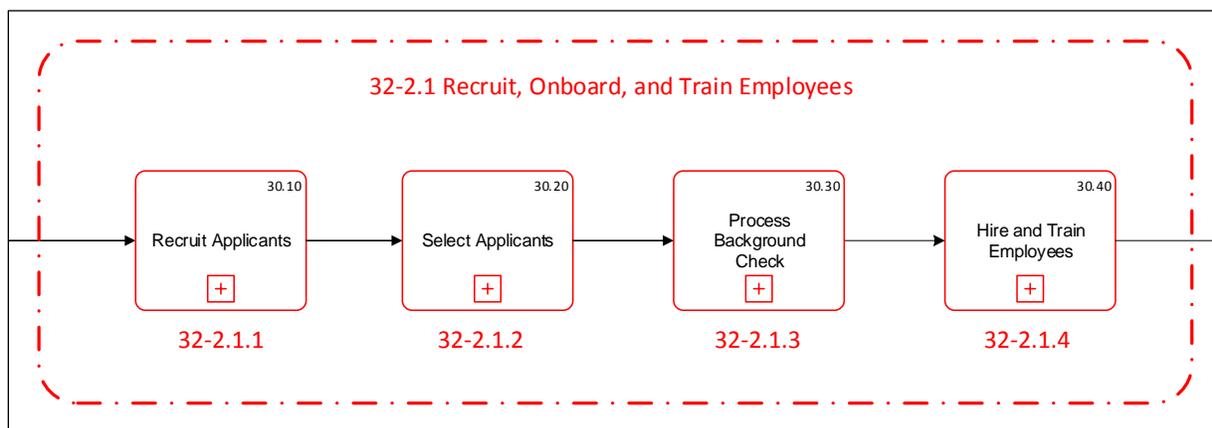


Figure 14: Recruit, Onboard, and Train Employees

The purpose of this overall process is to recruit, onboard, and train field staff and administrative employees hired to support the field activities for the 2020 Census. This process addresses the

initial contact with an applicant seeking a position to support the 2020 Census, through to the selected employee trained for deployment to an RCC, ACO, or the field.

Subsequent sections describe the Recruit, Onboard, and Train Employees operational subactivities in detail.

3.3.2.1.1 Recruit Applicants [FLDI 32-2.1.1]

The Recruit Applicants operational subactivity is subdivided into the following constituent activities:

- Recruit Applicants [FLDI 32-2.1.1].
 - Advertise Jobs [FLDI 32-2.1.1.1].
 - Receive Online Job Applications [FLDI 32-2.1.1.2].
 - Provide Applicant Support [FLDI 32-2.1.1.3].
 - Process Paper Job Applications [FLDI 32-2.1.1.4].
 - Perform Geocoding [FLDI 32-2.1.1.5].
 - Conduct Review to Determine Applicant Status [FLDI 32-2.1.1.6].
 - Update Applicant Records [FLDI 32-2.1.1.7].

A detailed view of the constituent activities that make up the “Recruit Applicants” operational subactivity is given in [Figure 15](#) below.

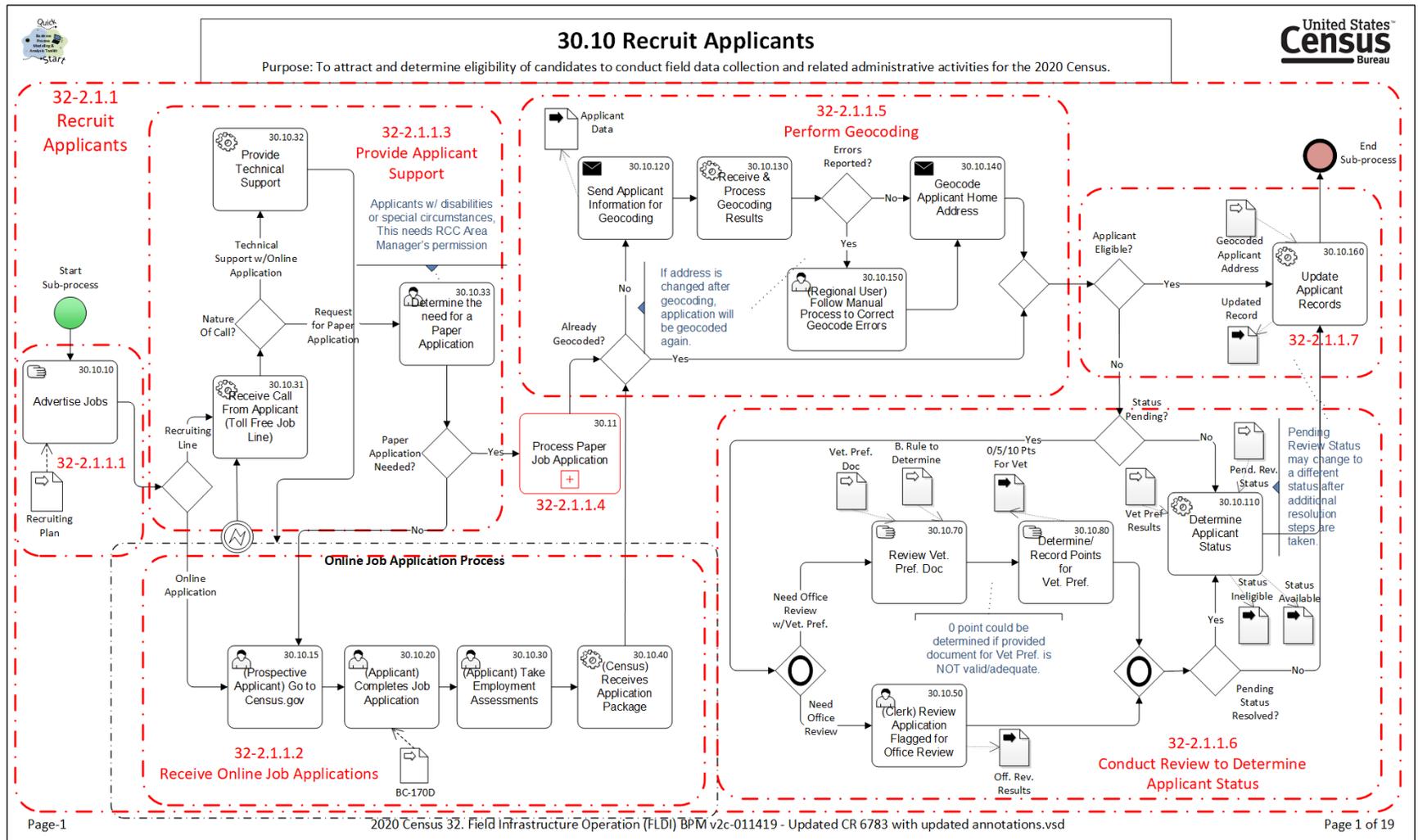


Figure 15: Recruit Applicants

The purpose of this operational subactivity is to attract and process appropriate candidates to conduct field and related administrative activities for the 2020 Census. Subsequent sections describe the Recruit Applicants operational subactivities in detail.

Advertise Jobs [FLDI 32-2.1.1.1]

In Advertise Jobs, FLD - in conjunction with IPC - utilizes the 2020 Census jobs website, as well as local and national advertising firms to communicate employment opportunities. Refer to [Figure 15](#) to see how this subactivity fits within the context of the overall Recruit Applicants activity.

Receive Online Job Applications [FLDI 32-2.1.1.2]

A detailed view of the constituent activities that make up the “Receive Online Job Applications” operational subactivity is given in [Figure 16](#) below.

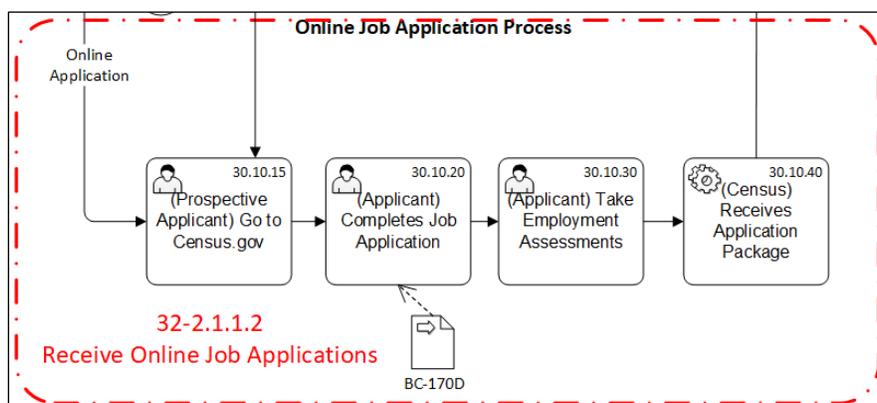


Figure 16: Receive Online Job Applications

In Receive Online Job Applications, the applicant goes to census.gov website to complete the job application, BC-170D, and take the appropriate assessments. All applicants take the Reading Assessment, Form D-375/SP. Applicants indicating an interest in Field Data Collection work on their BC-170D also complete Form D-376/SP, Field Data Collection Assessment. Applicants indicating an interest in Field Outreach and/or office work on their BC-170D complete Form D-377/SP, Field Outreach/Office Assessment. Spanish-speaking applicants take the D280B test. The Census Bureau receives the application package, checks for completeness, and sends it to Perform Geocoding (see below).

Provide Applicant Support [32-2.1.1.3]

A detailed view of the constituent activities that make up the “Provide Applicant Support” operational subactivity is given in [Figure 17](#) below.

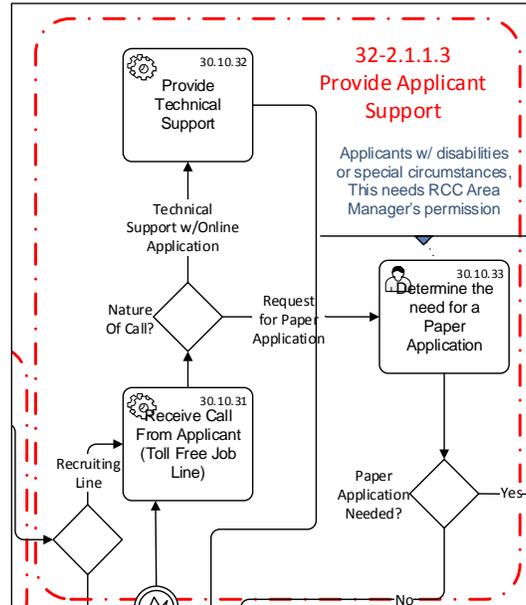


Figure 17: Provide Applicant Support

In Provide Applicant Support, FLDI receives calls on the Toll-free Jobs line from applicants and provides technical support for those requesting help with the online application. If an applicant requests a paper application, FLDI reviews the request to determine the need for a paper application. Applicants with disabilities or other special circumstances are eligible to complete paper applications. If the applicant does not meet the criteria for a paper application, the applicant is directed to the online application.

Process Paper Job Applications [32-2.1.1.4]

A detailed view of the constituent activities that make up the “Process Paper Job Applications” operational subactivity is given in Figure 18 below. Refer to Figure 15 to see how this subactivity fits within the context of the overall Recruit Applicants activity.

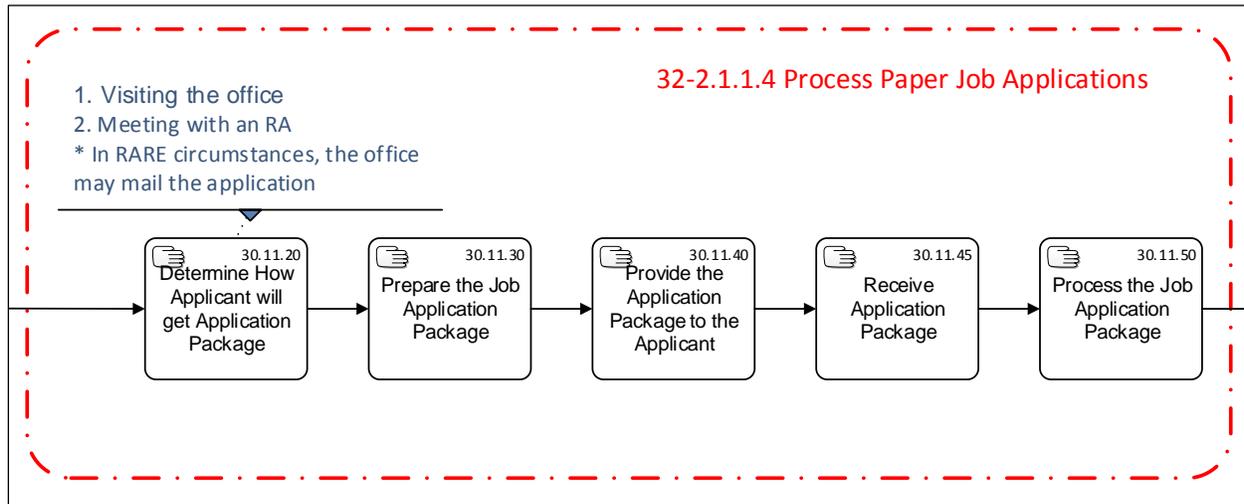


Figure 18: Process Paper Job Applications

The Process Paper Job Applications only occurs when FLDI has determined that the applicant has a need for a paper application. In these cases, FLDI works with the applicant to determine how the applicant will get the application package, prepares and provides the application package to the applicant and then receives and processes it once the applicant has completed the application.

Perform Geocoding [FLDI 32-2.1.1.5]

A detailed view of the constituent activities that make up the “Perform Geocoding” operational subactivity is given in [Figure 19](#) below.

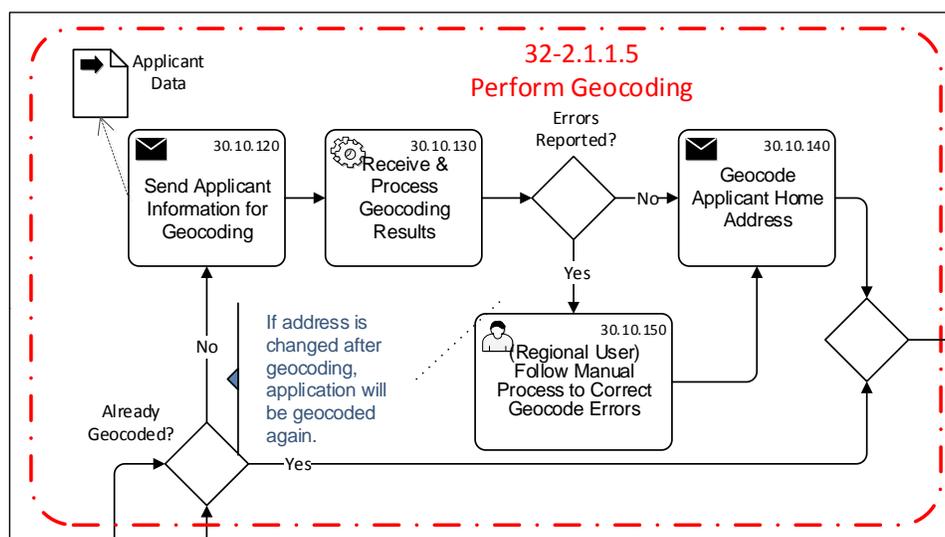


Figure 19: Perform Geocoding

In Perform Geocoding, FLDI utilizes the Applicant Geocoding Service (AGS) to accurately establish the specific location of each applicant's home address and determines whether or not that applicant's residence is within the ACO boundary. The overall AGS is a web application that DAPPS accesses in two versions: an automated version (called here the AGS) and an interactive version, called the Manual Geocoding Interface. The purpose of the AGS is to automatically geocode applicants' addresses and to transmit those geocode data back to DAPPS.

DAPPS sends addresses to, and receives data back from the AGS, which is displayed and saved under the applicant's Geography Tab in DAPPS. DAPPS must correctly identify the location of each applicant's residence, as represented by geocode data, so that the applicant will show up on a Selection Record. To assist with and monitor the geocoding process, DAPPS also provides the following reports:

- Applicants Unable to Resolve.
- Applicants Resolved.
- Applicant Summary Reports.

Geocoding refers to the process of assigning geographic codes based on an address. Geocoding is a 2-part process. The first part consists of either staff keying in, or R&A electronic submittal of an applicant's address into DAPPS (Address, City, State, Zip, County, Intersecting Street 1 and Intersecting Street 2), and based on that address, selecting the appropriate ACO, state, and county codes in DAPPS. The second part consists of DAPPS collecting that information and sending it to the AGS to receive further information about the address, such as:

- Tract – Unique statistical subdivision within a county.
- BCU – Basic Collection Unit.
- Isinsite – Indicator of addresses successfully geocoded to the block level and geocoded inside the ACO area.

Conduct Review to Determine Applicant Status [FLDI 32-2.1.1.6]

A detailed view of the constituent activities that make up the “Conduct Review to Determine Applicant Status” operational subactivity is given in [Figure 20](#) below.

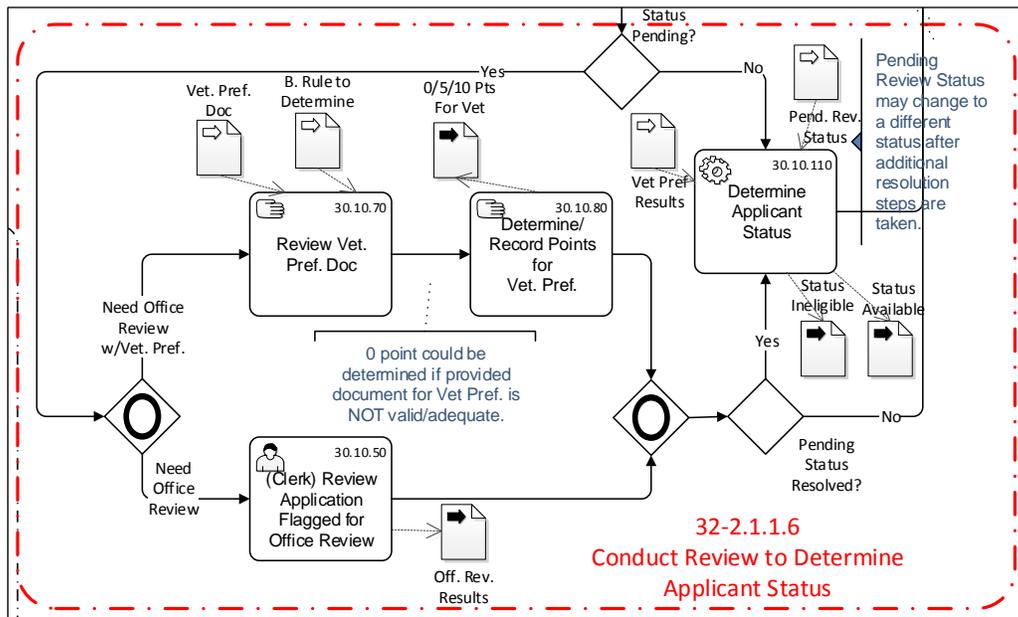


Figure 20: Conduct Review and Determine Applicant Status

In Conduct Review to Determine Applicant Status, FLDI makes a determination of the applicant’s suitability for moving forward in the overarching hiring process.

Once the applicant’s BC-170D data and assessment scores have been entered, DAPPS determines the applicant’s status. Several DAPPS reports are available to assist supervisors and clerks in both monitoring applicant status and evaluating recruiting efforts throughout the pre-employment process.

DAPPS applicant status codes are:

- 010 – Available – Applicant data and assessment score(s) have been entered and there are no eligibility issues.
- 020 – Selected. The applicant or previous employee has been selected for employment. (This code also applies to applicants who have accepted a job offer but have not yet completed the hire process.)
- 030 – Ineligible. The applicant or experienced employee has been determined to be ineligible for employment. A reason code will identify the reason for the ineligible status.
- 040 – Application Received. Applicant data has been entered.
- 060 –Experienced. The ‘available’ applicant has prior Census Bureau experience. (This code is important, since some position selections require experienced employees.)

- 070 – Separated. A previous employee who was terminated with a disposition that makes them ineligible for future employment (for example, terminated for performance or conduct).
- 080 – Canceled.

Update Applicant Records [FLDI 32-2.1.1.7]

In Update Applicant Records, FLDI records the applicant status and geocoded address in the system of record. Refer to [Figure 15](#) to see how this subactivity fits within the context of the overall Recruit Applicants activity.

3.3.2.1.2 *Select Applicants [FLDI 32-2.1.2]*

The Select Applicants operational subactivity is the second of four subactivities within the Recruit, Onboard, and Train Employees activity area (see [Figure 14](#)). This subactivity is subdivided into the following constituent activities:

- Select Applicants [FLDI 32-2.1.2].
 - Create Job Requisition and Selection Certificates [FLDI 32-2.1.2.1].
 - Make and Execute Hiring Decisions [FLDI 32-2.1.2.2].
 - Process Accepted Contingent Offers [FLDI 32-2.1.2.3].
 - Process Refusals and Ineligible Candidates [FLDI 32-2.1.2.4].

A detailed view of the constituent activities that make up the “Select Applicants” operational subactivity is given in [Figure 21](#) below.

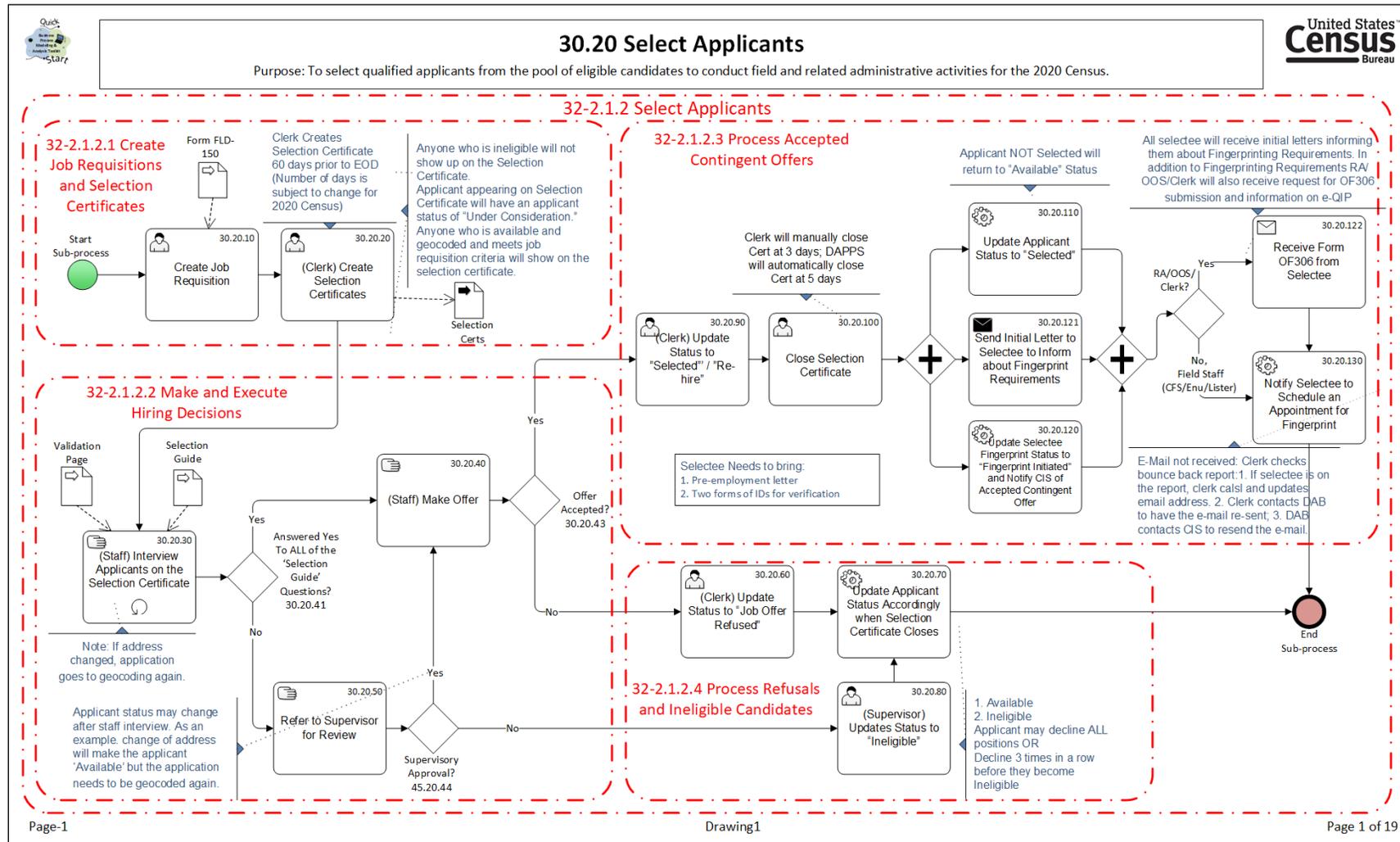


Figure 21: Select Applicants

In the Select Applicants activity, FLDI selects qualified candidates from the applicant pool to conduct field and related administrative activities for the 2020 Census. This process describes the actions to bring a selectee onboard as a temporary Census Bureau employee.

Subsequent sections describe the Select Applicants operational subactivities in detail.

Create Job Requisition and Selection Certificates [FLDI 32-2.1.2.1]

A detailed view of the constituent activities that make up the “Create Job Requisition and Selection Certificates” operational subactivity is given in [Figure 22](#) below.

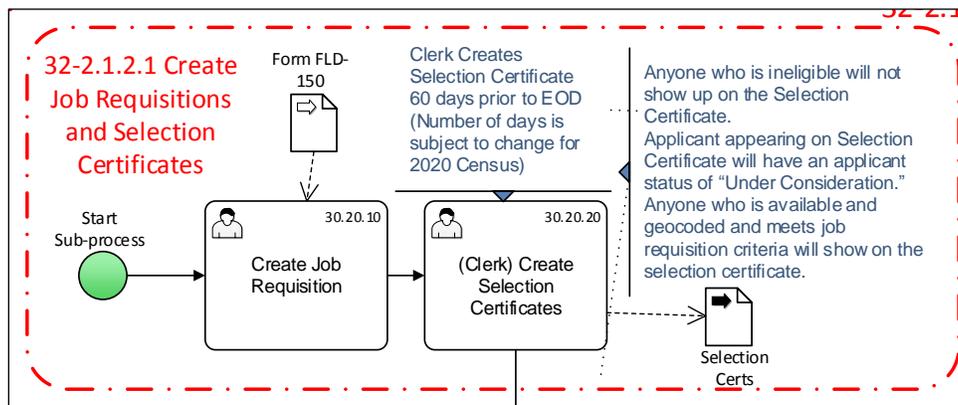


Figure 22: Create Job Requisitions and Selection Certificates

The selection process begins with a manager defining a hiring requirement using the D-150, Job Requisition form. The D-150 data are entered into DAPPS. Anyone who is available and geocoded and meets job requisition criteria will show on the selection certificate. Anyone who is ineligible will not show up on the Selection Certificate. An applicant appearing on the Selection Certificate will have an applicant status of “Under Consideration.”

Make and Execute Hiring Decisions [FLDI 32-2.1.2.2]

A detailed view of the constituent activities that make up the “Make and Execute Hiring Decisions” operational subactivity is given in [Figure 23](#) below.

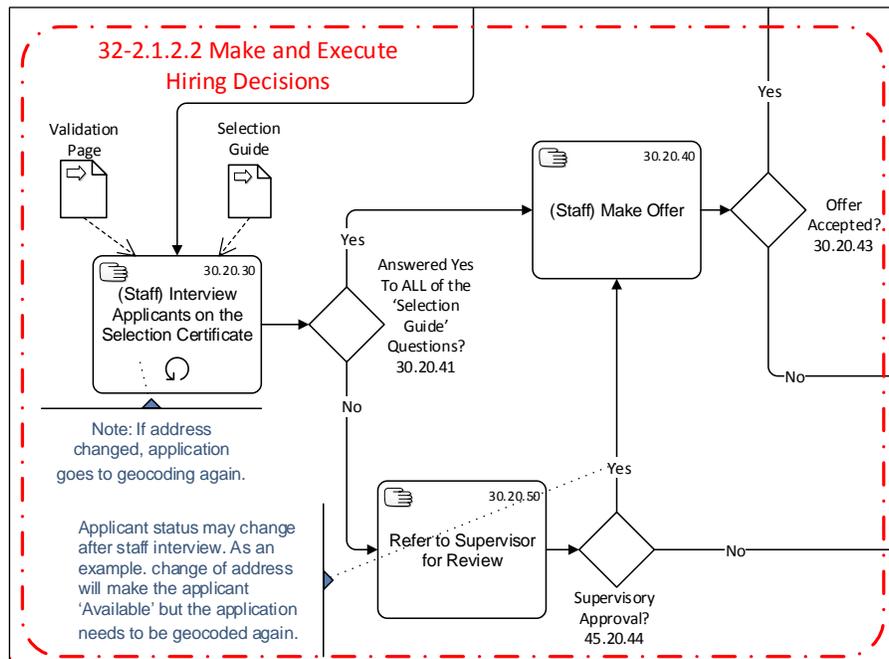


Figure 23: Make and Execute Hiring Decisions

Beginning with the first listed applicant and continuing until the required number of positions is filled, each selected applicant is interviewed using one of the D-269s (C-K) and given a job offer if the staff interview is successful. The version of the D-269 form used depends upon the position being filled.

Results of the interviews and job offers are entered into DAPPS, and applicant status is updated. The D-425 is complete when the required numbers of applicants have accepted the job offer or all applicants have been contacted.

It is important to note that an applicant’s status may change after staff interview. As an example, a change of address will make the applicant “Available,” but the application must go through geocoding. On the other hand, change of birth place will make an applicant “Ineligible.”

Process Accepted Contingent Offers [FLDI 32-2.1.2.3]

A detailed view of the constituent activities that make up the “Process Accepted Contingent Offers” operational subactivity is given in [Figure 24](#) below.

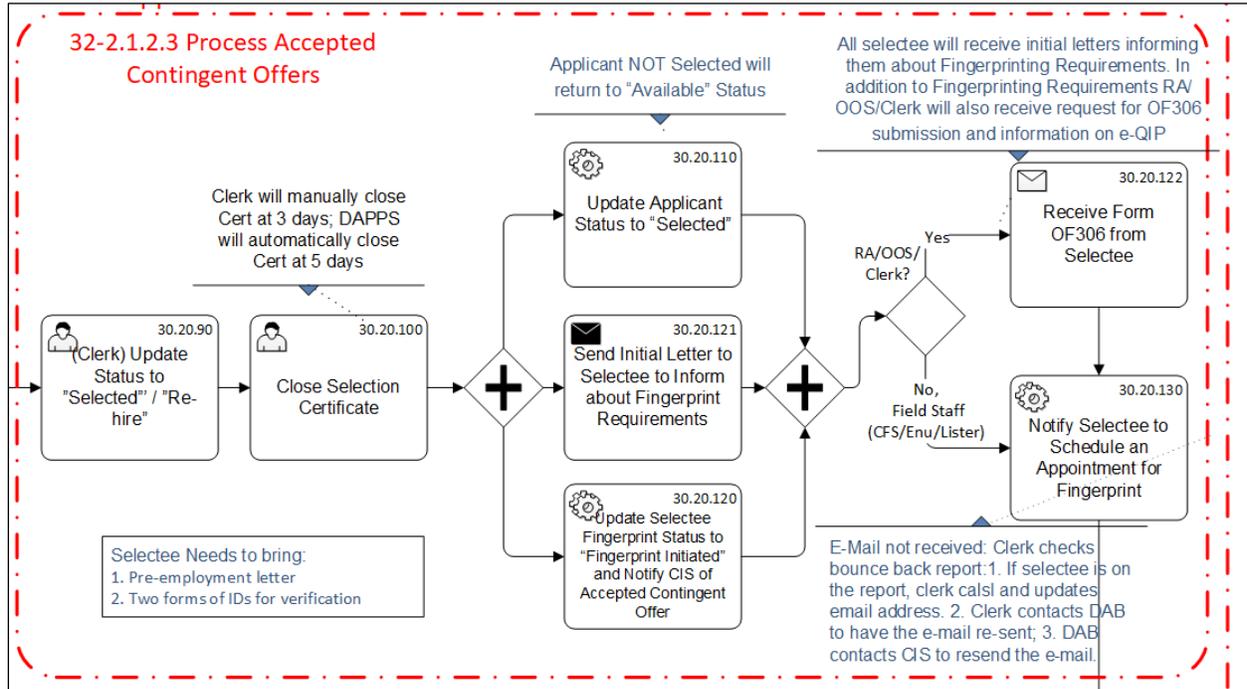


Figure 24: Process Accepted Contingent Offers

The clerk updates the applicant’s status to “Selected or “Re-hire” and closes the selection certificate at three days (DAPPS automatically closes the certificate at five days). The Selectee Fingerprint status is updated to “Fingerprint Initiated,” and notification is sent to the systems of record. The selectee is notified to schedule an appointment with the FPV to be fingerprinted and collect documentation, and Census Investigative Services (CIS) is notified of the contingent offer acceptance.

Process Refusals and Ineligible Candidates [FLDI 32-2.1.2.4]

A detailed view of the constituent activities that make up the “Process Refusals and Ineligible Candidates” operational subactivity is given in [Figure 25](#) below.

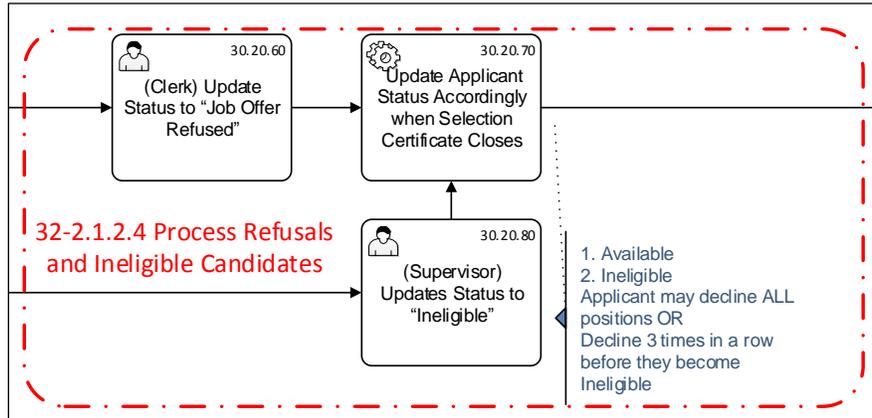


Figure 25: Process Refusals and Ineligible Candidates

If the ACO administrative staff (operating on behalf of a supervisor or hiring manager) makes a job offer, only to find that the applicant has either refused employment, or has otherwise been deemed ineligible, this subprocess updates DAPPS, annotating that the applicant is “Ineligible” once the selection certificate is closed.

3.3.2.1.3 Process Background Check [FLDI 32-2.1.3]

The Process Background Check operational subactivity is the third of four subactivities within the Recruit, Onboard, and Train Employees activity area (see [Figure 14](#)). The Process Background Check operational subactivity is subdivided into the following constituent activities:

- Process Background Check [FLDI 32-2.1.3].
 - Collect Fingerprints and Other Background Information [FLDI 32-2.1.3.1].
 - Perform Adjudication [FLDI 32-2.1.3.2].
 - Collect Onboarding Forms [FLDI 32-2.1.3.3].
 - Print Badges for Selectee [FLDI 32-2.1.3.4]

A detailed view of the constituent activities that make up the “Process Background Check” operational subactivity is given in [Figure 26](#) below.

The purpose of Process Background Check is to review selected applicants' backgrounds to ensure they are eligible to be hired to support the field and related administrative activities for the 2020 Census. In this process, FLDI collects fingerprints and other background information, and performs adjudications based on information received on the selected applicants from the FBI and other agencies. Process Background Check is supported by the following: FPV, DAPPS, CIS, FBI, and the Telecommunications Office (TCO).

Subsequent sections describe the Process Background Check operational subactivities in detail.

Collect Fingerprints and Other Background Information [FLDI 32-2.1.3.1]

A detailed view of the constituent activities that make up the “Collect Fingerprints and Other Background Information” operational subactivity is given in Figure 27 below.

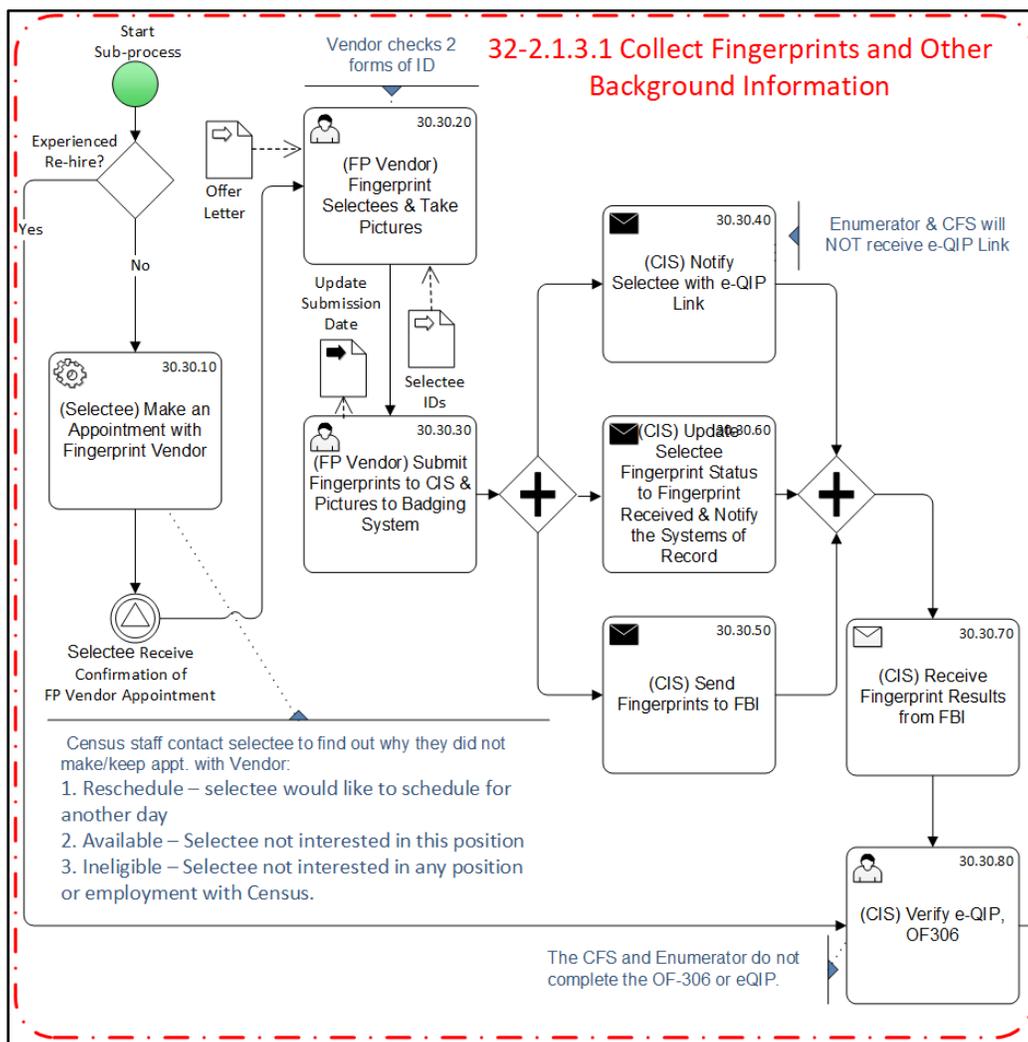


Figure 27: Collect Fingerprints and Other Background Information

Once the selectee has scheduled an appointment with the FPV and has been fingerprinted, FPV sends fingerprints and other scanned documents (e-QIP, OF-306, Fair Credit Release Form, BC-170, two forms of ID, and an SF-85) collected from the selectee to CIS, who in turn sends the fingerprints to the FBI for verification. The FBI provides fingerprint results to CIS.

Note: Per an October 16, 2017, decision memo from the Census Bureau’s Human Resources Division, only fingerprints are required for the positions of CFS and enumerator/lister in the 2020 Census operations. The e-QIP, OF-306, and Fair Credit Release Forms are not required for these two positions.

Perform Adjudication [FLDI 32-2.1.3.2]

A detailed view of the constituent activities that make up the “Perform Adjudication” operational subactivity is given in [Figure 28](#) below.

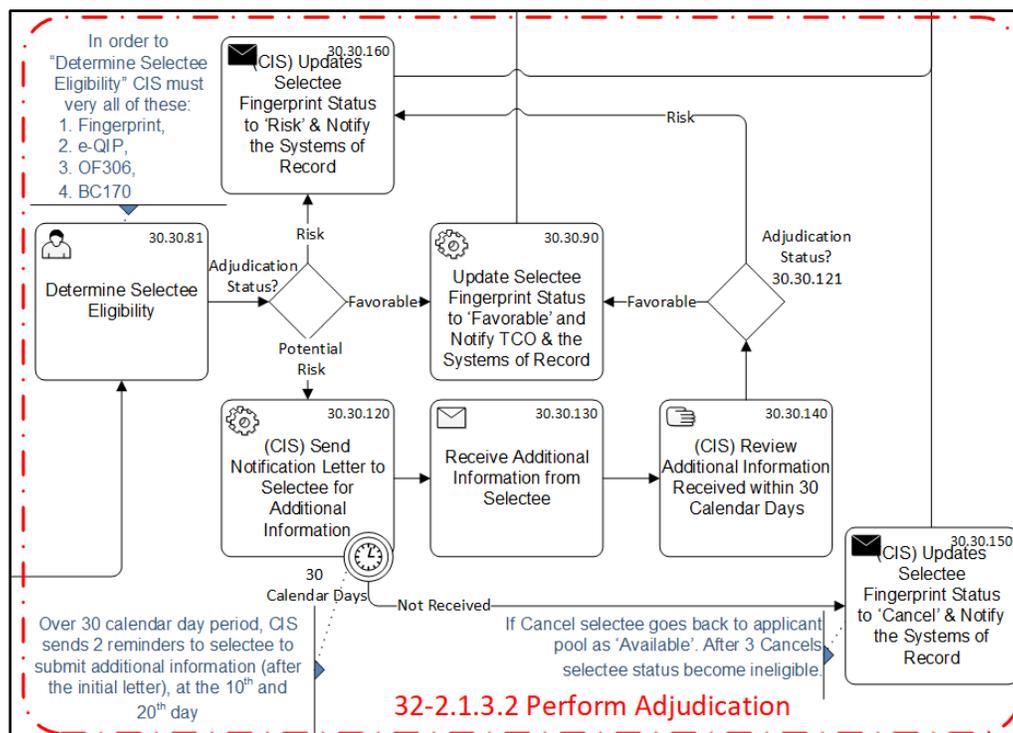


Figure 28: Perform Adjudication

In order to determine a selectee’s eligibility, CIS must verify all of the following selectee-provided items: Fingerprints, e-QIP, OF-306, Fair Credit Release Form, BC-170, two forms of ID, and an SF-85. Upon successful verification of these artifacts (favorable adjudication), CIS notifies TCO and the systems of record. If CIS identifies a potential risk, then the selectee is sent a CIS notification letter, which asks the selectee to provide additional information. The selectee

then has 30 calendar days to respond. Once the additional information is received, CIS reviews it within 30 calendar days and passes along favorable adjudications to TCO and the systems of record. Unfavorable adjudications are flagged as Risks, and the systems of record are notified.

If the selectee does not respond within 30 calendar days, CIS updates the Selectee Fingerprint Status to Cancel and notifies the systems of record.

Collect Onboarding Forms [FLDI 32-2.1.3.3]

A detailed view of the constituent activities that make up the “Collect Onboarding Forms” operational subactivity is given in [Figure 29](#) below.

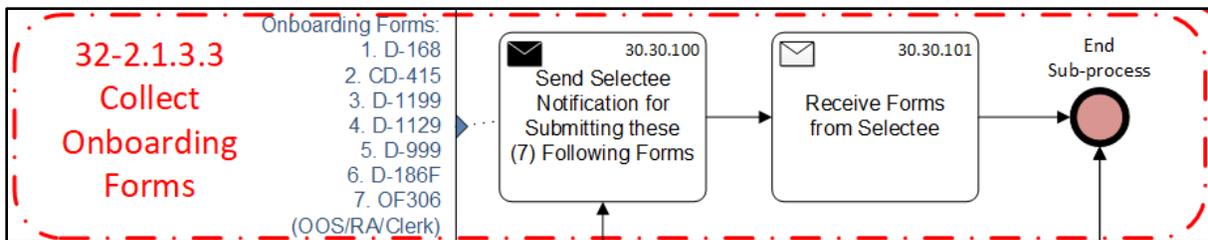


Figure 29: Collect Onboarding Forms

Once a selectee has obtained a “Favorable” status, FLDI sends a notification to the selectee to submit the following seven onboarding forms:

- D-168 – New Employee Data (2020 Census)
- CD-415 – Record of Employee’s Address and Emergency Information
- D-1199 – Direct Deposit Authorization
- D-1129 – Personal Telephone Reimbursement Policy Agreement for 2020 Census Staff
- D-999 – Overtime Policy Agreement, 2020 Census
- D-186F – Census Employment Agreement
- OF-306 (OOS /RA /Clerk only) – Declaration for Federal Employment

The selectee sends the forms to FLDI for review and further processing.

Print Badges for Selectee [FLDI 32-2.1.3.4]

Badges for cleared selectees are printed and stored in the ACO until they are ready for distribution once training starts. Refer to [Figure 26](#) to see how the Print Badges for Selectee optional subactivity fits within the overall Process Background Check activity.

3.3.2.1.4 Hire and Train Employees [FLDI 32-2.1.4]

The Hire and Train Employees operational subactivity is the fourth of four subactivities within the Recruit, Onboard, and Train Employees activity area (see [Figure 14](#)). This operational subactivity is subdivided into the following constituent activities:

- Hire and Train Employees [FLDI 32-2.1.4].
 - Hire Employees [FLDI 32-2.1.4.1].
 - Train Employees (Position Specific) [FLDI 32-2.1.4.2].

A detailed view of the constituent activities that make up the “Hire and Train Employees” operational subactivity is given in [Figure 30](#) below.

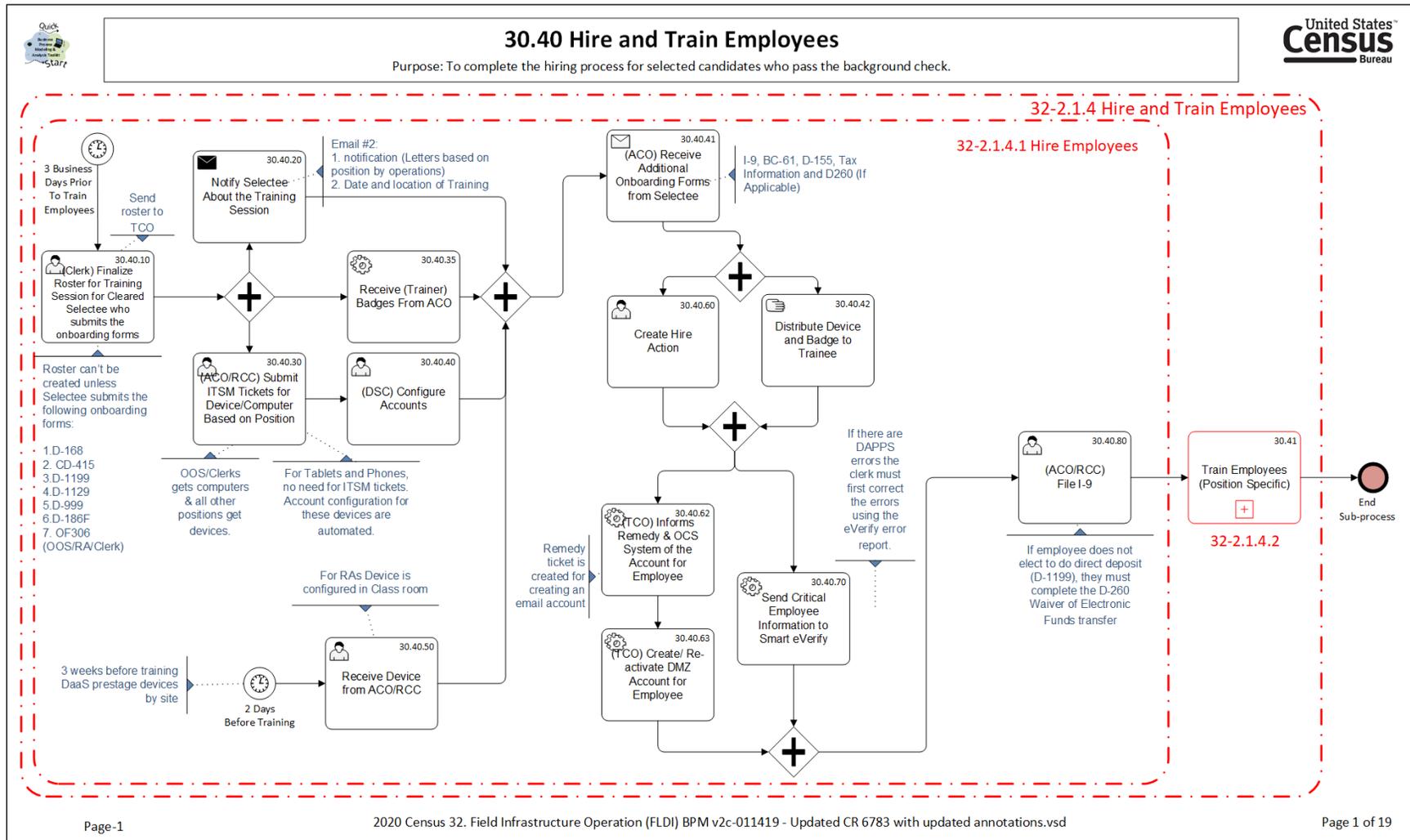


Figure 30: Hire and Train Employees

Hire and Train Employees completes the hiring process for selected candidates who pass the background check.

Subsequent sections describe the Hire and Train Employees operational subactivities in detail.

Hire Employees [FLDI 32-2.1.4.1]

A detailed view of the constituent activities that make up the “Hire Employees” operational subactivity is given in Figure 31 below.

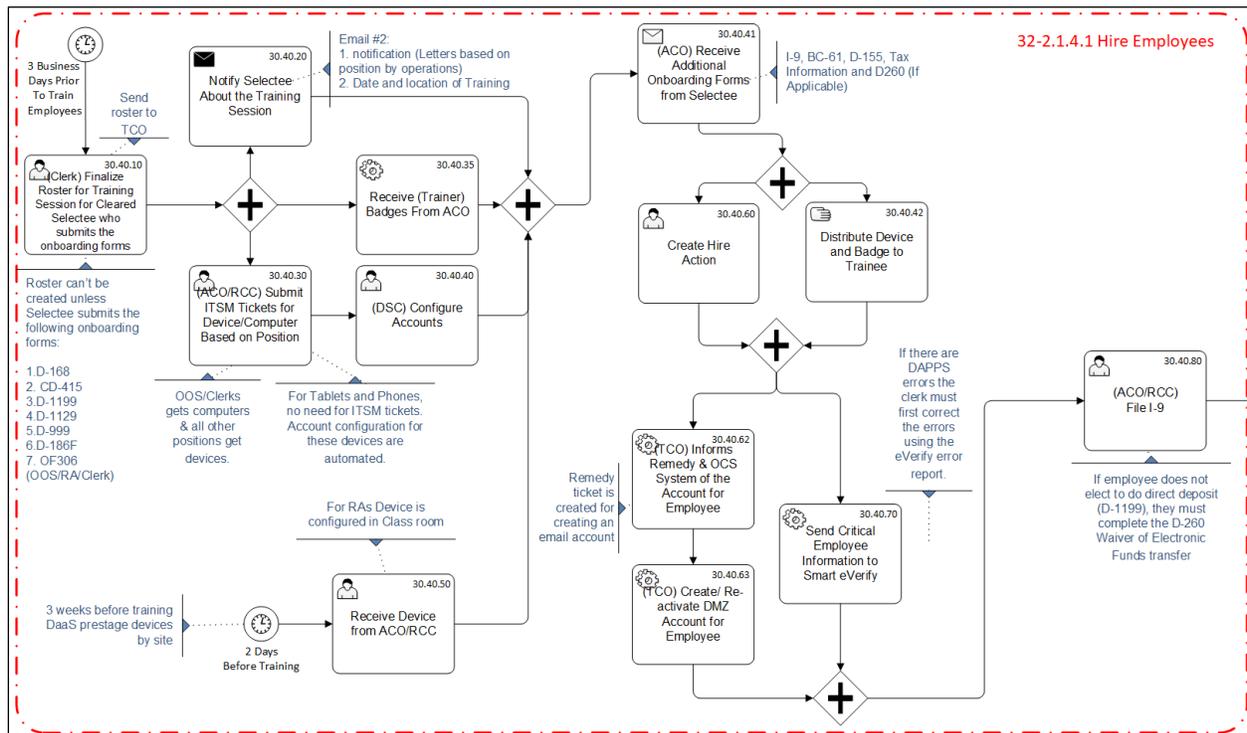


Figure 31: Hire Employees

Three business days before training the new employee, the clerk creates a training roster for and notifies the cleared selectee about the training session; ACO/RCC submits ITSM (Remedy) tickets for Device/Computer Based on Position (OOSs/clerks get computers and all other positions get devices); a badge is printed for the cleared selectee; and DSC configures accounts. Upon receipt of the selectee’s Entry on Duty (EOD) notification, the clerk creates a hire action, and a Remedy ticket is generated for email account creation. TCO creates (or reactivates if a rehire) the demilitarized zone (DMZ) account for the employee. A device and a badge get distributed to the new employee (now trainee), and DAPPS sends critical employee information to Smart E-Verify. Note: Selected applicants will automatically be sent to Smart E-Verify upon hire and I-9 documentation actions. The employee’s name/employee ID will appear on the

Missing I-9 report if I-9 information is missing or not entered. The Form I-9 information must be entered and saved in DAPPS for the employee to continue employment with the Census Bureau.

The Smart E-Verify program runs several times a day. The administrative staff must review the E-Verify Error Report and provide the appropriate action for the E-Verify Error Report. Smart E-Verify Web Service is an internet-based system operated by the U.S. Citizenship and Immigration Service in partnership with the Social Security Administration.

Train Employees (Position Specific) [FLDI 32-2.1.4.2]

A detailed view of the constituent activities that make up the “Train Employees (Position Specific)” operational subactivity is given in [Figure 32](#) below. Refer to [Figure 30](#) to see where this activity fits within the Hire and Train Employees activity.

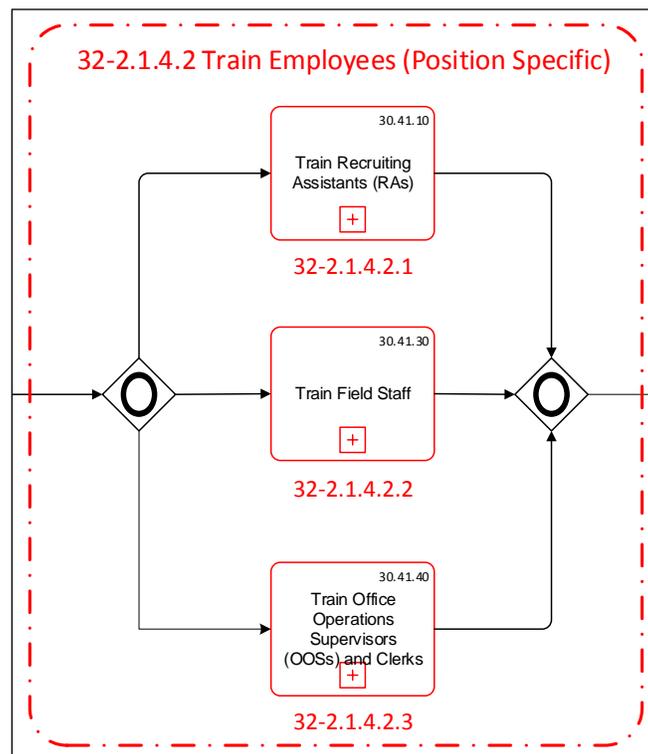


Figure 32: Train Employees (Position Specific)

FLDI provides training for all field and office employees participating in the 2020 Census with the exception of the partnership assistants (IPC trains partnership assistants). The training programs for RCC and ACO staff and field employees are a combination of instructor-led classroom training and online training. Managers, RAs, field staff, and OOSs and clerks are the audience for these training programs. The training processes are similar for each group; significant differences are highlighted in the following paragraphs.

Employees in the RCCs and ACOs receive an overview training program that addresses mandated training topics such as Data Stewardship, the Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR act), Equal Employment Opportunity (EEO) for Employees, and Safety. Employees will take this training independently using online training modules hosted on the LMS. They receive additional job-specific training either online, in the classroom, or on-the-job, by working closely with office managers or supervisors. In addition to the initial overview training, office staff like OOSs or clerks may take operation-specific online training throughout their appointment, as needed.

Operation-specific training for field staff (CFSs and enumerators/listers) is also a combination of instructor-led classroom training and independent online training. For most data collection operations, the training program for field staff begins with one day of classroom training. On this first day, the training addresses basic administrative matters including performing the oath of office, device issuance, entering time and expense, and work availability. For this first day of in-person classroom training, the Census Bureau seeks out local institutions such as schools, libraries, churches, fire halls, etc., to host these trainings. ACO staff coordinate the training location setup, device deliveries to training sites, and other logistics for large-scale field staff training.

After the first day of training, field staff spends the next four to six calendar days (depending on the operation) completing at-home self-study training online using their own personal device, at their own pace. Online training includes generic mandated training topics such as Data Stewardship, the No FEAR act, and EEO for Employees. Additional online training modules address operation-specific skills, exercises to practice using the data collection instrument, and general field processes. For some operations, like NRFU, the online training program includes a gamelet on their device for enumerators to practice a day in the life of an enumerator.

Trainees who complete the online portion of the training program return to the classroom for the capstone training day. The capstone training day engages trainees in hands-on practice of material learned during online training. Depending on the operation, the hands-on practice can involve role-playing, mock interviews, or live cases (for listing operations) facilitated by managers or supervisors. Training programs for operations that do not have online training address the same mandatory training topics, operation-specific skills and hands-on activities as in a classroom training program.

The Census Bureau is applying a waterfall approach to conducting training for the operations. For each operation, HQ trainers deliver training to RCC managers at the six RCCs. The RCC managers (typically the area manager) in turn train the CFMs at the ACOs. Then the CFMs train the CFSs, and the CFSs train the enumerators/listers. The RCC managers and the CFMs receive operation-specific Just-in-Time training programs that include a combination of classroom and

self-study lessons that give them the necessary information to manage the operation. Additionally, the managers independently complete the enumerators' online training program. This enables managers to effectively deliver the training to the field staff. One of the benefits of this waterfall approach to training is that RCC and ACO staff have an opportunity to give and receive training together and to build relationships, which strengthen planning and execution for the 2020 Census operations.

For large-scale operations, such as NRFU, training programs for field staff are staggered in order for the RCCs and ACOs to provide the necessary support during the initial day of training (for device issuance, specifically). Staggered training assigns a team of two or more CFSs to conduct classroom training sessions to groups of enumerators within their CFS districts over a period of time. The team of CFSs alternate as the lead instructor, while the others assist. The team is provided with a backup CFS for additional support. This staggered training ensures the ACOs are able to effectively support enumerator training.

Training for the office staff is administered by ACO managers, OOSs, and possibly RCC staff. The actual training includes a review of office manuals and job aids, classroom training, as well as on-the-job training activities. On-the-job training consists of an explanation of the task, followed by a demonstration of how the task is completed, and finally an observation of the trainee completing the task on their own. The process ensures that the trainee fully understands the task and is provided with clear expectations of success.

OOSs are trained with special emphasis on best practices and procedures for supervising office clerks. OOSs also take training on the basics of assigning and overseeing clerks' work in the field offices, on personnel administration, and in overall office and payroll procedures. Clerks' training includes classroom and on-the-job training in data entry, and a wide range of clerical activities supporting field office operations.

RAs receive general training as well as job-specific training complemented with recruiting assistant kits, which each RA receives and that include information specific to RA duties. Field staff takes classroom, computer-based and on-the-job training depending upon their job duties and roles.

Please note that the types of operation-specific training provided are covered in the Detailed Operational Plans of the field data collection operations.

The following activities occur for all employees getting training in support of the 2020 Census:

- RCC/ ACO staff conduct swear-in, collect/review the following forms: I-9, Hire Documents, OF306, Data Stewardship, and No FEAR. A courier will pick up the training

record and appointment folders and take them to the ACO/RCC. The I-9 and OF306 forms are immediately scanned and sent to the Personnel Automation Clearance Service.

- Employee takes Introduction to 2020 Census training.
- ACO staff provides employee a mobile device and login procedure for device, as well as operational training on using the mobile device (RAs only).

The types of kits provided vary depending on area of support. See discussion of kit types in the DLM kitting description, Section 4.3.3.1.

Clerks and supervisors will generate the Daily Online Training Report and use it to track and confirm employees' Online Training Complete Status, and the clerk will update the training record with Data Stewardship and Online Training Completion.

All employees receive training on the payroll process and are required to submit time and attendance for time worked.

Certain employees will have their photos taken at the GSA shared site. GSA will print the badges and notify the employees for pickup, and then the employees will pick up and activate their badges from the GSA shared site.

[Figure 33](#), [Figure 34](#), and [Figure 35](#) show the detailed process for training RAs, field staff, and OOSs and clerks, respectively. Note that these figures include activity 32-2.3, Out-Process Employees, which is discussed in Section 3.3.2.3 below.

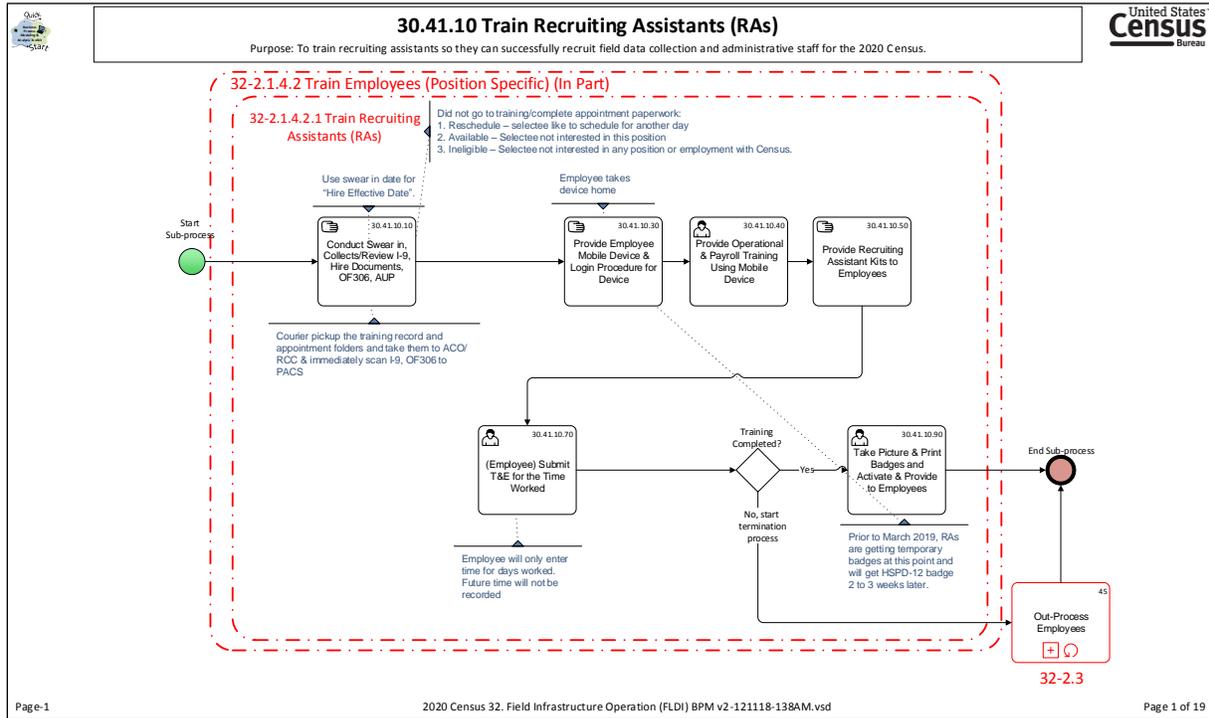


Figure 33: Train Recruiting Assistants

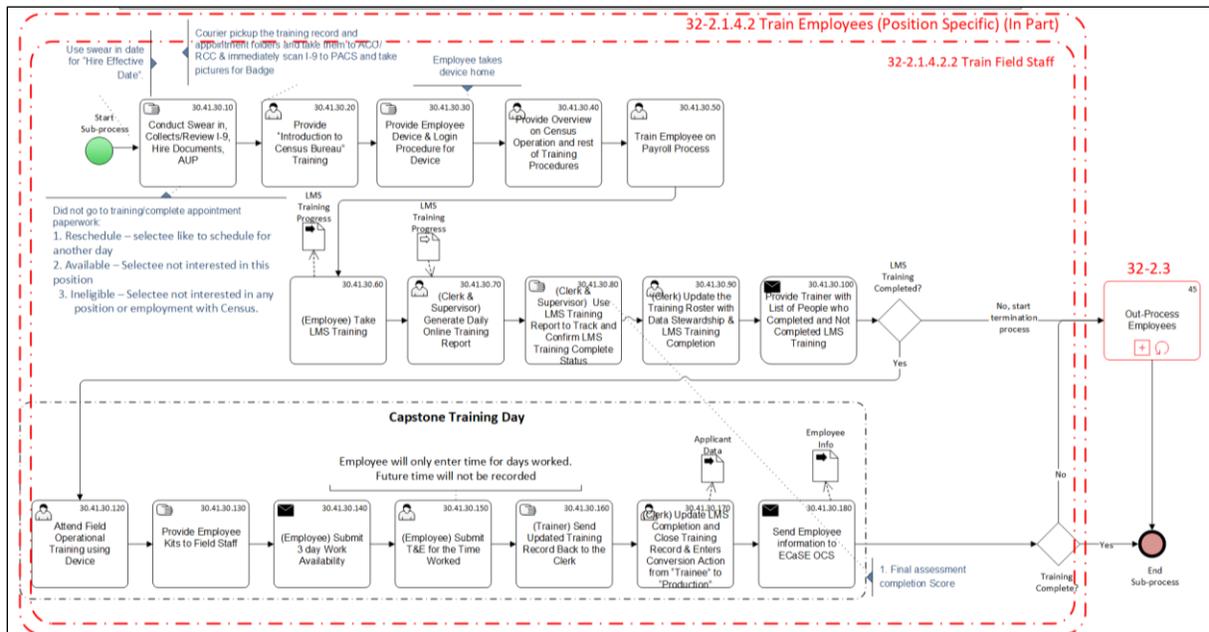


Figure 34: Train Field Staff

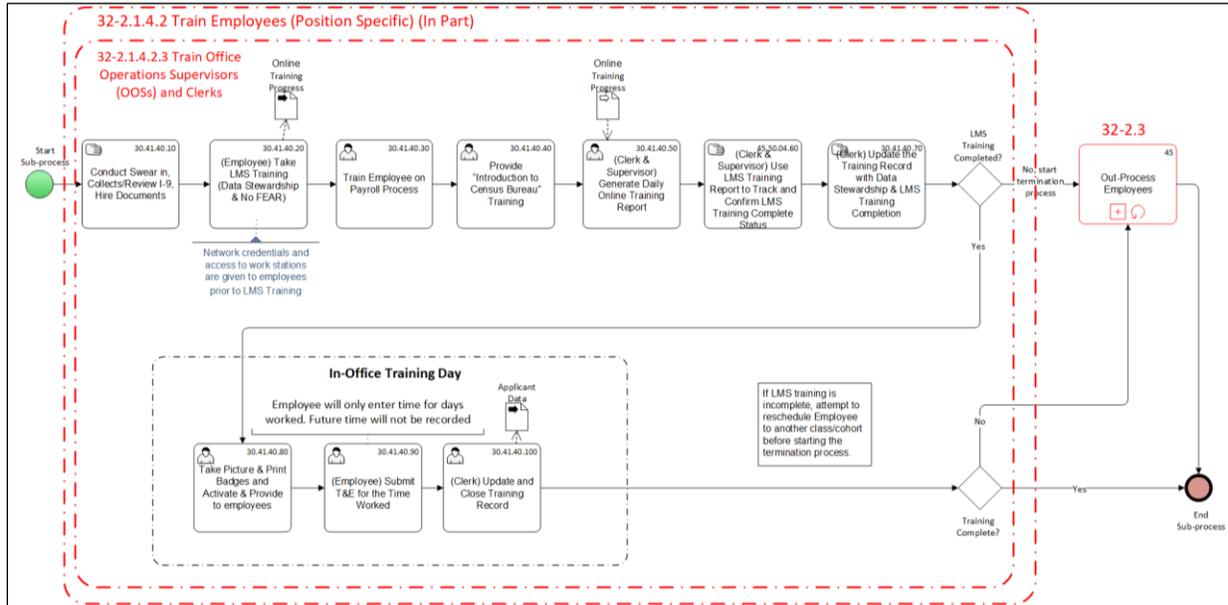


Figure 35: Train Office Operations Supervisors (OOSs) and Clerks

3.3.2.2 Provide Administrative Support for Employees [FLDI 32-2.2]

Provide Administrative Support is the second operational subactivity in the Human Resources and Personnel Management Support activity area (see Figure 13). The Provide Administrative Support for Employees operational subactivity is subdivided into the following constituent activities:

- Provide Administrative Support for Employees [FLDI 32-2.2].
 - Pay Employees [FLDI 32-2.2.1].
 - Approve and Process Administrative Actions [FLDI 32-2.2.2].
 - Document Issues of Performance & Conduct [FLDI 32-2.2.3].

A detailed view of the constituent activities that make up the “Provide Administrative Support for Employees” operational subactivity is given in Figure 36 below.

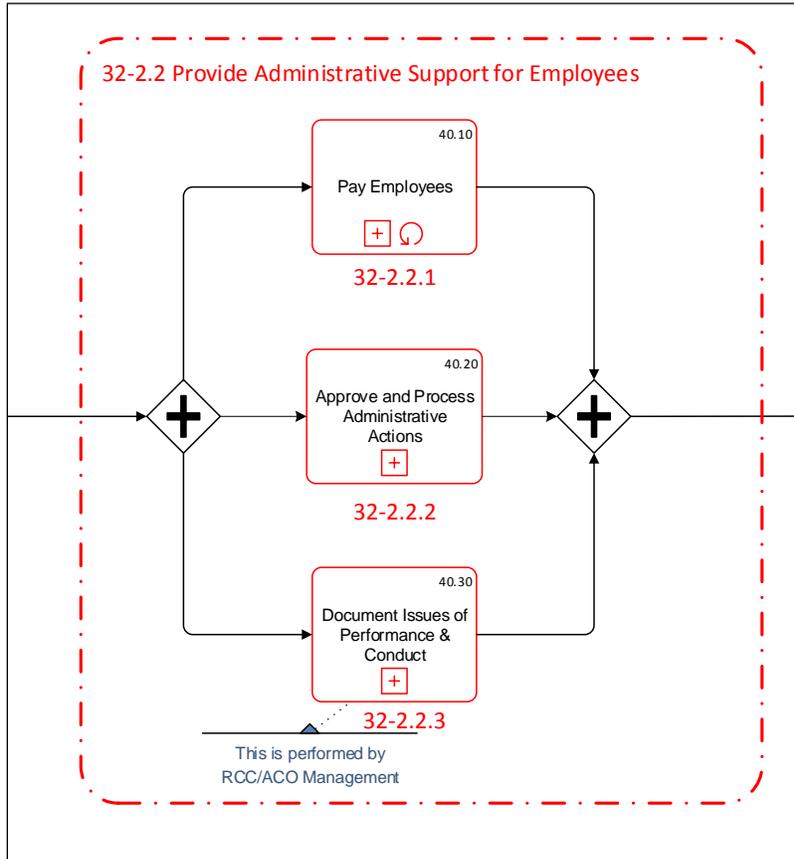


Figure 36: Provide Administrative Support for Employees

The purpose of this process is to pay employees and process administrative actions for field staff and administrative employees hired to support the field activities for the 2020 Census.

Subsequent sections describe the Provide Administrative Support for Employees operational subactivities in detail.

3.3.2.2.1 Pay Employees [FLDI 32-2.2.1]

A detailed view of the constituent activities that make up the “Pay Employees” operational subactivity is given in [Figure 37](#) below.

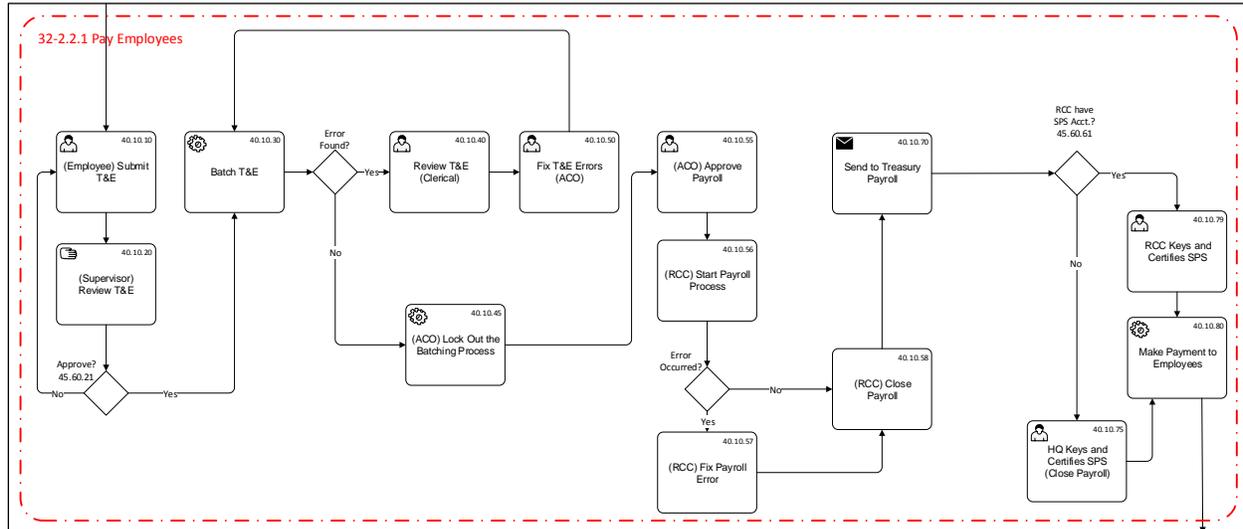


Figure 37: Pay Employees

This describes the general processes for the payroll systems (NFC and DAPPS) used for RCC and ACO employees. Regardless of the system used, payroll actions affect all employees in much the same manner.

Employees paid through the NFC payroll system on a biweekly basis include all RCC staff and full-time ACO employees. The full-time ACO employees include the area manager, ACOM, administrative manager, CFM, IT manager, administrative specialists, and recruiters/partnership specialists. Employees accrue annual and sick leave. The Web-based Time and Attendance system (WebTA) is used for NFC payroll processing; RCC and full-time ACO employees use WebTA to enter their payroll data from what is usually captured on the BC-27, Time and Attendance Cost Report.

Field intermittent employees are hired and paid on a weekly basis through DAPPS. Field intermittent employees include CFSS, enumerators, RAs, OOSs, and clerks. Field intermittent employees do not accrue annual and sick leave. The ACO intermittent employees also use DAPPS to enter their payroll. For guidance on processing payroll forms for intermittent employees, refer to the D-581, DAPPS Operating Guide.

The administrative timekeepers at the RCC are responsible for ensuring time and attendance (T&A) data for Schedule A, and competitive employees at the RCC are recorded in the WebTA by the payroll processing deadline. Timekeepers play an important role for the payroll processing even though each employee keys-in their own T&A data in WebTA.

Supervisors are responsible for controlling the time and attendance for employees under their supervision. This includes reviewing T&As for accuracy and completeness, then certifying the T&A records.

In rare instances when an employee is unable to use WebTA, an administrative timekeeper keys in the information in WebTA, with the appropriate supporting documentation, e.g. BC-27s, SF-1164s, Voucher & Schedule of Payment, etc., collected from the employee. If there is no administrative timekeeper in the ACO, then the administrative timekeeper in RCC keys in the information for the ACO staffs.

The ACOM approves assistant managers' T&As, whereas the area manager approves the ACOM's T&As. Additionally, if WebTA is not available and if the ACOM is not available to approve T&As, the area manager certifies the BC-27s, BC-27As, Field Employees Reimbursement Expenses, etc., for the other managers and administrative timekeepers. If the T&A is done manually, the timekeeper provides each employee with a WebTA summary report for their verification. The employees either make appropriate changes or initial to validate the accuracy of the report and return it to the timekeeper for further processing. The initialed WebTA Summary Reports are stored in a secured location, as they contain PII and data protected under the Privacy Act. If applicable to the WebTA summary report, the BC-27, etc. are attached before filing.

Timekeepers inform the supervisor that the T&As have been verified or validated and that the payroll is ready for certification. Supervisors must ensure that the hours and reimbursements reported on the T&A summary report are true and correct before certification. If a change is required, the supervisor notifies the timekeeper to make the change or to inform the employee to make the change. Generally, supervisors cannot make any corrections to the data entered by employees or timekeepers in WebTA.

If the record is certified and an error identified, a correction to the T&A record can be made in the same pay period as long as the original T&A has been swept (transmitted) to NFC, or may be made in any succeeding pay periods, provided it is within the last 26 pay periods. Only the timekeeper can make corrections to the WebTA T&A. If the correction is not made within the allowed 26 pay periods, the correction must be done as a "Local" correction by the timekeeper and submitted to HRD for manual payment.

Regional directors or designees are ultimately responsible for the security, accuracy, and timeliness of the activities described above.

The NFC processing schedule requires that employees enter their own hours worked and leave taken in WebTA on Thursday of the second week of the current pay period. The following day, which is Friday, the employee may make additional changes or entries in WebTA and validate it

for confirmation on the accuracy of the information. The timekeeper notifies supervisors on the availability of validated T&As for certification. Supervisors review the T&As and certify staffs' timesheets no later than 9 pm Eastern Time on Monday of the first week of the next pay period.

In rare instances where the employee is unable to use WebTA, timekeepers should begin collecting BC-27s, BC-27As, etc., from the employees and enter the T&As information in WebTA on Thursday of the 2nd week of the current pay period. Once the information is keyed-in, the timekeepers must print the T&A Summary Report and hand it to the employees for validation. Employees review their individual T&As summary report and initial the summary for accuracy. Employees also make the appropriate changes to the T&A summary report, if necessary, and return the report to the timekeeper for further action.

The timekeepers must reprint the T&A summary report for the employee to initial. Once the T&A summary report is validated and initialed and appropriate changes are made in WebTA, the timekeepers inform the supervisor that the T&As are ready for certification. Supervisors must certify office staffs' timesheets no later than 9 p.m. Eastern Time on Monday of the first week of the next pay period.

The system automatically performs daily sweeps on Monday, Tuesday, and Wednesday of the first week to send the data for processing.

For DAPPS processing responsibilities, the ACOM or administrative manager will verify all payrolls received for the week and adhere to payroll closeout procedures. The ACOM or administrative manager will also notify the RCC when the ACO is finished processing payroll for the week.

The RCC administrative staffs have the responsibility of ensuring all payroll processing is accurate and completed in a timely manner.

Once timesheets are closed out for the pay period and the payroll supervisor has indicated approval by initialing the ACO Hours and Expenses Summary page in DAPPS, the RCC can begin processing payroll. RCC staff can confirm each ACO's completion of data capture activities by reviewing the Control of Hours and Expenses Report. This report will indicate the total number of hours and expenses captured by each ACO as well as the supervisor's initials and the date the supervisor initialed the summary panel. Subsequent activities include:

- Creating Pay sheets.
- Calculating Retroactive Payments.
- Loading Hours and Expense Data.
- Making Adjustments to Pay.
- Reconciling the Net Result.

- Payroll Confirmation.
- Preparing Net Data for Treasury.

3.3.2.2.2 Approve and Process Administrative Actions [FLDI 32-2.2.2]

A detailed view of the constituent activities that make up the “Approve and Process Administrative Actions” operational subactivity is given in Figure 38 below.

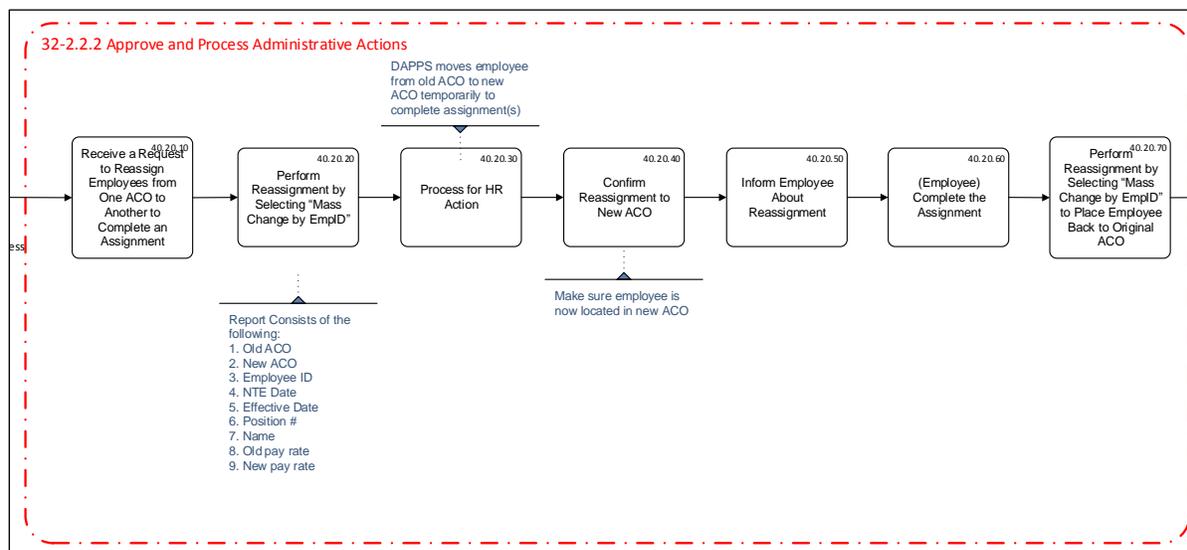


Figure 38: Approve and Process Administrative Actions

The purpose of Approve and Process Administrative Actions is to process all administrative actions required when field staff supporting the 2020 Census are temporarily reassigned to another office. During the conduct of the 2020 Census, a field employee may be called upon to provide support to another ACO in achieving its objectives. This process provides all the activities associated with effecting the temporary reassignment from one ACO to another ACO.

Conversion and reassignment actions involve current employees and mainly involve changing specific employee data. Each action begins with an approved D-291, DAPPS Update Form.

With the exception of the ACO administrative assistant and managerial staff, ACO field and office staff are appointed to intermittent positions at the Census Bureau. These temporary positions are for a duration of six to eight weeks. At the end of their appointment, employees are either separated from federal service or extended for an additional period, depending on the operation.

When processing hire actions and other personnel actions, DAPPS automatically processes the not-to-exceed (NTE) date for eight weeks from the effective date of the hire action. For example, if a hire action is effective January 6, 2020, the NTE date is February 28, 2020.

Census Bureau employees who have either resigned or been terminated for either lack of work or expiration of their appointment with an effective date of less than one year remain available in DAPPS for rehire.

When DAPPS receives a request to reassign an employee from one ACO to another to complete an assignment, the reassignment is performed by selecting “Mass Change by EmplID” in DAPPS. The resulting report consists of the following:

- Old ACO.
- New ACO.
- Employee ID.
- NTE Date.
- Effective Date.
- Position #.
- Name.
- Old pay rate.
- New pay rate.

The next step is to process for HR Action, where DAPPS moves the employee from the old ACO to the new ACO temporarily to complete assignment(s). The new ACO in turn confirms that the employee has been reassigned, and then the employee is notified of the reassignment. Once the employee completes reassignment, perform the reassignment by Selecting “Mass Change by EmplID” in DAPPS to place employee back in original ACO.

3.3.2.2.3 Document Issues of Performance & Conduct [FLDI 32-2.2.3]

A detailed view of the constituent activities that make up the “Document Issues of Performance & Conduct” operational subactivity is given in [Figure 39](#) below. This figure includes activity 32-2.3, Out-Process Employees, which is discussed in Section 3.3.2.3 below.

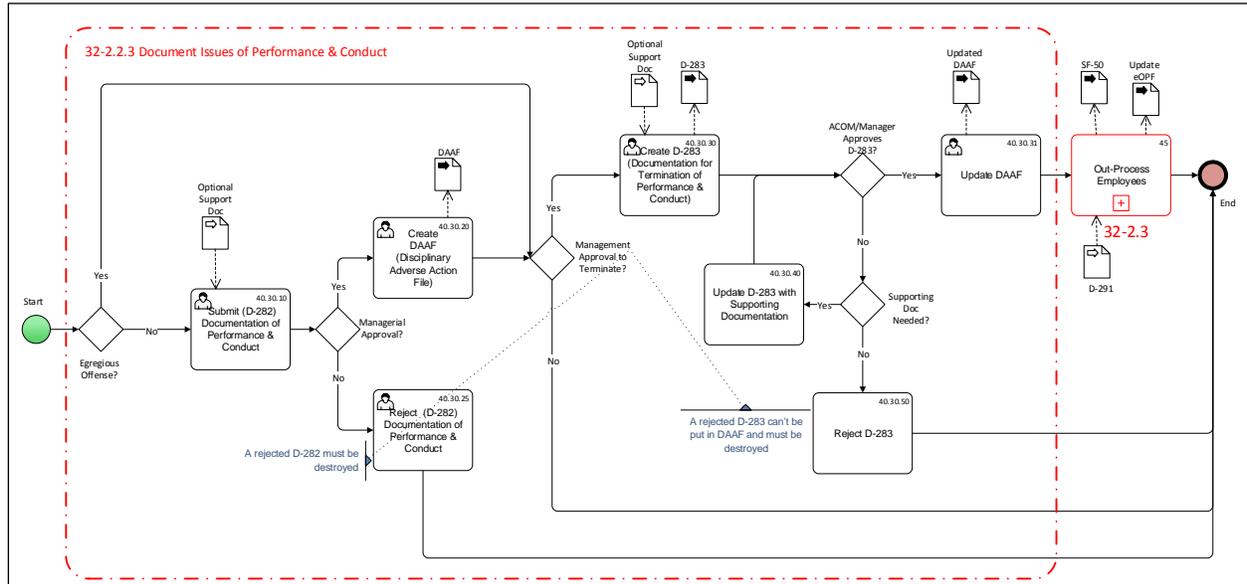


Figure 39: Document Issues of Performance & Conduct

The Document Issues of Performance & Conduct subprocess provides the means to document for the record an employee’s performance issues such as quality, quantity, timeliness of work or work product (unsatisfactory performance includes poor quality of work and low productivity), and conduct. Conduct issues cover a range of employee work behavior and include recurring tardiness, data falsification, compromising confidentiality, refusing an assignment, or violation of an agency rule or policy.

Form D-282 is the mandatory form used to document performance and/or conduct problems by ACO employees. The form is completed by the first-level supervisor, which includes the CFS, OOS, CFM, administrative manager, recruiting manager, IT manager, or the ACOM. Supporting documentation is also included.

Upon managerial approval, the Disciplinary Adverse Action File (DAAF) is generated. The DAAF is an individual file for each employee involved in a performance or conduct-based action and is used to store counseling session records (D-282) with the employee. The DAAF is created once a D-282 is completed for the employee, and it is included in the employee’s folder. Although electronic forms are used as appropriate, all hardcopy DAAFs are kept in the ACOM’s office in a locked file cabinet. The materials must have a date and signature/name identifying the employee and the signature of the supervisor initiating the request. DAAFs are labeled and forwarded to the RCC when the ACO closes. If an employee files an EEO complaint, the RCC must maintain the DAAFs for seven years after the case is closed. If the case is appealed, the RCC must maintain the DAAF for seven years following the date of the final decision.

When a supervisor terminates an ACO employee based on performance or conduct issues, the supervisor must complete D-283, Documentation of Termination for Conduct and/or Performance Problems. The form is completed by either the OOS, CFS, or the ACO manager to end an employee’s appointment. A termination action should not be communicated to an employee until the supervisor has received approval from a higher level supervisor. Once the manager signs the D-283, the employee is out-processed.

3.3.2.3 Out-Process Employees [FLDI 32-2.3]

A detailed view of the constituent activities that make up the “Out-Process Employees” operational subactivity is given in [Figure 40](#) below.

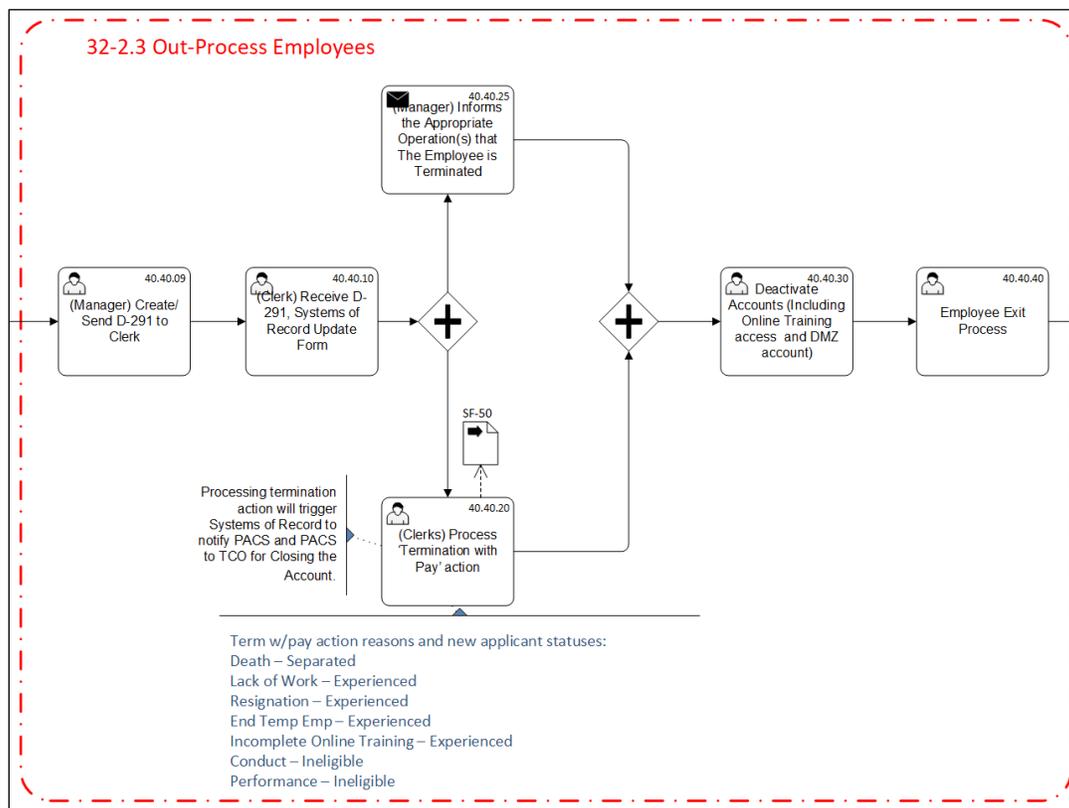


Figure 40: Out-Process Employees

With the exception of the ACO administrative assistant and managerial staff, ACO field and office staff are appointed to intermittent positions at the Census Bureau. These temporary positions are for a duration of six to eight weeks. At the end of their appointment, employees are either separated from federal service or extended for an additional period, depending on the operation. The Out-Process Employees subactivity handles these occurrences with the processing of D-291, the DAPPS Update Form, used as an official request to process personnel action and to

document changes to or update employee data. The Clerk receives the D-291 and processes the employee's termination with the appropriate pay action reasons and new applicant statuses:

- Death – Separated.
- Lack of Work – Experienced.
- Resignation – Experienced.
- End Temporary Employment – Experienced.
- Online Training – Ineligible.

The processing of the termination record triggers a notification to the Personnel Automation Clearance Services, which in turn notifies TCO to deactivate the employee's Online Training and DMZ account.

Census Bureau employees who have either resigned or been terminated for either lack of work or expiration of their appointment with an effective date of less than one year remain available in DAPPS for rehire.

3.3.3 Field Office Operation [FLDI 32-3]

As shown in [Figure 6](#), the Field Office Operation [FLDI 32-2] is the third Level 1 activity area (area within the gray rounded rectangle) for FLDI.

The Field Office Operation activity area consists of the following operational subactivity:

- Maintain Offices [FLDI 32-3.1].

The Maintain Offices subprocess comprises a wide variety of functions associated with office processing and administrative operations in support of field operations and recruiting:

- Maintain office facilities through an effective relationship with lessors or office building managers.
- Approve supply and material equipment requisitions, as needed, to ensure continuity of office operations.
- Assist in setting up and closing the ACO, assuring minimal waste of excess supplies and equipment.
- Lead all Office Computing Environment (OCE), Mobile Computing Environment (MCE), and automation support efforts, and evaluate, analyze, and coordinate resources to efficiently support all ACO activities with available equipment.
- Provide technical guidance and support to the managers at the ACO and train the ACO office employees on software, hardware, and automation operations.
- Administer user accounts for the various programs utilized by the ACO staff.
- Manage property through both paper and automated procedures.

- Report and document lost, missing, and stolen equipment and coordinate warranty repairs.
- Troubleshoot by identifying problems with hardware or software and solving the problems when possible.
- Perform routine clerical tasks required in the collection, control, review, processing, and reporting of personnel and payroll data and the administrative tasks supporting these functions.
- Assist in personnel operations of the office by processing personnel actions affecting appointments and separations of intermittent field and office employees.
- Maintain personnel files and records, position description files, manuals, and instruction books.
- Process accident forms, travel vouchers, and time and attendance records.
- Notify the Health and Safety Branch (HSB) immediately upon first knowledge of a work-related fatality or overnight hospitalization.
- Prepare unemployment claim forms for separated employees. Perform incidental typing of transmittals, letters, office records, and forms.
- Locate places where applicants can go to access computers and internet services to allow them to apply online, assuring that the location meets specific criteria.
- Organize and maintain office files and supplies.
- Receive, control, and record incoming and outgoing shipments of supplies, kits, certified packages or mail, and miscellaneous equipment.
- Organize and maintain the ACO stockroom. Responsible for inventorying and reordering sufficient supplies for office use.
- Set up and assist others with the rearrangement and moving of furniture and equipment within the ACO.
- Work with HSB, ensuring that decennial census operations and facilities fully comply with the Occupational Safety and Health Act (OSHA) and Office of Workers' Compensation Program (OWCP) regulations, and other policies concerning health and safety.

3.4 FLDI Design Assumptions

- Employment waivers are available to fulfill critical skills positions for the 2020 Census.
- Internal hiring policies promote flexibility in staff movement between DAPPS categories.

4 Decennial Logistics Management Operation [33. DLM]

4.1 Introduction

The Decennial Logistics Management operation (DLM) coordinates space acquisition and lease management activities for the RCCs, PRAO, and ACOs. Additionally, DLM provides logistics management support such as inventory management, kit assembly, warehousing, deploying materials, and overall logistics support for 2020 Census operations.

4.2 Operational Context

The DLM operational activities described above (Section 2.3.2) are conducted within the context of other 2020 Census operations and other programs or data sources that are external to the 2020 Census program.

Figure 41 is a top-level context diagram for DLM represented as an Integrated Definition, Level 0 (IDEF0) model. (See Section 3.2 for a description of IDEF0 diagrams.)

For DLM, initial inputs include decisions on office structure and staffing requirements from the FLDI operation. Bidders provide space lease proposals and pricing. Supplies and materials vendors provide bids for items such as field office furnishings and bulk supplies. Operations requiring kits provide DLM with kit specifications. Geographic data products and print files reviewed and approved by the operations are additional inputs into DLM.

Outputs of DLM include executed office space leases, award letters to furniture/supplies/services vendors, bulk office supplies, office furnishings and non-IT equipment, recruiting, hiring, and operation-specific kits.

For detailed descriptions of the Inputs, Controls, Outputs, and Mechanisms used by DLM, see the sections that follow.

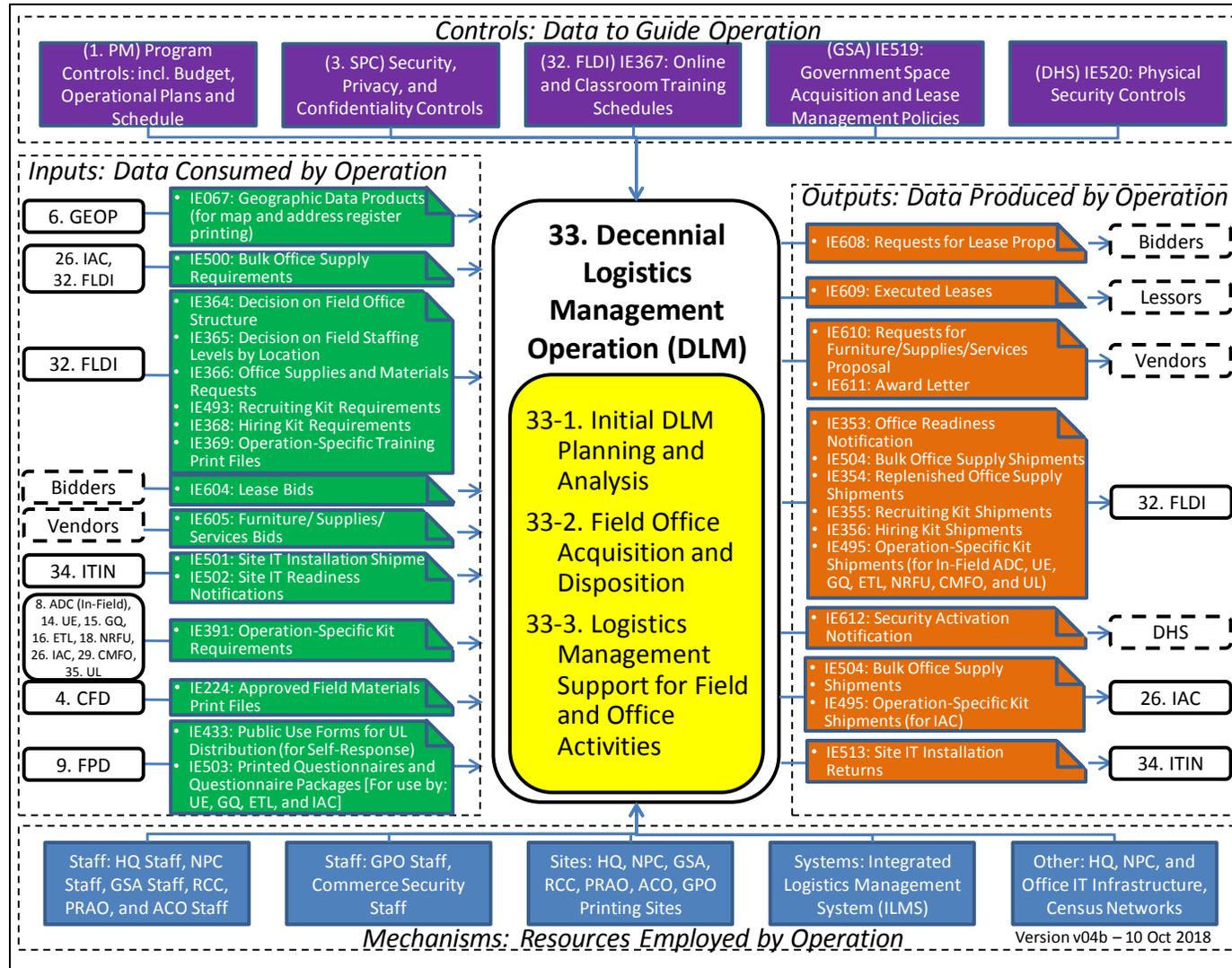


Figure 41: Decennial Logistics Management Operation (DLM) Context Diagram

4.2.1 DLM Operational Inputs

Inputs are the data that are consumed by the operation. The inputs define the amount of operational work that needs to be performed.

Table 7 lists the inputs to DLM.

Table 7: DLM Operational Inputs

Provider	Information Exchange	Description
6. Geographic Programs operation (GEOP)	IE067: Geographic Data Products (for map and address register printing).	<p>Geographic Products that will be needed to conduct the specific 2020 Census operations work.</p> <p>Geographic products used by DLM include information needed to print large and small maps and address registers and maps, tailored to the specific needs of the operation and office based on requirements provided. DLM uses this information to print maps and address registers at NPC for inclusion in kits for selected operations.</p>
26. Island Areas Censuses operation (IAC), 32. Field Infrastructure operation (FLDI)	IE500: Bulk Office Supply Requirements	Requirements for bulk office supplies needed to run the field offices.
32. Field Infrastructure operation (FLDI)	IE364: Decision on Field Office Structure	<p>Staffing levels and organizational structure for each field office type: RCC, PRAO, and ACO and their reporting hierarchy.</p> <p>Used by DLM for determining office space requirements.</p>

Provider	Information Exchange	Description
32. FLDI	IE365: Decision on Field Staffing Levels by Location	Number of field and office staff (by role and by geographic location by job title) that need to be hired by FLDI for the 2020 Census. Used by DLM for determining office space requirements.
32. FLDI	IE366: Office Supplies and Materials Requests	Requests for additional office supplies and materials as the initial bulk supply is depleted.
32. FLDI	IE493: Recruiting Kit Requirements	Requirements for the contents of the kits used to train the RAs. Also includes the number of kits required and the count of items in the kits.
32. FLDI	IE368: Hiring Kit Requirements	Requirements for the contents of the kits used to train the hiring specialists. Also includes the number of kits required and the count of items in the kits.
32. FLDI	IE369: Operation-Specific Training Print Files	Print files for any training content that needs to be printed by DLM and included in the operation-specific kits. FLDI develops the training content in coordination with the individual field data collection operations.
Bidders	IE604: Lease Bids	Bids from potential lessors who are interested in leasing space to the Census Bureau to support 2020 Census field operations.
Vendors	IE605: Furniture/Supplies/Services Bids	Bids from vendors who are interested in providing furniture, supplies, and non-IT equipment (e.g., shredders) for field offices in support of the 2020 Census.
34. IT Infrastructure operation (ITIN)	IE501: Site IT Installation Shipments	Shipments of site IT installation assets to RCCs, PRAO, and ACOs for subsequent installation and activation.

Provider	Information Exchange	Description
34. ITIN	IE502: Site IT Readiness Notifications	Notifications of site IT asset readiness at RCCs, PRAO, and ACOs during and after installation and activation.
34. ITIN	IE391: Operation-Specific Kit Requirements	List of the contents that should be included in the kits provided to the field data collection staff in support of field operations. Also includes the number of kits required and the count of items in the kits.
4. Content and Forms Design operation (CFD)	IE224: Approved Field Materials Print Files	Print files (that have been reviewed and approved by the appropriate field data collection operations) that will be used to support enumeration activities. This includes all field materials for In-Field ADC, NRFU, and CMFO and only non-questionnaire materials for UL, UE, GQ, ETL, and IAC.
9. Forms Printing and Distribution operation (FPD)	IE433: Public Use Forms for UL Distribution (for Self-Response)	Paper questionnaires that are left by the UL operation at identified housing units to allow occupants to self-respond.
9. FPD	IE503: Printed Questionnaires and Questionnaire Packages	Printed materials needed in support of other field data collection operational activities, e.g. questionnaires and associated materials that are left by the enumerator. These are to be included in kits for use by UE, GQ, ETL, and IAC.

4.2.2 DLM Operational Controls

Controls are the data that guide the behavior of the operation. They are not consumed by the operation, but rather they provide guidance, models, limits, criteria, cutoff dates, or other information that controls the way in which the operational work is performed.

Table 8 lists the controls for DLM.

Table 8: DLM Operational Controls

Provider	Information Exchange	Description
1. Program Management operation (PM)	Program Controls	Program Control information including: <ul style="list-style-type: none"> • Budget. • Operational plans and schedule.
3. Security, Privacy, and Confidentiality operation (SPC)	Security, Privacy, and Confidentiality Controls	Laws, policies, regulations, and guidelines related to physical security, IT security, data security and privacy and confidentiality impacts, analyses, and processes. These include but are not limited to Title 13, Title 26, and other laws and policies related to protection of PII. Used to ensure that all operations and systems used in the 2020 Census adhere to laws, policies, and regulations that ensure appropriate systems and data security, and protect respondent and employee privacy and confidentiality.
32. Field Infrastructure operation (FLDI)	IE367: Online and Classroom Training Schedules	Schedules for operation-specific online and classroom training classes. DLM uses this information to ensure kits are shipped in time to support the training.
General Services Administration (GSA)	IE519: Government Space Acquisition and Lease Management Policies	GSA Acquisition Manual Part 570 policies for Acquiring Leasehold Interests in Real Property: 570.103 Authority to Lease, 570.111 Inspection and Acceptance, 570.202 Acquisition Policy, 570.203-1 Market Survey policies as examples.

Provider	Information Exchange	Description
Department of Homeland Security (DHS)	IE520: Physical Security Controls	Physical security controls implemented by federal facility owners or tenants such as Intrusion Detection Systems (IDS), alarms, and security countermeasures in compliance with DHS security policies and applicable sections of the Code of Federal Regulations, Federal Management Regulations, and United States Code.

4.2.3 DLM Operational Outputs

Outputs are the data produced by the operation. The outputs constitute the results of operational work that has been performed. Outputs produced may be used as inputs or controls to other operations.

Table 9 lists the outputs from DLM.

Table 9: DLM Operational Outputs

Consumer	Information Exchange	Description
Bidders	IE608: Requests for Lease Proposal	Requests to bidders for a proposal for leasing field office space for the 2020 Census.
Lessors	IE609: Executed Leases	Executed leases for field office space for the 2020 Census.
Vendors	IE610: Requests for Furniture/Supplies/Services Proposal	Requests for bids from vendors interested in providing furniture, supplies, and services for field offices in support of the 2020 Census.
Vendors	IE611: Award Letter	Letters that confirm award of the contract to vendors who have been selected to provide furniture, supplies, and services.

Consumer	Information Exchange	Description
32. Field Infrastructure operation (FLDI)	IE353: Office Readiness Notification	Notification that the office is ready for occupation.
32. FLDI	IE504: Bulk Office Supply Shipments	Initial shipments of basic supplies needed to run the office.
32. FLDI	IE354: Replenished Office Supply Shipments	Replenishment shipments of basic supplies needed to run the office.
32. FLDI	IE355: Recruiting Kit Shipments	Shipments of recruiting kits, which are delivered to recruiting staff during training.
32. FLDI	IE356: Hiring Kit Shipments	Shipments of hiring kits, which are delivered to hiring staff during training.
32. FLDI	IE495: Operation-Specific Kit Shipments (for In-Field ADC, UE, GQ, ETL, NRFU, CMFO, and UL)	Shipments of operation-specific kits, which are delivered to the field operational staff (i.e., staff supporting the field data collection operations) during training. These comprise multiple types of kits for supervisors and staff and include materials needed for training and for production work.
Department of Homeland Security (DHS)	IE612: Security Activation Notification	Formal notification from DHS that the IDS installed in a field office has been activated.
26. Island Areas Censuses operation (IAC)	IE504: Bulk Office Supply Shipments	Initial shipments of basic supplies needed to run the office.
26. IAC	IE495: Operation-Specific Kit Shipments (for IAC)	Shipments of operation-specific kits, which are delivered to the field operational staff (i.e., staff supporting the field data collection operations) during training. These comprise multiple types of kits for supervisors and staff and include materials needed for training and for production work.

Consumer	Information Exchange	Description
34. IT Infrastructure Operation (ITIN)	IE513: Site IT Installation Returns	Returns of site IT installation assets after they are no longer need for 2020 Census operations.

4.2.4 DLM Operational Mechanisms

Mechanisms are the resources (people, places, and things) that are used to perform the operational processes. They include Staff Resources, Infrastructure Sites, and Systems, and other Technology Infrastructure.

4.2.4.1 Staff Resources

Table 10 identifies the Staff Resources employed for DLM.

Table 10: Staff Resources Used Within DLM Operational Activities

Staff Resources	Description/Role
HQ Staff	HQ staff who manage DLM and coordinate activities with NPC, GSA, RCC, PRAO, ACO, GPO, and Commerce Security staff.
NPC Staff	NPC staff who perform kit assembly and deployment activities for the field data collection operations.
GSA Staff	GSA staff who support space acquisition plan, program schedule, and coordination.
RCC Staff	RCC staff who manage DLM close-out activities within their designated census region.
PRAO Staff	PRAO staff who manage DLM close-out activities within their designated census region.
ACO Staff	ACO staff who either manage or perform DLM activities associated with closing the ACO.
GPO Staff	Staff at the Government Publishing Office (GPO) who support printing of materials.

Staff Resources	Description/Role
Commerce Security Staff	Staff at the DOC who oversee physical security of RCCs, PRAO, and ACOs.

4.2.4.2 Infrastructure Sites

Table 11 identifies the Infrastructure Sites employed for DLM.

Table 11: Infrastructure Sites for DLM Operational Activities

Infrastructure Site	Description/Role
HQ	HQ Site for office work conducted in support of DLM. This permanent site in Suitland, MD, manages the operation throughout the country.
NPC	NPC is located in Jeffersonville, Indiana, and performs logistics support for the field data collection operations.
GSA	Location of GSA staff who provide support for space acquisition for the 2020 Census field offices.
RCC	Location of RCC staff who manage DLM close-out activities within their designated census region.
PRAO	Location of PRAO staff who manage DLM close-out activities within Puerto Rico.
ACO	Location of ACO staff who manage or perform DLM close-out activities.
GPO Printing Sites	GPO sites that print materials for DLM.

4.2.4.3 Systems and other Technology Infrastructure

Table 12 identifies the Systems employed for DLM.

Table 12: Systems Used Within DLM Operational Activities

System	Description
Integrated Logistics Management System (ILMS)	Web-based logistics/supply management system powered by SyteLine, a Commercial off the Shelf software developed by Infor (www.infor.com)

Other technology infrastructure employed for DLM includes office IT infrastructure at HQ, RCCs, PRAO, ACOs, and NPC for conducting DLM operational work. This infrastructure is provided by ITIN.

4.3 Detailed Process Description

As shown in the area within the gray rounded rectangle in [Figure 42](#) below, FLDI and DLM comprise six Level 1 activities. Of the six Level 1 activities, DLM is responsible for performing the following three Activity Areas:

- Initial DLM Planning and Analysis [33-1].
- Field Office Acquisition and Disposition [33-2].
- Logistics Management Support for Field and Office Activities [33-3].

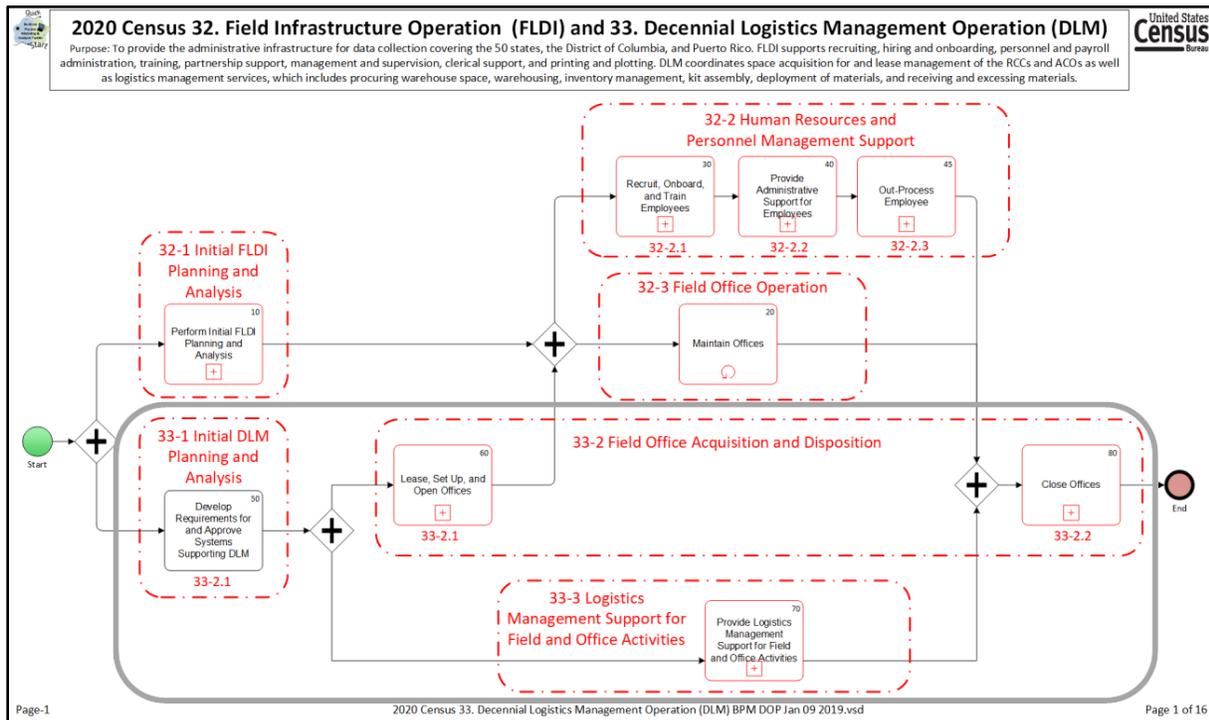


Figure 42: DLM Context Model

The business processes for each of these Level 1 activity areas are discussed along with their inputs and outputs in the following subsections.

4.3.1 Initial DLM Planning and Analysis [DLM 33-1]

As shown in Figure 42, the Initial DLM Planning and Analysis [DLM 33-1] is the first Level 1 activity area (area within the gray rounded rectangle) for DLM.

The Initial DLM Planning and Analysis activity area consists of the following operational subactivity:

- Initial DLM Planning and Analysis [DLM 33-1].

Develop Requirements for and Approve Systems Supporting DLM [DLM 33-1.1]. DLM has been performing extensive planning and analysis for the upcoming 2020 Census operations. The DLM Integrated Project Team (IPT) and stakeholders have developed a detailed set of 2020 Census operational requirements for DLM.

4.3.2 Field Office Acquisition and Disposition [DLM 33-2]

As shown in [Figure 42](#) above, the Field Office Acquisition and Disposition [DLM 33-2] is the second Level 1 activity area (area within the gray rounded rectangle) for DLM.

The Field Office Acquisition and Disposition activity area is subdivided into the following operational subactivities:

- Field Office Acquisition and Disposition [DLM 33-2].
 - Lease, Set Up, and Open Offices [DLM 33-2.1].
 - Close Offices [DLM 33-2.2].

Subsequent sections describe the Field Office Acquisition and Disposition operational subactivities in detail.

4.3.2.1 Lease, Set Up, and Open Offices [DLM 33-2.1]

The Lease, Set Up, and Open Offices operational subactivity is subdivided into the following constituent activities:

- Lease, Set Up, and Open Offices [DLM 33-2.1].
 - Identify/Develop and Complete Space Requirements [DLM 33-2.1.1].
 - Finalize and Execute Lease and Build-Out Offices [DLM 33-2.1.2].
 - Accept, Set Up, and Open RCC and ACO Offices [DLM 33-2.1.3].

A detailed view of the constituent activities that make up the “Lease, Set Up, and Open Offices” operational subactivity is given in [Figure 43](#) below.

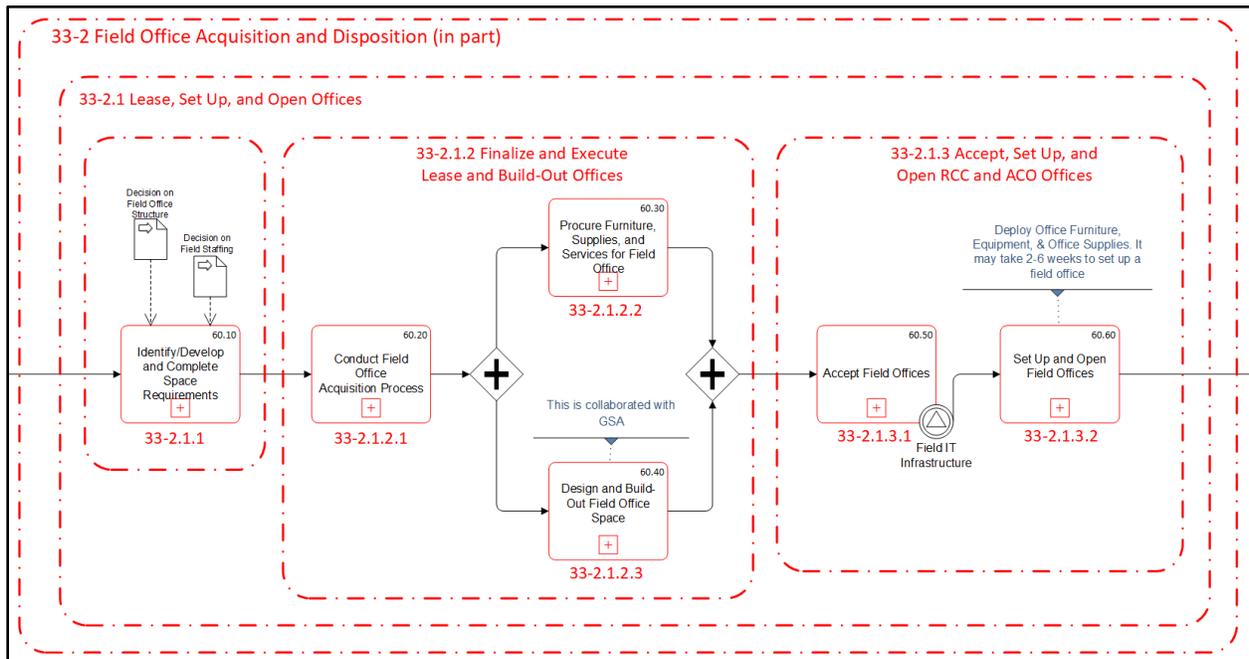


Figure 43: Lease, Set Up, and Open Offices

Subsequent sections describe the Lease, Set Up, and Open Offices operational subactivities in detail.

4.3.2.1.1 Identify/Develop and Complete Space Requirements [DLM 33-2.1.1]

A detailed view of the constituent activities that make up the “Identify/Develop and Complete Space Requirements” operational subactivity is given in Figure 44 below.

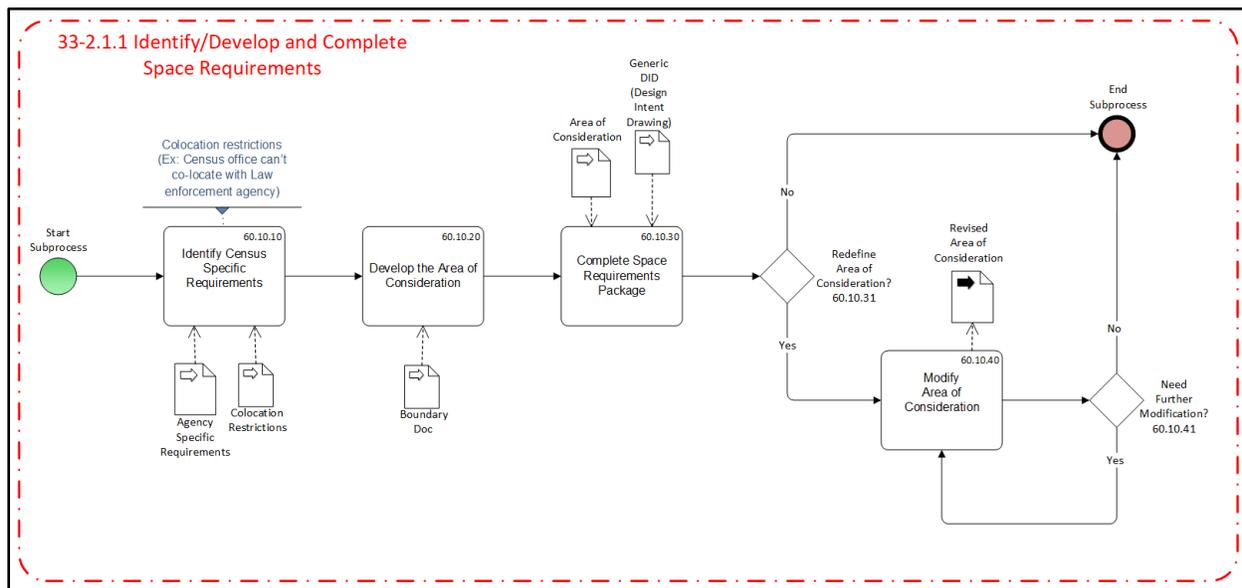


Figure 44: Identify/Develop and Complete Space Requirements

As discussed above, the DLM IPT and FLDI IPT teams working closely together create a detailed set of space requirements for the 2020 Census. In this activity, the space requirements are completed. A key consideration in the development of space requirements is to ensure that potential office spaces meet all co-location requirements. For example, Census Bureau offices are not to be co-located with law enforcement offices. The requirements also include estimates of space needed for RCCs, the PRAO, and ACOs, as well as the optimum locations and configurability for these offices. DLM also evaluates potential locations in relation to major population centers, the number and availability of suitable spaces, and local area real estate rental rates. For example, DLM and GSA evaluate whether potential office space in an area can be efficiently built-out to accommodate Census Bureau’s operational requirements.

DLM creates a space requirements package that includes the area of consideration and a generic design intent drawing. Upon further evaluation of factors such as local area space availability, preferred locations, and price points, DLM may revise the area of consideration in order to best meet operational needs.

4.3.2.1.2 Finalize and Execute Lease and Build-Out Offices [DLM 33-2.1.2]

The Finalize and Execute Lease and Build-Out Offices operational subactivity is subdivided into the following constituent activities:

- Finalize and Execute Lease and Build-Out Offices [DLM 33-2.1.2].
 - Conduct Field Office Acquisition Process [DLM 33-2.1.2.1].

- Procure Furniture, Supplies, and Services for Field Office [DLM 33-2.1.2.2].
- Design and Build-Out Field Office Space [DLM 33-2.1.2.3].

Refer to [Figure 43](#) for how this activity fits within the context of the larger Lease, Set Up, and Open Offices activity area.

A detailed view of the constituent activities that make up the “Finalize and Execute Lease and Build-Out Offices” operational subactivity is given in [Figure 45](#) below.

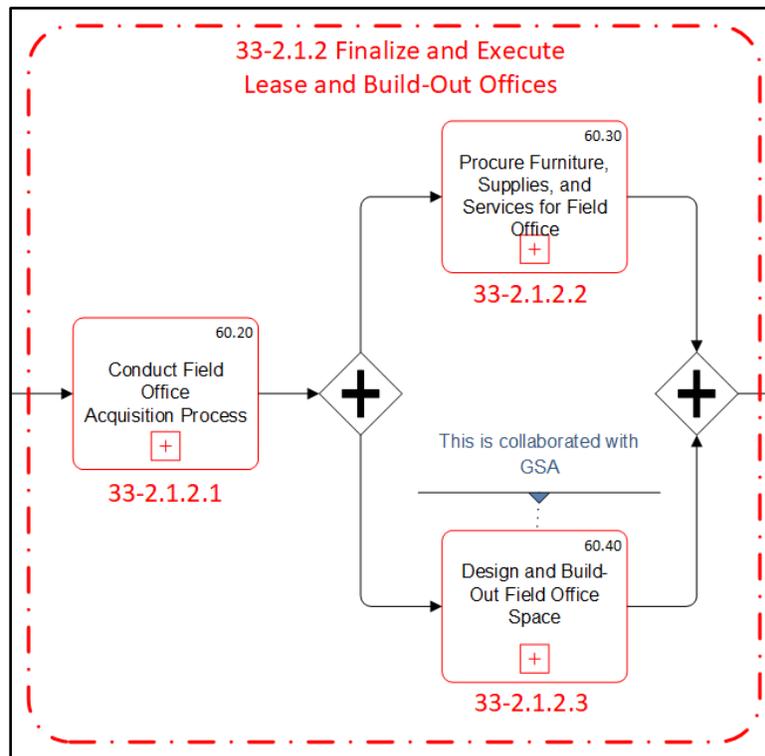


Figure 45: Finalize and Execute Lease and Build-Out Offices

Subsequent sections describe the Finalize and Execute Lease and Build-Out Offices operational subactivities in detail.

Conduct Field Office Acquisition Process [DLM 33-2.1.2.1]

A detailed view of the constituent activities that make up the “Conduct Field Office Acquisition Process” operational subactivity is given in [Figure 46](#) below.

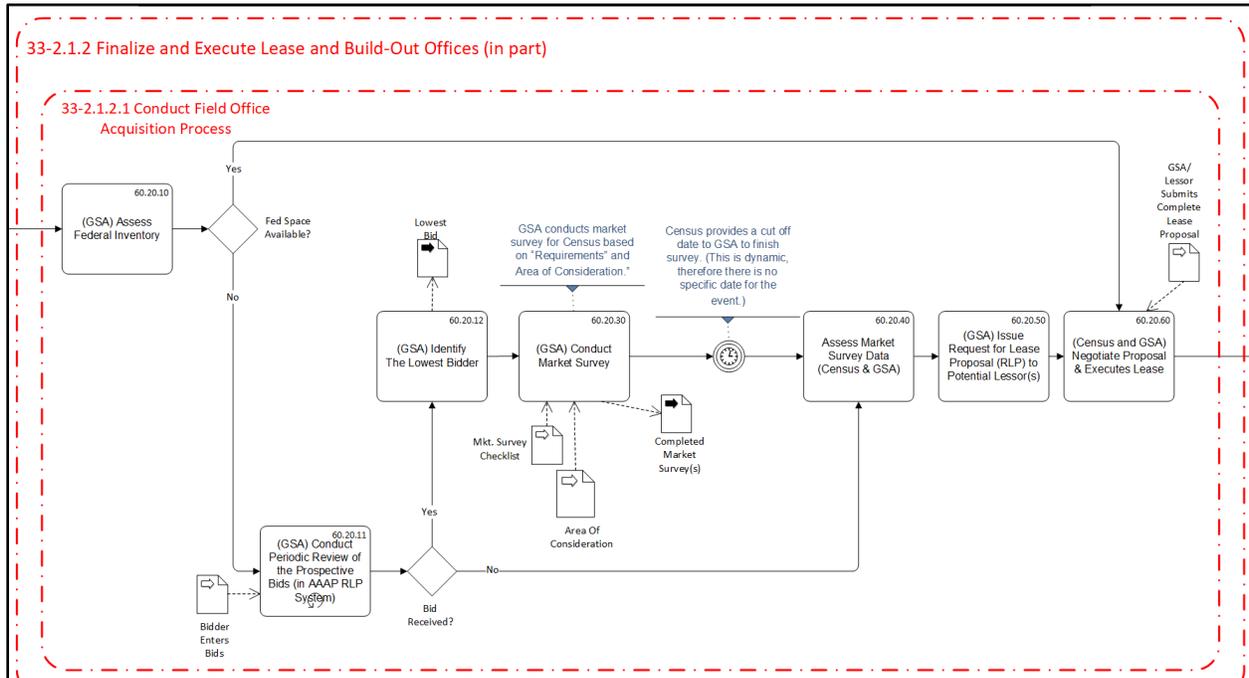


Figure 46: Conduct Field Office Acquisition Process

DLM provides the space requirements package to the GSA. GSA first assesses the types and locations of property within the federal government’s local inventory to evaluate if there are potential matches. If a federally owned space is unavailable, GSA initiates a competitive bidding process through which interested owners respond to the Census Bureau’s space requirements and timelines. Interested bidders enter their bids into the GSA’s Automated Advanced Acquisition Program (AAAP) system.

GSA periodically reviews the bids and identifies the lowest priced bidder. GSA then performs a market survey combined with a review of relevant Census Bureau statistical information about the area. This comparison process helps to assess typical ranges for building quality, price, location, and other features common to the proposed area of consideration. Based upon this due diligence GSA completes a building tour and if the space is acceptable prepares an award letter and executes the lease.

Procure Furniture, Supplies, and Services for Field Office [DLM 33-2.1.2.2]

A detailed view of the constituent activities that make up the “Procure Furniture, Supplies, and Services for Field Office” operational subactivity is given in [Figure 47](#) below.

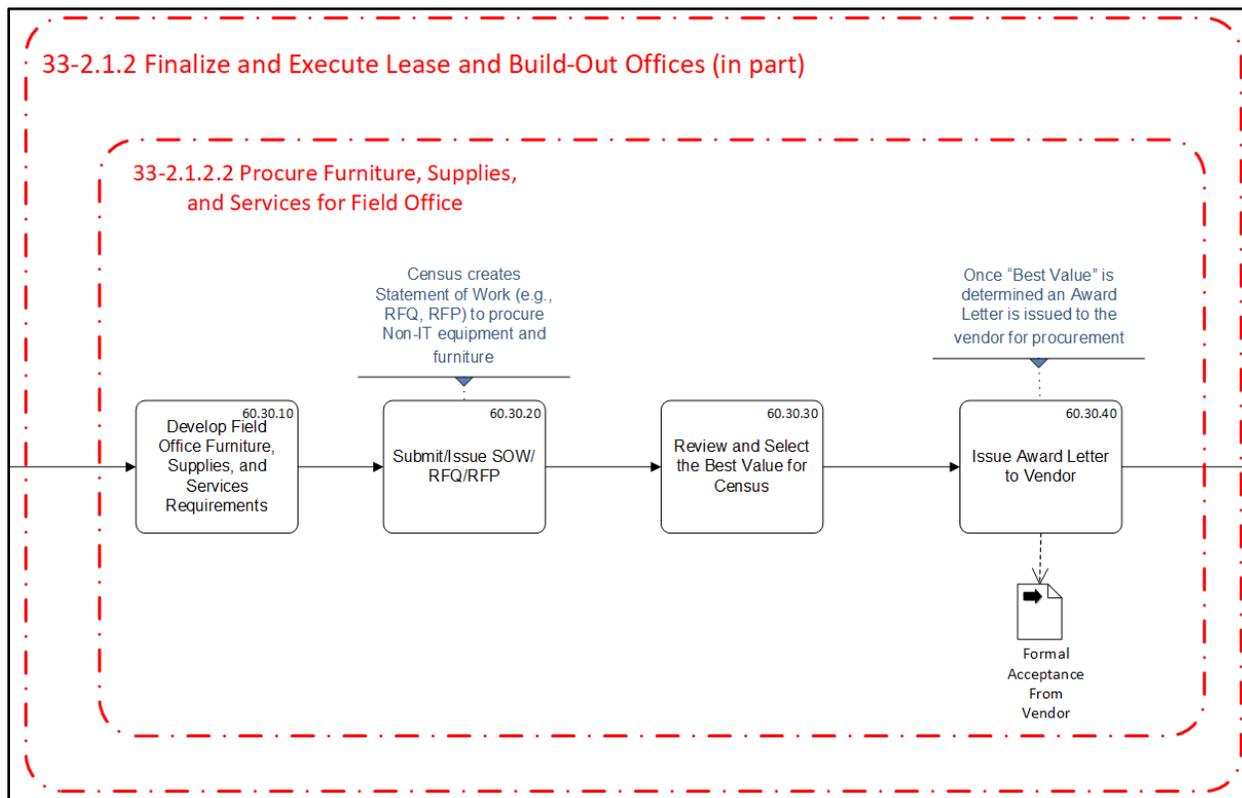


Figure 47: Procure Furniture, Supplies, and Services for Field Office

Detailed field office furniture requirements are scalable to adjust for potential increases or other adjustments to quantities as the 2020 Census approaches. DLM has developed a value-driven approach with an emphasis on quality of furnishings, durability, and replacements if needed at any point during the 2020 Census operations. DLM also seeks efficiencies of scale and furniture logistics. As examples, this includes evaluating the reach of potential vendors across geographical regions, supply line distances, and time to supply furniture, parts, and non-IT equipment.

Based upon the requirements, DLM develops Statements of Work (SOWs) for furniture, supplies, and non-IT services (i.e., shredders). Depending on the scope of proposed acquisitions, DLM typically issues Requests for Proposals (RFPs) or Requests for Quotes (RFQs) along with SOWs and other instructions for bidders.

The goal of these acquisition vehicles is for DLM to obtain the best value for the Census Bureau by issuing clear, actionable, and well-scoped documents for potential vendors. Vendors who submit all of the required acquisition information on time and in a complete manner to DLM form the pool of final vendors for award consideration. DLM typically evaluates a range of

vendor characteristics including technical capability, price, reputational factors such as vendors’ past performance on large-scale federal contracts, and other capability analyses to minimize risk to the Census Bureau. After the rigorous review and evaluation process, DLM selects the best value vendor and notifies the vendor with a formal letter of award for the vendor’s signature.

Design and Build-Out Field Office Space [DLM 33-2.1.2.3]

A detailed view of the constituent activities that make up the “Design and Build-Out Field Office Space” operational subactivity is given in [Figure 48](#) below.

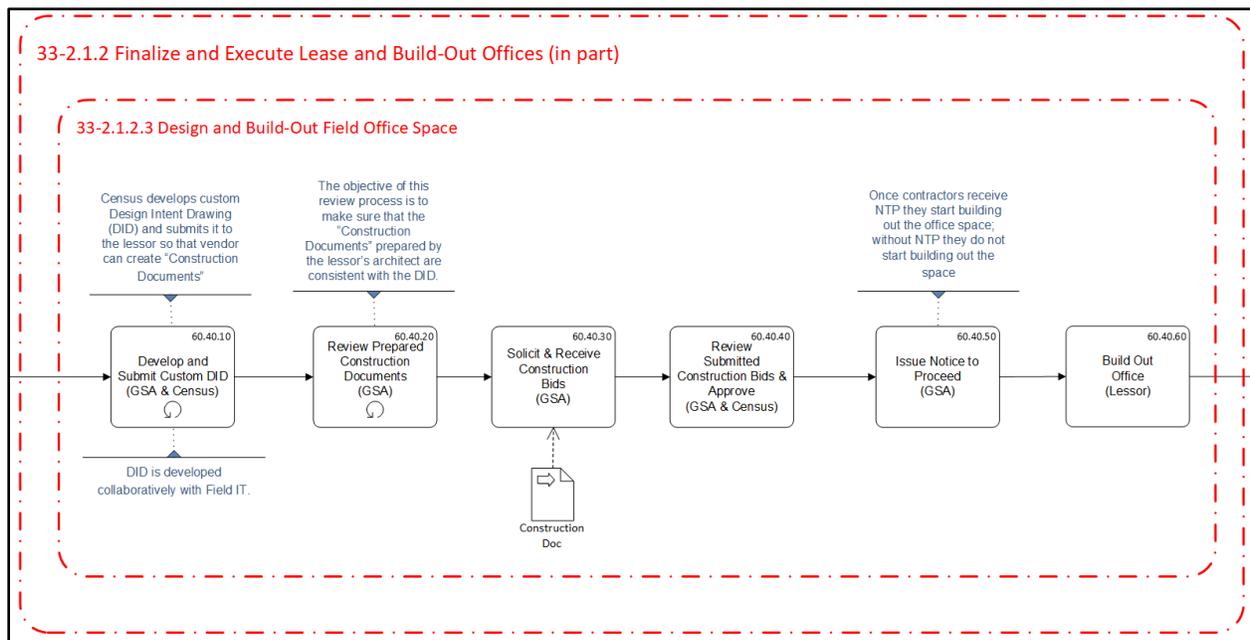


Figure 48: Design and Build-Out Field Office Space

The Census Bureau develops Design Intent Drawings (DIDs) for the awarded vendors for each specific space. DIDs are developed with input from GSA and Census Bureau architects, interior designers, and mechanical, plumbing, other subject matter experts. These tasks are all performed in close coordination with the ITIN operation to ensure accommodation for computer and IT equipment is included in the design process. DIDs for the 2020 Census also include designs for security measures that are to be built-in to each RCC, the PRAO, and ACOs. Once the DIDs have passed internal Census Bureau review they are provided to the lessor.

The lessors’ architect translates the DID into construction documents (CDs). These CDs could include designs for electrical layouts, heating, ventilation, and air conditioning specifications and layouts, and any other detailed information to support the build-out process. HQ/FLD and GSA

jointly review the lessors' proposed CDs to ensure they match the design outlined in the DID. Any discrepancies are discussed and resolved before sign-off on construction documents.

4.3.2.1.3 *Accept, Set Up, and Open RCC and ACO Offices [DLM 33-2.1.3]*

The Accept, Set Up, and Open RCC and ACO Offices operational subactivity is subdivided into the following constituent activities:

- Accept, Set Up, and Open RCC and ACO Offices [DLM 33-2.1.3].
 - Accept Field Offices [DLM 33-2.1.3.1].
 - Set Up and Open Field Offices [DLM 33-2.1.3.2].

Refer to [Figure 43](#) for how this activity fits within the context of the larger Lease, Set Up, and Open Offices activity area.

A detailed view of the constituent activities that make up the “Accept, Set Up, and Open RCC and ACO Offices” operational subactivity is given in [Figure 49](#) below.

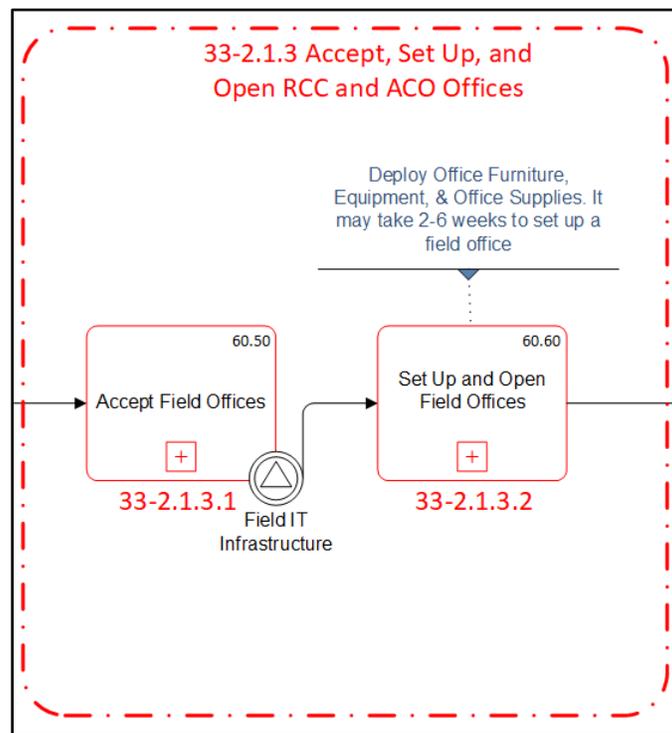


Figure 49: Accept, Set Up, and Open RCC and ACO Offices

Subsequent sections describe the Accept, Set Up, and Open RCC and ACO Offices operational subactivities in detail.

Accept Field Offices [DLM 33-2.1.3.1]

A detailed view of the constituent activities that make up the “Accept Field Offices” operational subactivity is given in [Figure 50](#) below.

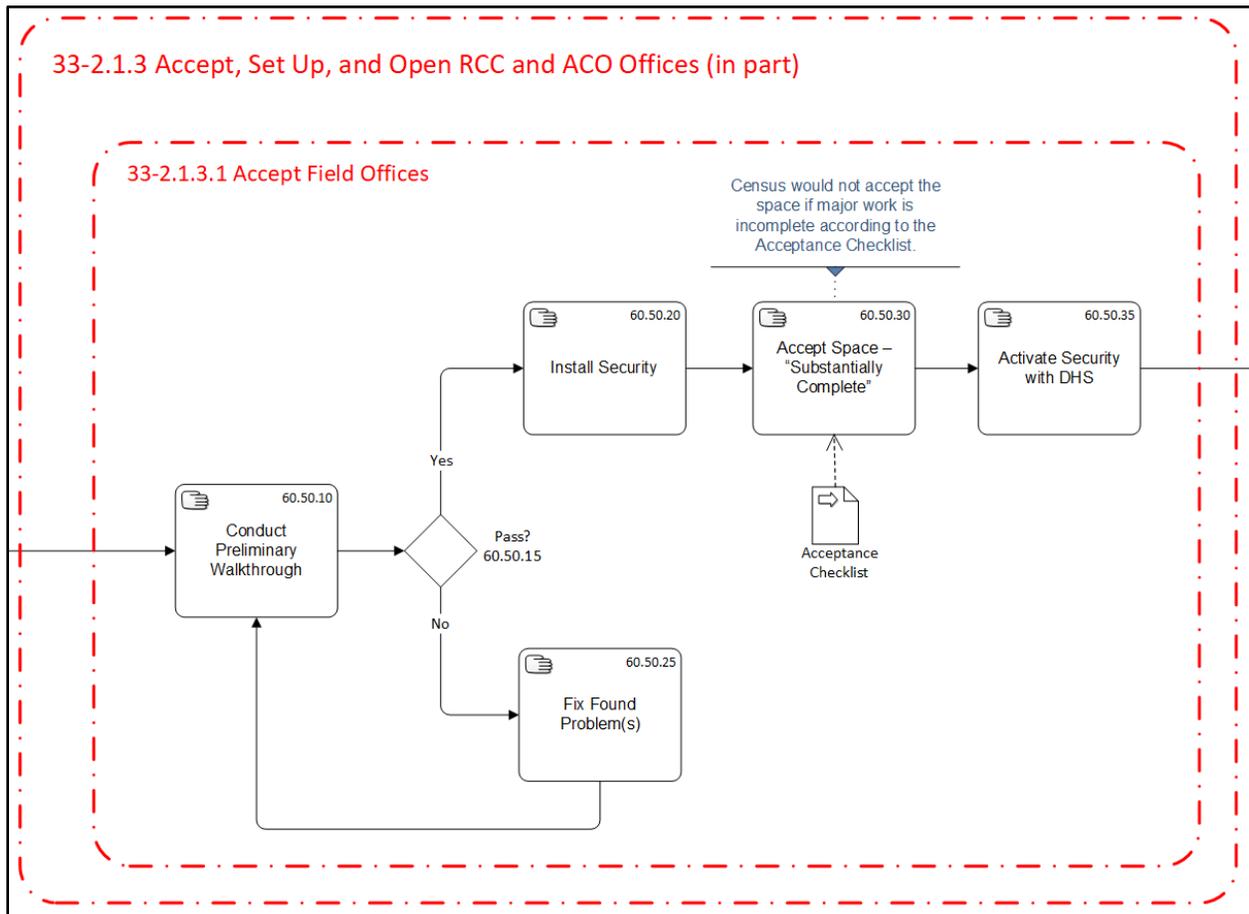


Figure 50: Accept Field Offices

DLM performs preliminary walkthroughs of each of the built-out spaces. The makeup of the walkthrough team varies depending upon the scope and complexity of the build-out. As examples, walkthroughs can occur with a range of Census Bureau construction staff, architects, building general contractors, construction superintendents, and contractors’ representatives. In some cases, building trade specialists also participate in walkthroughs. For example, if a space required extensive plumbing work, the lead plumber might accompany the preliminary walkthrough team. Building contractors correct any problems that are identified, usually using a punch list to identify minor items to fix.

Additionally, the security system is installed but not yet activated. Then a more formal walkthrough is conducted. DLM uses a comprehensive acceptance checklist to perform a thorough inspection of the entire space. Each area inspected receives either a pass or a fail designation. If all of the space meets the Census Bureau requirements, and there is no major work still to be done, then the space is accepted as substantially complete. DLM then coordinates with DHS for the activation of the security system.

Set Up and Open Field Offices [DLM 33-2.1.3.2]

A detailed view of the constituent activities that make up the “Set Up and Open Field Offices” operational subactivity is given in [Figure 51](#) below.

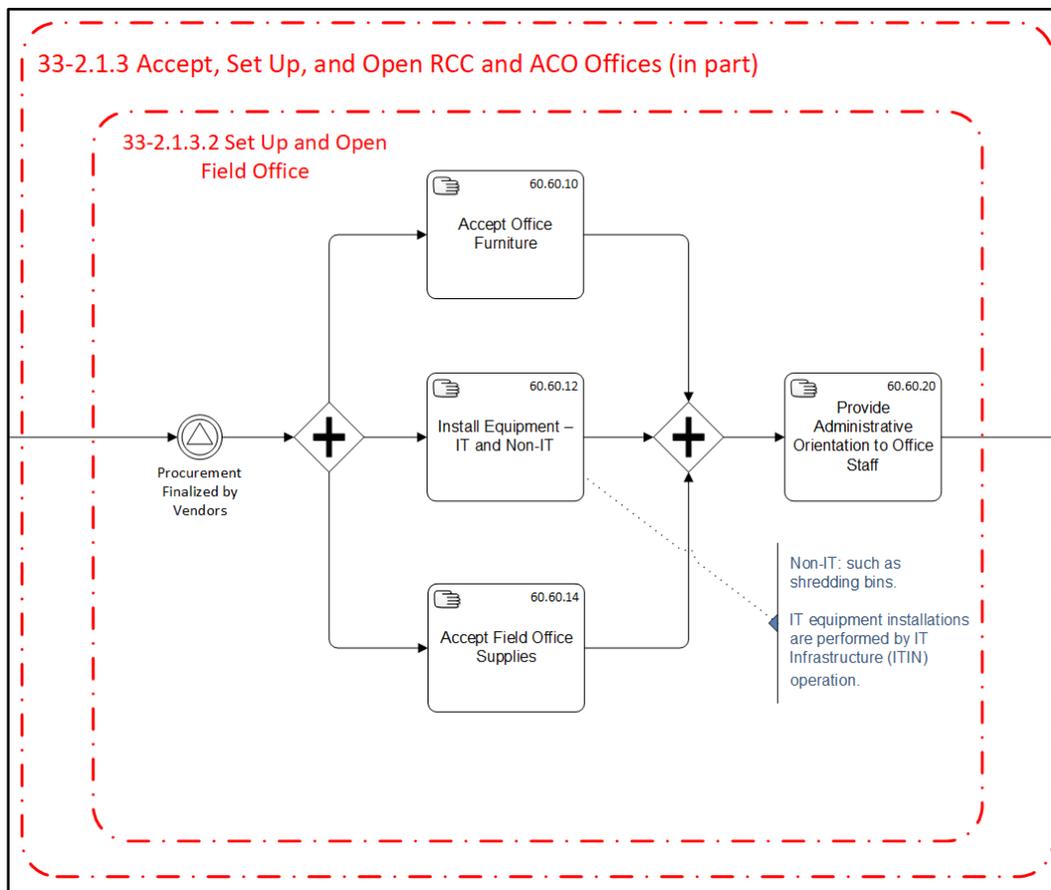


Figure 51: Set Up and Open Field Offices

A number of key procurements are essential to the setting up and opening of field offices. Office furniture is procured and purchased or leased by the Census Bureau for each of the RCCs, the PRAO and ACOs. Vendors typically ship the furniture on agreed-upon dates and perform the assembly and installation of the furniture. Field staff inspect furniture when initially received and

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once installed to ensure that it is working properly. DLM coordinates with the Census Bureau acquisition team for visibility into the timing, types, and geographical locations for non-IT and IT equipment procurements. Awarded IT and non-IT vendors ship and install equipment on agreed-upon dates. Field staff inspect the equipment and ensure that it is placed in the right locations within the space, and that it is fully functional. NPC ships bulk office supplies to the field offices in the initial quantities agreed upon with the Census Bureau. Field staff check both the types of office supplies and the initial quantities received to ensure that adequate supplies are on hand prior to the offices being opened.

4.3.2.2 Close Offices [DLM 33-2.2]

The Close Offices operational subactivity consists of following constituent activity.

- Close Offices [DLM 33-2.2]

Refer to the DLM context model (Figure 42) for how this activity fits within the context of the DLM operational activity areas.

A detailed view of the constituent activities that make up the “Close Offices” operational subactivity is given in Figure 52 below.

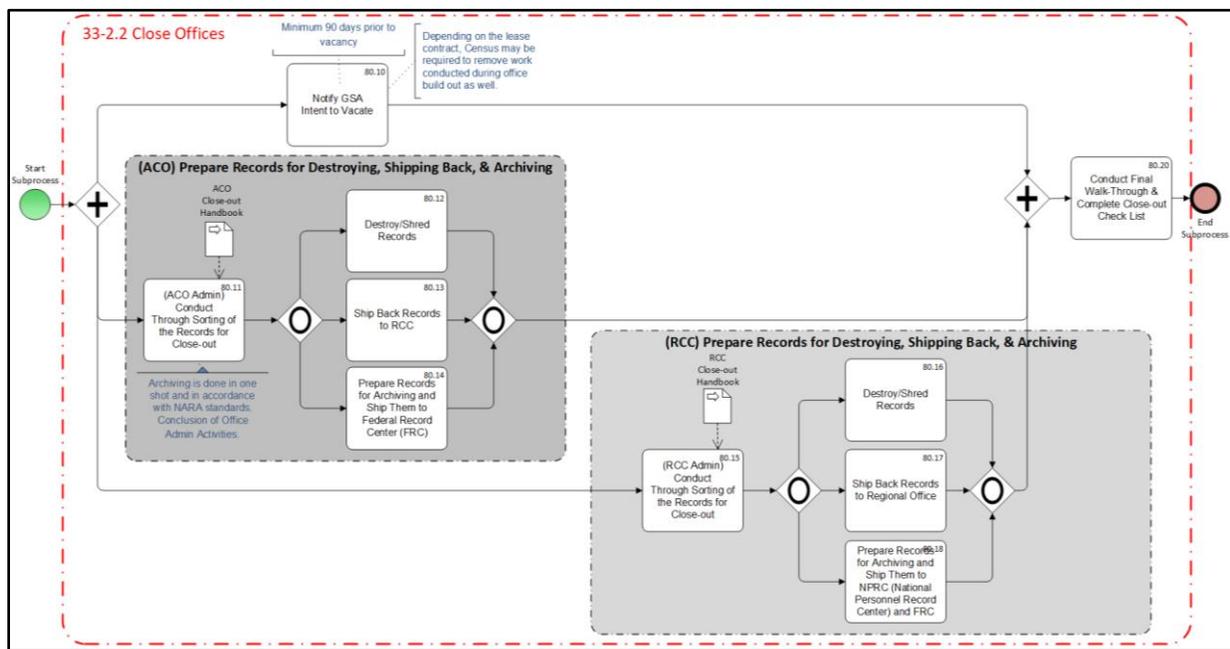


Figure 52: Close Offices

DLM notifies the GSA at least 90 days in advance of intent to vacate RCCs, the PRAO, or ACOs after the completion of 2020 Census operations. ACO administrative staff perform a thorough

review of records and categorize them for proper handling. Records that contain Privacy Act information, for example employee Social Security Numbers or employee addresses, are destroyed by shredding. The shredding is to be complete such that the information cannot be reconstructed or recognized. Other files are shipped to the designated Federal Records Center (FRC). FRCs are part of the National Archives and Records Administration (NARA). These files are stored at the FRC according to NARA's retention schedules.

RCCs receive some files as an output of the ACO closeout process. RCC staff perform a similar detailed review of records received from the ACOs. After thorough review, some records are returned to the regional office (RO). Official Personnel Folders (OPFs) for managers, assistant managers, administrative assistants, and other National Finance Center employees are maintained at Census Bureau HQ. OPFs that are to be archived are shipped to the National Personnel Records Center. Other records for archiving are shipped to the FRC. As the field offices are closed, leased equipment is returned to the leasing company. Census Bureau-owned equipment is recycled or disposed of according to standard property management procedures. Bulk supplies are disposed of or recycled. Recycled bulk supplies are sent to the ROs or NPC, depending on guidance from HQ DLM. DLM and GSA conduct a final walkthrough of the space, completing a checklist to formally document the office closeout.

4.3.3 Logistics Management Support for Field and Office Activities [DLM 33-3]

As shown in [Figure 42](#) above, the Logistics Management Support for Field and Office Activities [DLM 33-3] is the third Level 1 activity area (area within the gray rounded rectangle) for DLM.

The Logistics Management Support for Field and Office Activities activity area is subdivided into the following operational subactivities:

- Logistics Management Support for Field and Office Activities [DLM 33-3].
 - Develop Kit Specifications [DLM 33-3.1].
 - Conduct Kitting/Assembly [DLM 33-3.2].
 - Manage Office Inventories and Expenses [DLM 33-3.3].

A detailed view of the constituent activities that make up the “Logistics Management Support for Field and Office Activities” operational subactivity is given in [Figure 53](#) below.

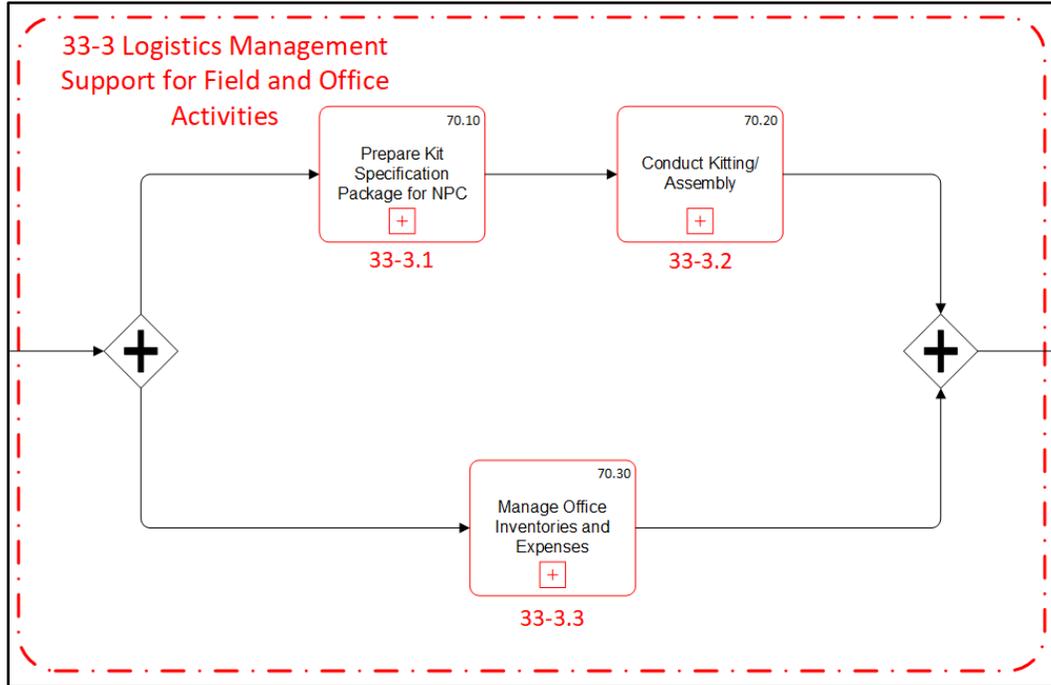


Figure 53: Logistics Management Support for Field and Office Activities

Subsequent sections describe the Logistics Management Support for Field and Office Activities operational subactivities in detail.

4.3.3.1 Prepare Kit Specification Package for NPC [DLM 33-3.1]

A detailed view of the constituent activities that make up the “Prepare Kit Specification Package for NPC” operational subactivity is given in [Figure 54](#) below.

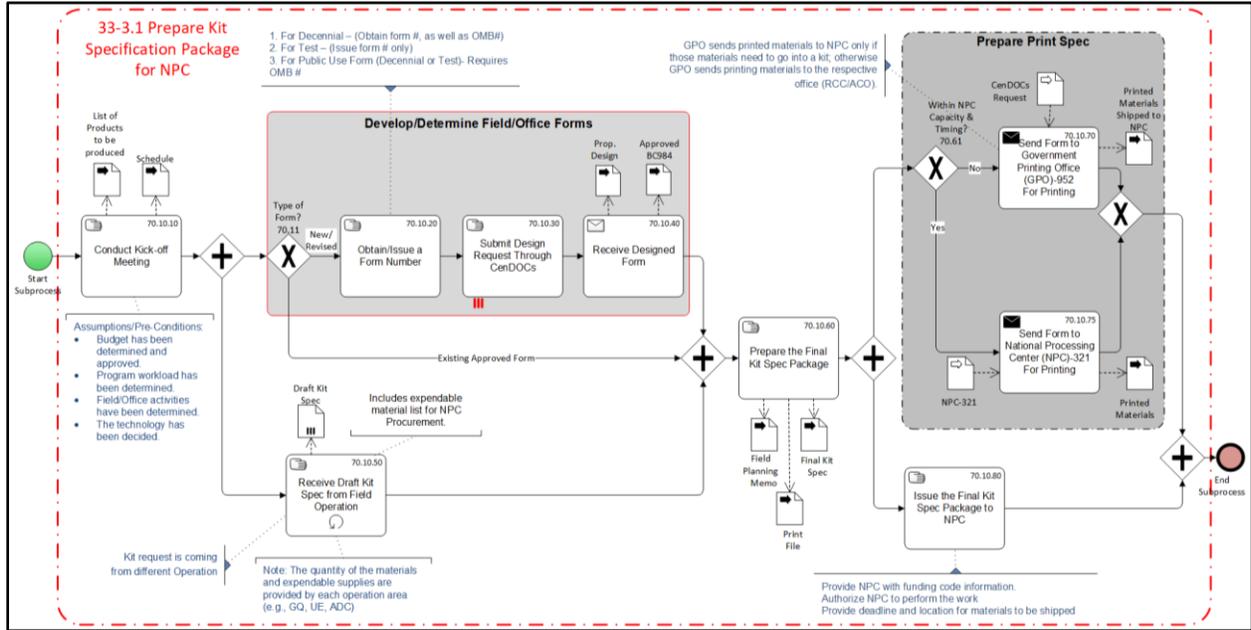


Figure 54: Prepare Kit Specification Package for NPC

DLM is responsible for preparing kit specification packages for kits that are used to train staff and provide the materials needed to conduct field activities. Table 13 describes the different types of kits for which DLM is responsible.

Table 13: Kit Types

Kit Type	Operation that Uses the Kits and Provides Requirements	Operation that Receives the Kits	Description of Kit
Recruiting Kit	FLDI	FLDI	Contains all the materials needed for training of the recruiting assistants and for the recruiting assistants to conduct their work.
Hiring Kit	FLDI	FLDI	Contains all the materials needed for training the clerks who support the hiring process and for these clerks to perform their work.

Kit Type	Operation that Uses the Kits and Provides Requirements	Operation that Receives the Kits	Description of Kit
<p>Operation-Specific Kits</p>	<p>Field Operations (ADC (In-Field), UE, GQ, ETL, NRFU, CMFO, UL CMFO, and IAC)</p>	<p>Field and Office Staff through FLDI</p>	<p>Multiple kits providing materials for CFS, listers and enumerators. There are four main types of operation-specific kits:</p> <ol style="list-style-type: none"> 1. CFS Instructor Kits – contains materials needed to perform training of listers/enumerators. Also includes for some operations Trainee Kits, and Instructor Power Kits. 2. CFS Supply Kits – contains materials CFSs need to conduct their work. 3. Lister/Enumerator Supply Kits – contain materials these field staff need to conduct the work. 4. Bulk Supply Kits – contain extra sets of materials needed for the CFS, listers, and enumerators to conduct their work. These are typically delivered to the ACOs (and to RCCs for CMFO) for distribution to the staff. Includes binders for operations involving paper listing/enumeration. <p>For UE, GQ ETL, CMFO and IAC, kits include paper questionnaires and questionnaire packages. These operations also have additional supplies and materials needed to support clerical activities performed in the office. This includes materials for assignment</p>

Kit Type	Operation that Uses the Kits and Provides Requirements	Operation that Receives the Kits	Description of Kit
			preparation, quality control, checks, etc.

DLM conducts an initial planning meeting with NPC, FLD, and other stakeholders to define draft inputs into 2020 Census kit development. DLM receives kit specifications from each of the operational areas requiring kits. Operational areas also provide expected quantities of expendable supplies and materials for the 2020 Census. DLM and NPC assess the anticipated volumes and expected operational timing for forms to be printed for inclusion in kits for the 2020 Census. GPO is the primary printer for the 2020 Census, with NPC performing contingent printing on-site if needed, then shipping printed material to the field offices.

DLM facilitates the inclusion of a memo that accompanies the final print and kit specifications package. DLM coordinates the authorization, funding notification, official memo, and final print and kit specifications to NPC. The final kit specifications package for NPC also includes the locations and deadlines for shipping materials to the RCCs, PRAO, and ACOs.

4.3.3.2 Conduct Kitting/Assembly [DLM 33-3.2]

A detailed view of the constituent activities that make up the “Conduct Kitting/Assembly” operational subactivity is given in [Figure 55](#) below.

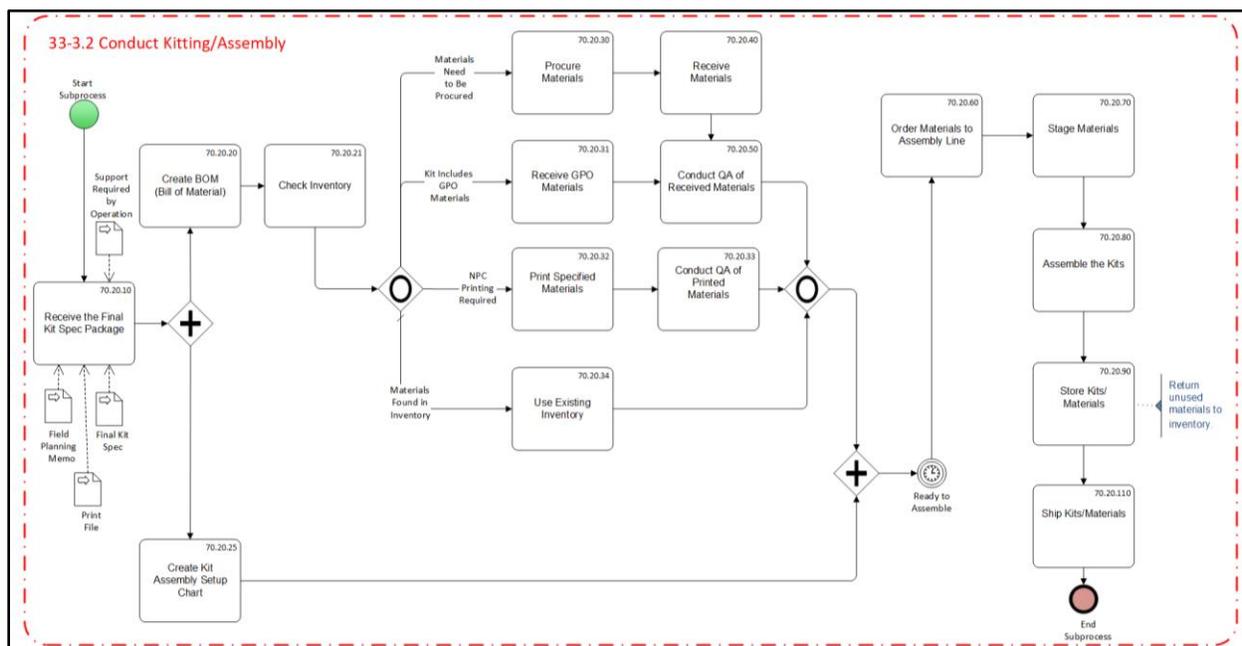


Figure 55: Conduct Kitting/Assembly

NPC uses the final kit specifications package to initiate the kit creation process. DLM creates a kit assembly setup chart that details each item and the quantities that are to be included for each 2020 Census operation for which kits are required. In parallel, NPC creates a Bill of Materials that is aligned with the specifications for each kit. The Bill of Materials details the specific quantities and types of materials to be prepared.

NPC first assesses whether the kit materials are available on-site. NPC then gathers available onsite materials and onsite forms and moves them to designated kit assembly areas. Labor costs for kit assembly are aggregated under a kit assembly project number. Kit materials procured externally or printed by the GPO are shipped to NPC. Once the materials are received, they are checked for quality and correctness before being assembled.

4.3.3.3 Manage Office Inventories and Expenses [DLM 33-3.3]

The Manage Office Inventories and Expenses operational subactivity is subdivided into the following constituent activities:

- Manage Office Inventories and Expenses [DLM 33-3.3].
 - Conduct Support Activities (Shipping, Receiving, Mailing) [DLM 33-3.3.1].
 - Reorder Supplies and Materials [DLM 33-3.3.2].
 - Reconcile Expenditures [DLM 33-3.3.3].

A detailed view of the constituent activities that make up the “Manage Office Inventories and Expenses” operational subactivity is given in Figure 56 below.

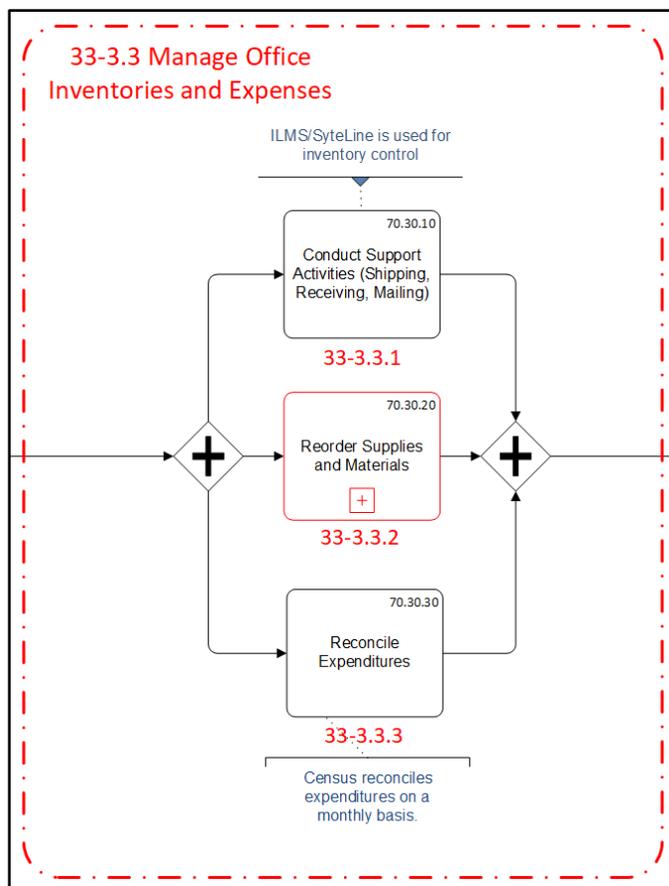


Figure 56: Manage Office Inventories and Expenses

Subsequent sections describe the Manage Office Inventories and Expenses operational subactivities in detail.

4.3.3.3.1 Conduct Support Activities (Shipping, Receiving, Mailing) [DLM 33-3.3.1]

DLM manages inventories and the shipping and receiving of inventory at the RCC, PRAO, and ACO levels. DLM in coordination with operations stakeholders develops the list of 2020 Census operational kits to be mailed. NPC warehouses materials and supplies. Shipping and mailing of materials is based upon the estimated operational workloads and timing of field operations. DLM ships kits on designated distribution dates, and then DLM tracks the shipping and receipt of bulk supply kits and other materials to the field offices.

4.3.3.3.2 Reorder Supplies and Materials [DLM 33-3.3.2]

A detailed view of the constituent activities that make up the “Reorder Supplies and Materials” operational subactivity is given in [Figure 57](#) below.

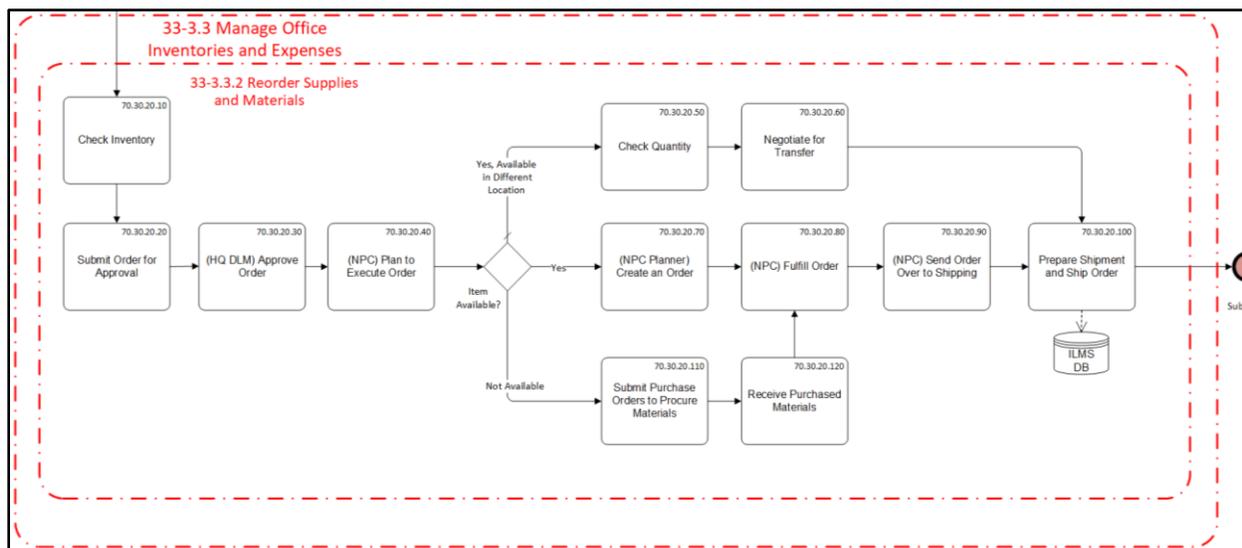


Figure 57: Reorder Supplies and Materials

OOSs and administrative staff evaluate the levels of supplies and materials on-hand to perform operations. Whenever the need arises to replenish supplies or materials, current office inventory is checked first. If an order needs to be made, then the office prepares an order for HQ DLM (FLD Field Infrastructure Logistics Branch) approval. HQ DLM approves the order then sends the order to NPC. NPC, with the assistance of ILMS and on-site inventory inspections, determines whether the supplies or materials are available at NPC, or at another office location. If the materials and supplies are available at NPC, staff use the NPC Planner to create an in-house order. If sufficient quantities of supplies and materials are available at another location, HQ DLM and NPC facilitate their transfer to NPC.

NPC also has the capability to send supplies and materials to the requesting site directly through a “transfer order” as acknowledged by NPC inventory control clerks. Field offices can view other offices’ warehouses in SyteLine, and the field office coordinates with HQ DLM and NPC to identify material availability and issue transfer orders to move materials amongst the offices. The field office arranges shipment of those materials. External supplies and materials if needed are procured by purchase order. Once externally procured orders are received, they are quality-checked, packaged, and then sent to the field office. Clerks enter the shipping details of the order into ILMS to track the status throughout the process.

4.3.3.3 Reconcile Expenditures [DLM 33-3.3.3]

Tracking is a key part of reconciling expenditures, both at HQ and in the field. DLM and NPC know the quantity of every item in the inventory regardless of where it is located, and when a “customer order” is processed, remove item(s) from the inventory and “consume” them in the performance of work. Documentation such as receipts, order delivery confirmation numbers, paper and electronic invoices, and proofs of payment all support regular expense tracking by HQ DLM. DLM compares field office expenses to budget and compares actuals to documented receipts. DLM and Census Bureau finance staff use available cost documentation to perform monthly reconciliations.

4.4 DLM Design Assumptions

The design of the DLM 2020 Census operation is based on the following assumptions:

- RCC, PRAO, and ACO staff are provided with logistical procedures, tools, and requirements to understand how to successfully accommodate the workload.
- ILMS is operational for the 2020 Census.
- Staffing requirements for HQ and NPC are sufficient to accommodate the workload.
- DLM manages Census Bureau logistics including GPO.
- The GPO capabilities are part of the operational design.

5 Cost Factors

5.1 Cost Factors for FLDI

5.1.1 Background

Investment in FLDI is projected to influence (reduce ↓ or increase ↑) the 2020 Census overall costs in the following ways:

- (↓) Increased efficiencies because of automated administrative functions, including recruiting, onboarding, training, and payroll.
- (↓) Increased cost savings because of reduced field staffing.

5.1.2 Cost Factors

A list of major cost factors related to FLDI include the following:

- Size and structure of administrative/management staff

5.1.3 Relevant IDEF0 Mechanisms

The following mechanisms from the IDEF0 Context Diagram represent the resources used to support this operation and will therefore impact its cost:

Staff

- HQ Staff.
- RCC Staff.
- PRAO Staff.
- ACO Staff.
- Fingerprinting Vendor.
- NFC Staff.
- GSA Staff.

Sites

- HQ.
- RCC.
- PRAO.
- ACO.
- Fingerprinting Sites.
- NFC.

- GSA.

Systems

- CHEC.
- C-SHaRPS.
 - DAPPS.
 - R&A.
 - LMS.
 - Fingerprinting.
- USA Jobs.
- Toll-Free Jobs Line.
- AGS.
- ENS.
- CHRIS.
- PEARS.
- CBS.
- UTS.
- 2020 Census Jobs Website.

Other

- HQ and Office IT Infrastructure.
- Census Networks.
- Recruiting and Hiring Kits.

5.2 Cost Factors for DLM

5.2.1 Background

Investment in DLM is projected to influence (reduce ↓ or increase ↑) the 2020 Census overall costs in the following ways:

- (↓) Reduced office infrastructure for In-Field Address Canvassing and NRFU operations. Enumerators and supervisory personnel (CFSs, certain CFMs) work from home.

5.2.2 Cost Factors

A list of major cost factors related to DLM include the following:

- Number of offices.

- Office Space Costs.
- Office Services costs (e.g., shredding, shredding bins).

This information is preliminary and will be updated as the 2020 Census Life Cycle Cost Estimate Model continues to mature.

5.2.3 Relevant IDEF0 Mechanisms

The following mechanisms from the IDEF0 Context Diagram represent the resources used to support this operation and will therefore impact its cost:

Staff

- HQ Staff.
- NPC Staff.
- GSA Staff.
- RCC Staff.
- PRAO Staff.
- ACO Staff.
- GPO Staff.
- Commerce Security Staff.

Sites

- HQ.
- NPC.
- GSA.
- RCC.
- PRAO.
- ACO.
- GPO Printing Sites.

Systems

- ILMS.

Other

- HQ, NPC, and Office IT Infrastructure.
- Census Networks.

6 Measures of Success

For the 2020 Census operations, the corresponding Measures of Success will be documented in the operational assessment study plans and final reports. The operational assessment study plan documents the criteria that will be used to define successful completion of the operation. The operational assessment report will provide results on whether the criteria were met.

In general, operational assessments report on planned to actual variances in budget, schedules, and production and training workloads. The corresponding Measures of Success (as documented in the operational assessment study plan) include variances that exceed established thresholds. See *Preparing for the 2020 Census Operational Assessment Study Plan* for the potential scope of assessment.

Types of success measures include:

- **Process Measures** that indicate how well the process works, typically including measures related to completion dates, rates, and productivity rates.
- **Cost Measures** that drive the cost of the operation and comparisons of actual costs to planned budgets. Costs can include workload as well as different types of resource costs.
- **Measures of the Quality** of the results of the operation, typically including things such as rework rates, error rates, and coverage rates.

See the corresponding operational assessment study plans and reports for FLDI and DLM for details on the measures of success.

7 Appendix A – Acronyms and Terminology

Table 14 lists the key acronyms and abbreviations used within this Detailed Operational Plan.

Table 14: Acronyms and Abbreviations List

Acronym	Meaning
AAAP	Automated Advanced Acquisition Program
ACO	Area Census Office
ACOM	Area Census Office Manager
ADC	Address Canvassing operation
AGS	Applicant Geocoding Service
ARC	Archiving operation
ARCM	Area Regional Census Manager
BCU	Basic Collection Unit
BPM	Business Process Model
BPMN	Business Process Model and Notation
CBS	Commerce Business Systems
CD	Construction Document
CFD	Content and Forms Design operation
CFM	Census Field Manager
CFS	Census Field Supervisor
CHEC	Census Hiring and Employment Check
CHRIS	Census Human Resources Information System
CIS	Census Investigative Services
CMFO	Coverage Measurement Field Operations
CRM	Customer Relationship Management
C-SHaRPS	Census Schedule A Human Resources Payroll System
DAAF	Disciplinary Adverse Action File
DAPPS	Decennial Applicant Personnel and Payroll System
DCMD	Decennial Census Management Division
DHS	Department of Homeland Security
DID	Design Intent Drawing
DLM	Decennial Logistics Management operation
DMZ	Demilitarized Zone
DOC	Department of Commerce
DSC	Decennial Service Center operation
EEO	Equal Employment Opportunity

Acronym	Meaning
ELCO	Early Local Census Office
ENS	Emergency Notification System
EOD	Entry On Duty
e-QIP	Electronic Questionnaire for Investigations Processing
ETL	Enumeration at Transitory Locations operation
FBI	Federal Bureau of Investigation
FIS	Field Infrastructure Support
FLD	Field Division
FLDI	Field Infrastructure Operation
FPD	Forms Printing and Distribution Operation
FPV	Fingerprint Vendor
FRC	Federal Records Center
GEOP	Geographic Programs operation
GPO	Government Publishing Office
GQ	Group Quarters operation
GSA	General Services Administration
HQ	Headquarters
HRD	Human Resources Division
HSB	Health and Safety Branch
IAC	Island Areas Censuses operation
IDEF0	Integrated Definition, Level 0
IDS	Intrusion Detection System
ILMS	Integrated Logistics Management System
IOD	Integrated Operations Diagram
IPC	Integrated Partnership and Communications operation
IPT	Integrated Project Team
ITIN	Information Technology Infrastructure operation
ITSM	Information Technology Service Management
LCO	Local Census Office
LMS	Learning Management System
MCE	Mobile Computing Environment
NARA	National Archives and Records Administration
NFC	National Finance Center
No FEAR	Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002
NPC	National Processing Center

Acronym	Meaning
NRFU	Nonresponse Followup operation
NTE	Not to exceed
OCE	Office Computing Environment
OMB	Office of Management and Budget
OOS	Office Operations Supervisor
OPF	Official Personnel Folder
OPM	Office of Personnel Management
OSHA	Occupational Safety and Health Act
OWCP	Office of Workers' Compensation Program
PA	Partnership Assistant
PAR	Personnel Action Request
PCO	Policy Coordination Office
PEARS	Performance Evaluation Automated Reporting System
PII	Personally Identifiable Information
PRAO	Puerto Rico Area Office
R&A	Recruiting and Assessment
RA	Recruiting Assistant
RCC	Regional Census Center
RD	Regional Director
RFP	Request for Proposal
RFQ	Request for Quote
RLP	Request for Lease Proposal
RO	Regional Office
RT	Regional Technician
SOW	Statement of Work
SPC	Security, Privacy, and Confidentiality operation
T&A	Time and Attendance
TCO	Telecommunications Office
UE	Update Enumerate operation
UL	Update Leave operation
UTS	Unified Tracking System
WebTA	Web-based Time and Attendance

Table 15 lists a Glossary of Terms used within this Detailed Operational Plan document.

Additional 2020 Census terminology can be found on the Census Bureau intranet site.

Table 15: Glossary of Terms

Term	Meaning
Field Office	A field office is an area census office (ACO), regional census center (RCC), or Puerto Rico Area Office (PRAO). These are temporary spaces established to conduct field data collection activities for the 2020 Census. These offices are defined as being non-Census Bureau headquarters or non-regional office spaces, and the Census Bureau is planning 248 ACOs for the 2020 Census.
GPO	Government Publishing Office (GPO) was previously called the Government Printing Office. DLM, FPD, and NPC typically coordinate with GPO for large scale print jobs. The Census Bureau also works closely with GPO in securing print services from approved commercial printers.
GSA	The General Services Administration (GSA) helps federal agencies with building, leasing, negotiating, and renovating spaces for their operational needs. DLM and HQ FLD coordinate with GSA for the field office lease execution, build-out, opening and closeout process. GSA’s Automated Advanced Acquisition Program (AAAP) allows multiple lease offers to be submitted for evaluation, and GSA is a key resource in performing market evaluations of proposed leasing areas.
NPC	The National Processing Center (NPC) is the Census Bureau’s primary center for collecting and capturing data for censuses and surveys. Overall, services provided include mail processing, paper data capture, kit assembly support, back up printing for last minute items not procured, statistical operations, geographic operations, and call center support. NPC staff support the FLDI and DLM activities for the 2020 Census.

8 Appendix B – References

Appendix B lists the documents or other resources used during the development of this Detailed Operational Plan document.

U.S. Census Bureau, “[2020 Census Operational Plan](#),” Version 4.0, December 31, 2018.

U.S. Census Bureau (2018), D-520, “2020 Decennial Census Regional Census Center Administrative Manual,” December 17, 2018.

U.S. Census Bureau (2018), D-501, “2020 Decennial Census Area Census Office Administrative Manual,” October 22, 2018.

U.S. Census Bureau (2018), D-581, “DAPPS Operating Guide,” October 22, 2018.

9 Appendix C – RCC and ACO Positions

Regional Census Center

The following is excerpted from Manual D-520, 2020 Decennial Census Regional Census Center Administrative Manual. Full position descriptions can be found in D-520.

Assistant Regional Census Manager (ARCM)

- a. Directs, coordinates and supervises the activities of the RCC staff; namely, Area Managers, Geographic Coordinator, IT Coordinator, Space and Leasing Coordinator, Administrative Coordinator, Recruiting Coordinator, Partnership Coordinator, and their staffs.
- b. Monitors the cost and progress of all census activities to ensure the census is conducted on schedule and within budgeted allocations.
- c. Manages the administrative area within the RCC. Also responsible for the direct supervision of a professional staff.
- d. Along with the RD and the Area Manager, recruits and selects Area Census Office Managers (ACOM), and other key supervisory staff personnel.
- e. Monitors progress of all ACOs through the Area Manager. Ensures adherence to federal, Census Bureau and regional policy and procedures, both administrative and technical.
- f. Changes or recommends change in established policy and practice as needed.
- g. Reports to Census Bureau Headquarters through the progress reporting system each week on the status of ACOs in their region, advises as to any remedial action planned and/or implemented for the following week, requests advice and assistance when necessary.
- h. Along with the RD, represents the Census Bureau to all media in the region, to convey Census Bureau policy, and obtain public cooperation with census personnel.
- i. Along with the RD, meets with and/or corresponds with local, state and regional public officials as needed to convey Census Bureau policy and answer questions, as well as obtain support for census activities.

Area Manager

- a. Assists the RD in the management of all field, office, and evaluation operations for Decennial Census.
- b. Recruits, selects and trains the Regional Technician (RT).
- c. Assists the RD in the recruitment and selection of office managers.
- d. Responsible for the supervision and oversight of the ACO.
- e. Responsible for the management and close control of field and office evaluation operations of a number of temporary field offices responsible for the enumeration of housing units.

- f. Provides supervision, guidance, and technical direction to ACO supervisory staff, RT in their liaison activities, and RCC clerks.
- g. Ensures that all ACO operations are completed on time and within budget and data quality standards.
- h. Conducts group and individual training sessions for ACO management staff, RT, and other RCC Staff.
- i. Holds regular discussions with RT and headquarters personnel responsible for the development of these operations to eliminate conflicts or other problems and ensure consistency of implementation.
- j. Monitors the cost and progress reports of field, office, and evaluation operations to ensure that Decennial Census are conducted on schedule and within budgeted allocations.
- k. Interviews prospective candidates, evaluates present employees, and recommends appropriate actions on hiring, promotions, and reassignments.
- l. Applies EEO principles in hiring practices, training, employee development, the utilization of employee skills, advancement, etc.

Census Operations Specialist

- a. Provides technical and administrative support for preparatory activities for the opening of the ACOs.
- b. Assists in identifying sources, locating, and obtaining space for ACOs within assigned jurisdictions.
- c. Resolves any problems involving supplies and equipment.
- d. Develops a strategic plan for field enumeration and recruitment for the assigned area.
- e. Assists with or conducts recruiting, and testing applicants for jobs in the ACOs.
- f. Assists ACO staff in understanding, determining, and implementing necessary recruiting targets and number of staff to invite to training and number of staff to start working each operation.
- g. Participates in or conducts training session for key ACO personnel, providing assistance on technical questions.
- h. Controls the quality of training by monitoring and motivating ACO staff to get adequate training space, checking and arranging materials, and assuring their delivery to training sites.
- i. Analyzes and monitors quality of work produced by office and field staff.
- j. Assists in or conducts special place operations, regular enumeration activities, or provide on-site assistance in the ACO with geographic problems following technical guidance provided by the RCC geographic staff.
- k. Monitors the ACO recruiting operations by working closely with the Partnership Specialists, maintaining contact with appropriate referral services in order to identify recruitment efforts and resolve recruitment and publicity problems.

- l. Analyzes and monitors cost, progress, and discusses with staff reports regarding staffing, training, and enumeration to determine the status of each phase of the census activity.
- m. Resolves any problems involving procedures, maps, supplies, and equipment referring complex problems and status to the RCC
- n. Responsible for one or more technical and/or procedural areas that include: census automation procedures/ equipment; special place operations; administrative operations; map/geography problems; census evaluations and experimental programs.
- o. Attends a formal comprehensive training course that covers all phases of the decennial census operations

Regional Technician (RT)

- a. Participates in and may conduct training sessions for key ACO personnel, providing assistance on technical questions raised.
- b. Monitors the ACO recruiting operations by working closely with the Area Manager and the Area Census Office Manager (ACOM).
- c. Analyzes and monitors cost and progress, and discusses with staff reports regarding staffing, training and enumeration to determine the status of each phase of Decennial Census vital to a successful completion of each area. Resolves any problems involving procedures, maps, supplies, and equipment referring complex problems and status to the RCC.
- d. Answers technical questions and reviews problems referred by field or office staff.
- e. Responsible for one or more technical and/or procedural areas that include:
 - Administrative operations
 - Map/geography problems
- f. Attends a formal comprehensive training course that covers all phases of the Decennial Census. Analyzes demographic characteristics and information for their assignment area to identify potential recruitment sources and possible problems and difficult areas for enumeration.

Administrative Coordinator

- a. Meets with the ARCM to advise them of all problems in the administrative area.
- b. Manages the regional, decennial, administrative functions including personnel, payroll, safety and accident reporting and logistics, as well as the general flow of census paperwork through the RCC.
- c. Provides indirect supervision to a staff performing personnel, payroll, administrative support, and cost monitoring work.
- d. Participates in the selection of new employees and recruits, selects and trains the Administrative Specialists.

- e. Recommends appropriate actions regarding hiring, promotion, and reassignment of regional staff.
- f. Monitors the Census Bureau's recruiting plan for accuracy, timeliness and Equal Employment Opportunity (EEO) effectiveness.
- g. Monitors the Census Bureau's minority reporting system to assure that the principle of equal opportunity is being met. Recommends appropriate action to RCC to assure the ACO employment fairly represent the ethnic and racial composition of the respective district.
- h. Answers questions raised by the RTs on administrative policy or procedures.
- i. Confers with the ARCM when a need for policy change occurs.
- j. Maintains close contact with headquarters personnel on changes in policy and other administrative matters, providing guidance to RCC and ACO administrative staffs based on these changes.
- k. Meets with RTs as needed to assure a smooth administrative operation in the region.
- l. Coordinates with the Area Managers the assignment and direction of the administrative liaison activities of the RT with the ACO.
- m. Performs as an administrative liaison with the ACO in the absence of the RT.
- n. Coordinates manual processing of payrolls in case of automation failure and directs the establishment and maintenance of a filing system, for example, personnel, fiscal, general administration, correspondence and program manuals.
- o. Serves as the Employee Assistance Program (EAP) Liaison for ACO employees.

Administrative Specialist

- a. Coordinates and directs procedures to ensure timely processing, verification and quality control review of all personnel payroll documents for the automated personnel payroll system.
- b. Answers technical personnel payroll questions.
- c. Reviews a variety of personnel actions in accordance with personnel procedures and regulations.
- d. Establishes internal guidelines and due dates in order to assure proper reporting of all accidents and injuries.
- e. Assures proper reporting and review of claims for all accidents and injuries occurring during Decennial Census.
- f. Oversees the logging, processing and forwarding of claims for adjudication to local Office of Worker's Compensation for adjudication.
- g. Reports to Administrative Coordinator on all serious or fatal accidents.
- h. Assists in training clerical staff in personnel/payroll procedures, processing, reporting, and other administrative activities.

- i. Receives and monitors the minority employment and handicap reports and reports successes and shortcomings to supervisor.
- j. Contacts OWCP concerning accident claims, continuation of pay, and other related matters.
- k. Maintains liaison with Field Headquarters on matters relating to appointments, accidents, and other personnel issues.
- l. Implements the components of the Performance Management Program for Decennial Census employees, including the preparation, certification of completion, and recording of the performance plans and summary ratings.
- m. Maintains liaison with regional and the ACO administrative staff for technical advice.
- n. Oversees RCC Safety Program. Recommends corrective action to Administrative Coordinator for cases that should be controverted by the agency.
- o. Assists in training clerical staff in personnel/payroll procedures, progressing reporting, and other administrative activities.
- p. Answers technical personnel/payroll questions through research using federal personnel guidelines, accounting procedures, and manuals.
- q. Provides direct supervision to a staff of people performing personnel, payroll, administration support, and cost monitoring work.
- r. Coordinates procedures with the Administrative Coordinator to ensure timely processing of personnel and payroll document.
- s. Implement procedures for a 100 percent quality control review and verification of all personnel and payroll documents for the automated personnel and payroll system.

Information Technology (IT) Coordinator

- a. Point of Contact (POC) between the RCC and the Field Data Collection Automation (FDCA) Vendor representative on technical issues, and communicates the impact of those technical issues on field and office operations.
- b. Plans and coordinates ACO Local Area Network/Wide Area Network (LAN/WAN) and office equipment installation.
- c. Receives and inspects shipments of office and hand-held computer (HHC) equipment, and associate materials from FDCA contractor.
- d. Ensures that the ACO staff managers' initiate distribution, collection and inventory of HHCs at the beginning and close of each census operation.
- e. Serves as a trouble-shooter for locating problems with the telecommunications equipment Voice Over Internet Protocol (VOIP) at the RCC and ACO sites; maintains technical liaison with the local and long-distance telephone companies and headquarters.
- f. Oversees the maintenance of supplies and materials inventory, for example, toner kits, plotter chemicals, plotter and printer inventory, color plotter ink jets, and ink solutions.
- g. Supervises other IT Specialist staff, planning, and overseeing the implementation of project.

Information Technology (IT) Specialist

- a. Oversees the creation of general utility routines and systems and independently develops complex routines and detailed sequences of internal program logic by coding, testing, and debugging.
- b. Develops test data and appropriate testing procedures, analyzes and evaluates the results.
- c. Participates in most phases of projects, from advising on specification requirements and limitations to helping project managers define the problem or need.
- d. Reviews requirements of projects to determine objectives of the program, concepts, nature of the unprocessed data, and processes required in support of the computer effort in order to organize work processes and problems for computer solution.
- e. Maintains and modifies existing programs to assure adherence to specifications or convention changes.
- f. Codes programs or subroutines from overall systems logic developed by other computer specialist.

Recruiting Coordinator

- a. Manages and supervises the recruitment and testing of applicants to fill ACO positions.
- b. Prepares an ACO recruiting plan to ensure that staffing needs are met for all field and office positions.
- c. Implements and evaluates the recruiting plan to ensure that adequate numbers of qualified applicants are available for selection from all areas of the ACO to ensure a locally representative workforce of census employees.
- d. Assists the Area Census Office Manager (ACOM) to develop and maintain good public relations with local news media, community leaders and organizations, and local government officials, to promote community cooperation and generate support for recruitment efforts.
- e. Conducts the recruitment process to assure that applicants are identified and tested.
- f. Maintains liaison with organizations that refer applicants and other employment sources.
- g. Distributes literature to potential applicants and explains the responsibilities of open positions as well as the goals of census programs.
- h. Recruits, selects, and trains Recruiting Assistants, Partnership Assistants, Office Operations Supervisors (OOS), and the office clerks responsible for scheduling and conducting employment tests of applicant indigenous to the ACO operations area.
- i. Responsible for the supervision of office staff. Clerical work shifts will vary due to staggered starting times or night and weekend shifts, depending on operational requirements.
- j. Monitors the applicant pool to ensure that it contains sufficient numbers of qualified applicants to fill all field and office positions in all geographic areas of the ACO.

- k. Establishes a reserve of available applicants to compensate for employee turnover and attrition.
- l. Applies EEO principles throughout their span of control. Applies EEO guidelines in hiring practices, training, employee development, and utilization of employee skills. Periodically reviews the status of the EEO program and takes steps to improve programs. Fosters diversity in ACO staffing commensurate with the population the ACO serves.

Recruiter

- a. Plans and coordinates all RCC and ACO recruiting activities.
- b. Directs the recruiting process to ensure that sufficient numbers of CFSs, enumerators and other field and office personnel are identified, tested, and hired for temporary census jobs.
- c. Coordinates initial contacts with state, and local public employment agencies, media outlets, community and business leaders, and other appropriate sources to recruit key RCC and management level ACO positions.
- d. Ensures that a reserve of potential candidates is available to compensate for employee turnover.
- e. Analyzes the status of recruiting activities by monitoring the applicant file and progress reports to ensure that the recruiting goals are met or exceeded.
- f. In accordance with established national and regional recruiting plans, develops a strategic plan for RCC and ACO recruitment.
- g. Uses available data (e.g. demographic, geographic, and socioeconomic characteristics), local knowledge of the area, mail return rates from 2010, and other reference sources to target areas for special treatment or increased recruiting activities.
- h. Alleviates or eliminates problems associated with conflicting priorities, and reviews recommendations for cost-effectiveness, validity and conformance to general policy directives and guidelines.
- i. Together with the Regional Director and program coordinators, plans and organizes overall regional activities so as to maximize utilization of staff and minimize duplication of effort.
- j. Applies EEO principles in recruiting and hiring practices.
- k. Trains ACO staff responsible for recruitment.
- l. Develops a recruiting schedule focusing on operational and production activities.
- m. Helps to develop and maintain contacts within civic associations and other community-based organizations, businesses, religious groups, as well as within individual community leaders and census stakeholders.
- n. Analyzes and monitors progress, performance and cost data for all assigned programs on a continuing basis. Develops controls to monitor the recruitment program.
- o. Resolves problems involving recruiting procedures, public relations, or sensitive media issues related to recruiting efforts.

Geographic Coordinator

- a. Updates Topologically Integrated Geographic Encoding and Referencing (TIGER) database; creates the Master Address File (MAF); obtains up-to-date maps for use in geographically structuring the census and all phases of the local update of census addresses program.
- b. Reviews proposals, plans, and specifications for geographic-type operations that are to be performed by the field organization prior to and during the decennial census and related tests.
- c. Recommends necessary changes to the ARCM.
- d. Attends staff and inter-division meetings in the field and participates in discussions relating to planning and operations activities of the decennial census.
- e. Recommends and/or implements up-to-date geographic concepts and methods to be utilized in census operations.
- f. Reports to the ARCM and recommends methods to correct conflicts between the statistical and geographic specifications of census plans and procedures.
- g. Manages a professional staff involved in producing the thousands of automated maps for test and the decennial census as well as the update digitizing of these maps as they come back to the RCC from field operations.
- h. Manages the search for and identification of improved or updated address lists for the entire geographic area of the RCC.
- i. Provides assistance concerning geographic and statistical questions asked by local officials.
- j. Responsible for interviewing prospective candidates, evaluating present employees and recommending appropriate actions regarding hiring, promotion, and reassignment.
- k. Applies EEO principles in hiring practices, training, employee development and utilization of employee skills, advancement, etc.
- l. Reports to the ARCM who assigns functional responsibilities.

Geographer

- a. Performs professional geographic support activities including: improvement of the TIGER; creation and update of the MAF for designated areas; maps for use in geographically structuring census operations; and geographic correction activities.
- b. Studies areas to be surveyed based on geographic and cultural make-up to identify, document, and resolve enumeration difficulties.
- c. Participates in the review and identification of improved/updated maps for geographic program activities.
- d. Performs field check evaluations of sample sites to assess cartographic quality and clarity.
- e. Participates in the review and identification of improved/updated address lists for geographic areas served by the Regional Office.

- f. Performs quality evaluations of address file lists and reviews results to improve census operations. Participates in training Regional Office staff to improve use and availability of TIGER.
- g. Conducts program evaluation studies; analyzes and evaluates quality control procedures and production standards; computes production measures and prepares histograms representing relative staff performance and productivity.
- h. Assists in the preliminary review of enumeration district plans. Assists in establishing assignment areas and coding addresses.
- i. Reviews, analyzes, and drafts preliminary recommendations for changes in geographic methodology, operations, and procedures, such as procedures for listing residential and commercial structures, misinterpretation of maps by enumerators, etc.

Geographic Specialist

- a. The Geographic Specialist provides professional geographic support activities for decennial, agricultural, and economic censuses and surveys.
- b. Meets with the Geographic Coordinator at least once a week to advise him/her on the status of the geographic area.
- c. Reviews proposals, plans, and specifications for geographic operations.
- d. Reviews and identifies improved/updated maps for geographic program activities.
- e. Participates in the review and identification of improved/updated address lists for geographic areas served by the Regional Office.
- f. Develops plans for training, space and material utilization, and procurement of equipment and services.
- g. Provides regional management support for programs by conducting workshops, reviewing plans, or making follow-up calls to nonresponse participants.
- h. Refers requests and recommendations for policy changes to the Geographic Coordinator along with written analysis of the need for change.
- i. Is responsible for compliance with Census Bureau statistical and geographic guidelines.
- j. Reviews request for recognition of boundary errors and changes to the Topographically Integrated Geographic Encoding and Referencing (TIGER) system database.
- k. Provides advice and assistance to local officials on questions related to Census Bureau geographic and statistical methodology.
- l. Analyzes the results of census pretests and dress rehearsals; identifies any problems arising from maps, listings, training materials, and geographic reference materials and/or procedures.

Space and Leasing Coordinator

- a. Coordinates the space and leasing activities of the RCC staff and is responsible for coordinating and monitoring space acquisition and leasing operations for all ACOs within the

jurisdiction of the RCC, and for related decennial field office space acquisition planning functions, including construction build-outs per specifications, implementing Special Requirements and creation / maintenance of the leasing file.

- b. Assures that all office sites are identified, leases signed, and equipment installed in time for scheduled occupancy.
- c. Takes action in cooperation with the GSA to extend or terminate these leases and services when appropriate.
- d. Ensures the certification and payment of all bills for leases and rentals.
- e. Trains and supervises the work of a staff of professional Space and Leasing Specialists and Clerks that are responsible for implementing the plans and strategies to acquire an average of 40 ACOs within the jurisdiction of the RCC, within a very specific time frame.
- f. Reviews design intent drawings (DIDs), making changes to iterations of the DIDs to meet the space requirements for each ACO.
- g. Monitors the progress of all build-outs, performing site visits and inspections, documents and submits problems/issues and deficiencies to GSA for action.

Space Leasing Representative

- a. Implements and monitors progress of complex space acquisition plans, operations, and functions which have a direct bearing on the success of the decennial census
- b. Consults and collaborates with the General Services Administration (GSA) and various contractors to execute space acquisition plans and schedules.
- c. Inputs data and documents a wide variety of correspondence that includes reports and recommendations relating to space-related issues.
- d. Coordinates space planning with decennial operations staff, logistics staff, and contractors to ensure that the various types of offices are equipped with the planned telephone and computer systems, furniture, and equipment.
- e. Ensures conformance with census RCC/ACO space requirements, including size (square footage), site locations (within delineated areas), occupancy timeframes, general requirements (such as heating and cooling temperature ranges), and special requirements (such as electrical loads and wiring/cabling).
- f. Shares best practices designed to establish team relationships and to define roles and responsibilities, in order to facilitate effective space acquisition.
- g. Conducts windshield surveys as needed, and assesses space availability and suitability of potential space as recommended by GSA.

Partnership Coordinator

- a. Directly supervises approximately four Community Partnership and Engagement Program (CPEP) Team Leaders as well as other professional and clerical staff.

- b. Conducts research, analyzes the Regional Office area, and develops the regional plan for the CPEP for the census. This plan will follow the goals and objectives, overall strategies, and major activities provided by headquarters staff as well as adhere to the budget allocations for the RCC for the planning and implementation of the program.
- c. Ensures productive partnerships are developed with state, local, and tribal governments; community-based organizations; faith-based groups; schools; media outlets; businesses; and other grassroots entities in communities within the Regional Office area.
- d. Addresses questions and concerns, resolves problems, and renegotiates partnerships as needed.
- e. Provides special attention to establishing a strong working relationship with traditionally hard-to-enumerate populations as well as identify areas within the Regional Offices that will be hard-to-count.
- f. Ensures the correct allocation of program resources aimed at obtaining support and participation in the census across all populations and areas in the region. This includes the identification of unique populations and areas within the region, the development of targeted informational and promotional materials, and innovative strategies to best reach the partners, stakeholders, community leaders, and the public that reside in the Regional Office area.
- g. Assists in the evaluation of the Partnership Program through formal evaluation activities, debriefings, etc. as directed by regional and headquarters staff.
- h. Provides support to census field operations including the Local Update of Census Addresses (LUCA), Recruitment, Address Canvassing, Group Quarters Enumeration, Nonresponse Followup, and others.

Partnership Specialist

- a. The Partnership Specialist is responsible for establishing relationships and agreements with state/local governments, and/or local business and community groups to carry out specific activities in support of the Decennial Census.
- b. Initiates partnership agreements to assist the Census Bureau in implementing various census operations, such as: The TIGER Improvement Address program; Program for Address List Supplementation; LUCA program; Complete Count Committees; the 'Be Counted' program; outreach and promotion; neighborhood, organization, and/or government based complete count committees; recruiting; questionnaire assistance; and post-census activities.
- c. Identifies potential neighborhood business, local community groups, religious organizations, and community gate-keepers to develop partnerships that will have a positive impact on Decennial Census activities.
- d. Works with state, local and tribal governments, as well as in regional and/or community and neighborhood organizations, corporations, businesses, business/civic groups, archdioceses and other religious organizations, and all levels of local employers.

- e. Develops and conducts presentations for state, local and tribal governments, regional and/or local corporations, businesses, business/civic groups, religious organizations and all levels of local employers to orient them to Decennial Census activities, and the partnership strategy.
- f. As appropriate to the geographic location, the incumbent must be proficient in a language other than English and indigenous to the area of assignment to accomplish the mission and goals of the Bureau.
- g. Oversees the partnership agreements to ensure activities at all levels are carried out, resolves problems encountered, and determines the need for renegotiation.
- h. Coordinates local government partnership activities with national partnership efforts, other Partnership Specialist, RCC staff and ACO staff.

Partnership Assistant

- a. Supports the Partnership Specialist in the performance of their duties.
- b. Prepares presentation packets for the Partnership Specialist; distributes materials to partners, coworkers, and the public at events; schedules appointments on behalf of the Partnership Specialist; makes various follow-up phone calls on behalf of the Partnership Specialist, and staffs various activities such as workshops, festivals, fairs, etc.; and monitors activity due dates.
- c. Maintains partner "tickler" file for the Partnership Specialist to ensure constant and consistent communication with partner
- d. Makes initial (basic) presentations to individuals of the public at events or meetings.
- e. Enters information into the Customer Relationship Management (CRM) database. Provides assistance to complete count committees
- f. Orders materials at the request of the Partnership Specialist and manages inventory in the office.
- g. Provides support in linguistically isolated areas.
- h. Shadows the Partnership Specialist and assists in delivering Census message.
- i. Identifies testing and training space and schedules sessions with the assistance of the Partnership Specialist.

Human Resources Specialist

- a. Plans and implements continuing personnel management services and/or programs in areas of specialty.
- b. Develops the overall plans, procedures, and operating methods for assignments.
- c. Identifies and analyzes personnel management problems in order to develop alternative solutions.
- d. Performs limited research and analysis of applicable laws, regulations, policies, and so forth, and prepares summaries and recommendations for action.

- e. Researches and interprets federal personnel regulations.
- f. Advises management, employees, and/or the public on personnel matters.
- g. Keeps personal contact with other specialists, managers, employees, representatives from other federal agencies and/or professional organizations, and members of the general public to obtain and exchange information, answers questions, explain the basis for personnel decisions, recommendations and actions.
- h. Obtains and exchanges information, answers questions, explains the basis for personnel decisions, recommendations and actions.
- i. Has knowledge of adverse and performance based actions sufficient to gather relevant information.
- j. Demonstrates strong analytical and writing skills to develop support documentation and position papers.

EEO Specialist (established and reports to the Department of Commerce, for the conduct of Decennial Census.)

- a. Provides training and technical advice on EEO matters to employees, managers and supervisors in the RCC.
- b. Conducts difficult and sensitive investigations of discrimination complaints filed with and accepted by the Department from temporary and time limited employees, former employees, and applicants for employment with the Decennial Census.
- c. Interprets issues presented in the complaint and performs necessary fact-finding.
- d. Contacts and conducts interviews with complainants, agency officials, and other public and private sector witnesses to obtain affidavits, documentary evidence and statistical data for the investigative record.
- e. Develops and reports evidence, and attempts to resolve conflicts or provide alternative coverage when such situations may arise.
- f. Prepares and submits reports of investigation to be used by the Department in its final agency decisions and before appellate organizations such as the Equal Employment Opportunity Commission (EEOC) and federal courts by using evidential reporting techniques.
- g. Identifies opportunities for settlement during the investigation.

Lead Clerk

- a. Provides technical guidance and oversight to staff in completion of the RCC's personnel and payroll activities.
- b. Provides guidance to clerks who perform a combination of personnel/payroll duties designed to support the responsibilities of the office assigned.
- c. Assists in the orientation of new employees by explaining work in general and providing on-the-job training.

- d. Coordinates and implements an Official Personnel Folder (OPF) filing system for the RCC.
- e. Reviews procedural compliance, weekly and biweekly payroll documents, and other forms related to timekeeping and pay rolling for both the National Finance Center (NFC) system and automated Decennial Applicant Personnel and Payroll System (DAPPS).
- f. Establishes a variety of personnel/payroll work control logs and records and coordinates the workload distribution of the clerks to maintain flow and quality of work to ensure that work is completed on time and meets established Census Bureau Standards.
- g. Serves as liaison between RCC and Field in the submission of accident cases for continuation of pay.
- h. Directs, organizes, plans and reviews clerical duties assigned to ensure completed work is accurate and on time.

Clerk

- a. Performs a combination of clerical duties associated with office processing, including field operations, recruiting, assessments, space and leasing, automation, personnel/payroll, and other administrative operations designed to support the responsibilities of the office assigned.
- b. Receives, sorts, opens, controls and routes incoming mail and maintains correspondence files.
- c. Maintains a variety of logs and suspense files relating to reports, correspondence, travel vouchers, personnel and payroll actions and any other clerical matters required by the originating RCC.
- d. Schedules and administers the assessments of applicants for various positions and assists in monitoring the assessment sessions, scoring the tests, maintaining testing files, and reviewing application forms.
- e. Assists in locating space for assessment applicants and assuring that it meets specific criteria. Sets up testing rooms in an appropriate manner to allow for testing area and reception area.
- f. Supports automation staff, including initiating standard procedures, ensuring supplies are available for operating equipment, such as toner kits for printers, paper, compact disks, and similar items.
- g. Assists with reviewing and correcting bi-weekly payroll records, and other forms related to timekeeping and payroll.

Area Census Office

The following is excerpted from Manual D-520, 2020 Decennial Census Regional Census Center Administrative Manual. Full position descriptions can be found in D-520.

Area Census Office Manager (ACOM)

- a. Responsible for the general supervision and administration of the office. This includes direct supervision of at least five employees, supervisors and managers, and indirect supervision of 200-500 employees; comprised mainly of the census field manager (CFM), census field supervisors (CFS), enumerators, office operations supervisors (OOSs), and office clerks.
- b. Responsibilities include the planning, development and successful implementation of census operations and field activities within the boundaries of the ACO.
- c. Supervisory responsibilities include interviewing job candidates, evaluating employees, and taking appropriate actions regarding hiring, promotion, and reassignment.
- d. Takes disciplinary action when necessary, assures acceptable conduct and completion of the census operations according to established procedures and participates in public relations activities.
- e. Serves as the Census Bureau's representative by developing and maintaining good public relations with the news media, community leaders, and local government officials in order to acquaint the general public with the census and promote community cooperation.
- f. Promotes Census activities by preparing and presenting talks or formal speeches during public appearances and interacting with the media including radio and television interviews and events.
- g. Responsible for managing all administrative aspects of the ACO including start-up and office setup, recruiting 2,000-4,000 job applicants; testing and appointing employees; quality control; payroll administration; cost control; accountable property control; reporting progress; terminating personnel; and closing the office.
- h. Directs the phases of the field activities, including automated data collection. In conjunction with regional management, develops strategies and plans to meet all budget, time and quality goals.
- i. Ensures that the quality and quantity of work produced are monitored and controlled to meet rigid time schedules and quality standards.
- j. Solves major problems if and when they occur, exercises initiative in determining possible problem areas and taking preventive action.
- k. Utilizes a variety of reports and independent verifications to assure all operational goals are met.
- l. Responsible for continuous review and analysis of cost, quality and progress reports to make sure census operations are conducted within prescribed time schedules, budget allocations and quality standards.
- m. Identifies problems through a variety of reports and observations and makes critical decisions on reassignment and relocations of resources to meet deadlines and to control spending.
- n. Responds to public inquiries and works with the RCC to address coverage and census count inquiries.

- o. Applies EEO principles throughout their span of control. Applies EEO principles in hiring practices, training, employee development, and utilization of employee skills. Periodically reviews the status of the EEO program and takes steps to improve programs.
- p. Fosters diversity in ACO staffing commensurate with the population the ACO serves.

Census Field Manager (CFM)

- a. Responsible for interviewing prospective candidates for the CFS positions and office support clerks.
- b. Provides group and individual training.
- c. Monitors daily assignments.
- d. Provides advice and guidance to subordinate staff.
- e. Reviews and certifies payroll. Refers/assists others with admin issues as needed with accidents/safety/injuries
- f. Recommends and approves overtime as necessary.
- g. Assists the ACOM in the maintenance of effective public relations with the community within the ACO boundaries, such as the local news media, community leaders and organizations, and local government officials.
- h. Responsible for the completion of field work in a timely and cost efficient manner. Assures that specific levels of quality and progress of field operations are being met through analysis of various computer generated reports and observation. Takes necessary corrective action to achieve goals.
- i. Acts as the principal technical advisor on field operations in the ACO, answering inquiries from the ACOM and CFSs. Works closely with the Administrative Manager to ensure timely function of selection of enumerators and the payroll process.
- j. Supervises enumerators in smaller field operations when no Census Field Supervisor is authorized.
- k. Assists the ACOM in resolving community complaints concerning problems in the field to assure a timely and efficient census operation.
- l. Reviews and analyzes cost, quality, and progress reports to assure operations are conducted within prescribed time/budget allocations and quality standards.
- m. Identifies problems, and communicates clearly and persuasively the action associated with encountered problems. Performs other related duties necessary to effectively manage field operations.
- n. Responsible for making final decisions for the field operation. Reviews case assignments and reassigns cases appropriately to the enumerators, when needed. Maintain and oversee workflow time lines for work performed on the field operation.

- o. Applies EEO principles in his/her span of control. Applies EEO principles in hiring practices, training, employee development, and utilization of employee's skills. Periodically reviews the status of the EEO program and takes steps to improve program.
- p. Works under the supervision of the Area Census Office Manager. He/she receives training and detailed guidelines by way of briefing sessions; self-study materials, operational manuals, and memoranda. Incumbent makes decisions affecting day-to-day field operations, referring complex problems and questions of policy to the ACOM.

Administrative Manager

- a. Responsible for supervising and managing the payroll, supply requisitioning, and other administrative activities. Assures these activities are accomplished efficiently and expeditiously. Supervises the OOSs and up to 10 clerks. May also assist with recruiting activities.
- b. Supervises the daily processing of payroll, personnel, and other administrative documents.
- c. Monitors day-to-day selection, payroll, and personnel activities, reviewing completed work for accuracy and assuring that time schedules are met.
- d. Oversees payroll and personnel activities, helps maintain the flow and quality of work to meet deadlines. Monitors work status and makes adjustments to expedite production
- e. Maintains working personnel payroll records which contain information covered by the Privacy Act.
- f. Provides administrative management information reports to the ACOM and other management personnel.
- g. Maintains office facilities through an effective relationship with leasers or office building managers.
- h. Responsible for the approval of supply and material equipment requisitions, as needed to ensure continuity of office operations.
- i. Assists in setting up and closing the ACO, assuring minimal waste of excess supplies and equipment.
- j. Through the use of manuals and on-the-job training, provides for the development of administrative staff.
- k. Prepares and/or reviews and analyses financial, quality, and progress reports relating program expenditures and accomplishments.
- l. Assures the administrative operations are conducted within prescribed time schedules and budget allocations.
- m. Identifies problems and communicates clearly and persuasively the action associated with encountered problems.
- n. Assists as the principal technical advisor on administrative operations in the ACO answering inquiries from the OOS.

- o. Responsible for applying the principles of EEO in the ACO. Applies EEO principles in hiring practices, training, employee development, and utilization of employee skills. Periodically reviews the status of the EEO program and takes steps to improve program.

IT Manager

- a. Leads all OCE, MBE, and automation support efforts and evaluates, analyzes, and coordinates resources to efficiently support all ACO activities with available equipment.
- b. Provides technical guidance and support to the managers at the ACO and trains the ACO office employees on software, hardware, and automation operations.
- c. Administers user accounts for the various programs utilized by the ACO staff.
- d. Manages property through both paper and automated procedures.
- e. Reports and documents lost, missing, and stolen equipment and coordinates warranty repairs.
- f. Troubleshoots by identifying problems with hardware or software and solving the problems when possible.

Recruiting Manager

- a. Manages and supervises the recruitment and testing of applicants to fill ACO positions.
- b. Prepares an ACO recruiting plan to ensure that staffing needs are met for all field and office positions.
- c. Implements and evaluates the recruiting plan to ensure that adequate numbers of qualified applicants are available for selection from all areas of the ACO to ensure a locally representative workforce of census employees.
- d. Assists the ACOM to develop and maintain good public relations with local news media, community leaders and organizations, and local government officials, to promote community cooperation and generate support for recruitment efforts.
- e. Conducts the recruitment process to assure that applicants are identified and tested.
- f. Maintains liaison with organizations that refer applicants and other employment sources.
- g. Distributes literature to potential applicants and explains the responsibilities of open positions as well as the goals of census programs.
- h. Recruits, selects, and trains RAs, partnership assistants, OOSs, and the office clerks responsible for scheduling and conducting employment tests of applicant indigenous to the ACO operations area.
- i. Supervises office staff. Clerical work shifts will vary due to staggered starting times or night and weekend shifts, depending on operational requirements.
- j. Monitors the applicant pool to ensure that it contains sufficient numbers of qualified applicants to fill all field and office positions in all geographic areas of the ACO.
- k. Establishes a reserve of available applicants to compensate for employee turnover and attrition.

- l. Applies EEO principles throughout their span of control. Applies EEO guidelines in hiring practices, training, employee development, and utilization of employee skills. Periodically reviews the status of the EEO program and takes steps to improve programs. Fosters diversity in ACO staffing commensurate with the population the ACO serves.

Office Operations Supervisor (OOS)

- a. Assists in the supervision of the day-to-day activities of the office clerks performing one or more of the following operations: sorting, batching for transcription, coverage edit, questionnaire check-in, telephone follow-up, coding, re-interview, and questionnaire assistance.
- b. Supervises payroll, personnel, inventory, recruiting, or supply management for ACO employees.
- c. Supervises the routine clerical tasks required in the collection, control, review, and reporting of personnel and payroll data.
- d. Oversees the prep assignment/prep control activities.
- e. Provides the data capture of recruiting and payroll and personnel forms.
- f. Coordinates the data being processed from the operations functions, objectives and other requirements, such as time schedules, priorities, and workflow.
- g. Maintains the flow and quality of completed work by monitoring work status and making adjustments to expedite production.
- h. Assigns work to subordinates to ensure accuracy and completeness.
- i. Reports daily performance and progress of subordinates to supervisor.
- j. Reviews and certifies payroll forms for employees under their supervision.
- k. Supervises recruitment affairs such as contacting communities, churches, formal organizations, state and/or local employment offices, to publicize census job opportunities.
- l. Coordinates the activities of the office clerks assigned to the technical processing operations; spot checks work and reviews the results of systematic quality controls to assure specific levels of quality are being met.
- m. Recommends corrective action to keep operations on schedule and in proper sequence (including recommending shifting personnel from one operation to another as priorities change), and recommending the termination of personnel who services are no longer required.
- n. Works with the manager with the selection of qualified person(s) for each office clerk position, and assignment to specific office operations.
- o. Applies EEO principles in hiring practices training, employee development, and utilization of employee skills in the ACO. Periodically reviews the status of the EEO program in their assigned area and takes steps to improve program.

Recruiting Assistant (RA)

- a. Conducts recruiting and applicant help sessions.
- b. Performs recruiting activities to ensure there is a sufficient pool of qualified applicants for temporary employment.
- c. Works to ensure sufficient numbers of applicants are tested for temporary census jobs within their designated area.
- d. Meets with and distributes recruiting packets to state, local and tribal governments, local businesses, local public and state employment agencies, media outlets, community centers, religious groups and other appropriate sources to recruit for a variety of positions.
- e. Maintains good public relations with applicant referral and other employment sources.
- f. Periodically reviews existing recruitment materials ensuring the applicants are provided with a thorough explanation of the responsibilities of the position.
- g. Puts up posters, distributes flyers at work job fairs and performs other similar recruiting activities to recruit local residents.
- h. Schedules and proctors Applicant Help Sessions to help applicants apply online or give them computer access. When necessary schedules and monitors paper assessment sessions, scores assessment(s), reviews application forms, and performs other tasks required in when conducting paper assessment sessions.
- i. Solicits free space with access to computers to hold Applicant Help Sessions or to conduct Paper Assessment Sessions, assuring that it meets specific criteria. Sets up room in an appropriate manner to allow for proctoring the session and a reception area.

Clerk

- a. Performs a wide variety of clerical functions associated with office processing, field operations, recruiting, assessments and administrative operations.
- b. Prepares enumerator assignments, key in data, and checks training materials.
- c. Performs routine clerical tasks required in the collection, control, review, processing, and reporting of personnel and payroll data and the administrative tasks supporting these functions.
- d. Assists in personnel operations of the office by processing personnel actions, affecting appointments and separations of intermittent field and office employees.
- e. Maintains personnel files and records, position description files, manuals and instruction books.
- f. Assists employees in preparing payrolls. Reviews claims for completeness and accuracy.
- g. Assists in the preparation and processing of special time and cost reports.
- h. Assists in the processing of accident forms, travel vouchers, and time and attendance records.

- i. Assists in preparing unemployment claim forms for separated employees. Performs incidental typing of transmittals, letters, office records, and forms.
- j. Assists in scheduling and administering the testing of job applicants for various positions. Assists in monitoring the testing sessions, scoring the tests, maintaining testing files, and reviewing application forms.
- k. Assists in locating space for test applicants, assuring that it meets specific criteria. Sets up testing room in an appropriate manner to allow for a testing area and a reception area.
- l. Organizes and maintains office files and supplies.
- m. Assists the Office Operations Supervisor with routine clerical office functions necessary to enable them to spend as much time as possible supervising subordinate staff.

Stock Clerk

- a. Receives, controls, and records incoming and outgoing shipments of supplies, kits, certified packages or mail, and miscellaneous equipment.
- b. Organizes and maintains office files and supplies, and the ACO stockroom. Responsible for inventorying and reordering sufficient supplies for office use.
- c. Sets up, and assists others with the rearrangement and moving of furniture and equipment within the ACO.
- d. May act as a courier between training sites and the ACO, and between the ACO and shipping or mail facilities, for example. Post Office, Federal Express, and United Parcel Service.
- e. Receives all deliveries from delivery trucks. Communicates with delivery person to facilitate deliveries and ensure that all deliveries are inside deliveries (delivery personnel must bring all supplies and equipment inside the appropriate room at the ACO).
- f. Assists the Office Operations Supervisor with routine clerical office functions necessary to enable them to spend as much time as possible supervising subordinate staff.

Census Field Supervisor (CFS)

- a. Directly supervises an assigned team of 15 – 20 enumerators.
- b. Monitors daily activities in order to meet operational deadlines. When needed, seeks additional resources to meet deadlines by asking for volunteers to work more hours.
- c. In the absence of another CFS, serves as a back-up supervisor and/or technical advisor to other enumerators.
- d. Assists in locating space for training as needed.
- e. Assists with training enumerators as requested.
- f. Identifies developmental and training needs for enumerators through field observations.
- g. Reviews daily electronic alert/operational progress reports to track progress and quality of performance issues. Takes appropriate action to resolve issues.

- h. Enumerates or supervises the enumerations of special dwelling places such as hotels, motels, military bases, or colleges and universities as requested.
- i. Reviews and certifies payroll. Refers/assists with other administrative issues as needed such as accidents/safety/injuries.
- j. Recommends and takes performance and conduct actions with enumerators. Recommends termination of enumerators, as needed, to the CFM.
- k. Implements corrective action with enumerators based on failing quality indicators or work measures (i.e., high questions refusals/don't know, high pop 1 counts, low attempt completions, etc.).
- l. Makes recommendations for overtime for enumerators within their supervision.

Enumerator

- a. Receives detailed training on each field operation to which assigned. Learns the nature, scope and objectives of the operation and specific procedures to be followed.
- b. Receives assignments which involve locating households and conducting interviews with respondents, explaining the purpose of the census, asking questions as worded on census device, and recording data on a census device.
- c. Meets with supervisor at specified times for reviewing and turning in work and receiving procedures and clarification of instructions.
- d. Maintains records of hours worked, units produced, miles driven, quality control results, and expenses incurred in the performance of duties.
- e. Responsible for the accurate and expeditious completion of each assignment.
- f. May be required to participate in recruiting and testing activities, such as distributing flyers or scheduling and administering the testing of job applicants for various positions within their designated area.

10 Appendix D – Activity Tree for FLDI

This appendix presents the FLDI Activity Tree. An Activity Tree uses an outline structure to reflect the decomposition of the major operational activities in the operation. Each activity is numbered according to its position in the outline. For example, for the current operation numbered “32,” the first activity would be numbered 32-1. Subactivities under this activity would be numbered sequentially, starting again with the number one. For example, the first subactivity under the first activity would be numbered 32-1.1 the second subactivity as 32-1.2. The second activity would be numbered 32-2, and so on.

FLDI Activity Tree:

- **32-1 Initial FLDI Planning and Analysis**
 - 32-1.1 Determine Field and Office Staffing and Space Requirements
 - 32-1.2 Develop Recruiting, Onboarding, and Training Strategies, Plans, and Requirements
 - 32-1.2.3 Develop Capability Requirements for and Approve Systems Supporting FLDI
 - 32-1.4 Develop Training Materials
- **32-2 Human Resources and Personnel Management Support**
 - 32-2.1 Recruit, Onboard, and Train Employees
 - 32-2.1.1 Recruit Applicants
 - 32-2.1.1.1 Advertise Jobs
 - 32-2.1.1.2 Receive Online Job Applications
 - 32-2.1.1.3 Provide Applicant Support
 - 32-2.1.1.4 Process Paper Job Applications
 - 32-2.1.1.5 Perform Geocoding
 - 32-2.1.1.6 Conduct Review to Determine Applicant Status
 - 32-2.1.1.7 Update Applicant Records
 - 32-2.1.2 Select Applicants
 - 32-2.1.2.1 Create Job Requisition and Selection Certificates
 - 32-2.1.2.2 Make and Execute Hiring Decisions
 - 32-2.1.2.3 Process Accepted Contingent Offers
 - 32-2.1.2.4 Process Refusals and Ineligible Candidates
 - 32-2.1.3 Process Background Check
 - 32-2.1.3.1 Collect Fingerprints and Other Background Information
 - 32-2.1.3.2 Perform Adjudication
 - 32-2.1.3.3 Collect Onboarding Forms

- 32-2.1.3.4 Print Badges for Selectee
- 32-2.1.4 Hire and Train Employees
 - 32-2.1.4.1 Hire Employees
 - 32-2.1.4.2 Train Employees (Position Specific)
 - 32-2.1.4.2.1 Train Recruiting Assistants (RAs)
 - 32-2.1.4.2.2 Train Field Staff
 - 32-2.1.4.2.3 Train Office Operations Supervisors (OOS) and Clerks
- 32-2.2 Provide Administrative Support for Employees
 - 32-2.2.1 Pay Employees
 - 32-2.2.2 Approve and Process Administrative Actions
 - 32-2.2.3 Document Issues of Performance & Conduct
- 32-2.3 Out-Process Employees
- **32-3 Field Office Operation**
 - 32-3.1 Maintain Offices

11 Appendix E – Activity Tree for DLM

This appendix presents the DLM Activity Tree. An Activity Tree uses an outline structure to reflect the decomposition of the major operational activities in the operation. Each activity is numbered according to its position in the outline. For example, for the current operation numbered “33,” the first activity would be numbered 33-1. Subactivities under this activity would be numbered sequentially, starting again with the number one. For example, the first subactivity under the first activity would be numbered 33-1.1 the second subactivity as 33-1.2. The second activity would be numbered 33-2, and so on.

DLM Activity Tree:

- **33-1 Initial DLM Planning and Analysis**
 - 33-1.1 Develop Requirements for and Approve Systems Supporting DLM
- **33-2 Field Office Acquisition and Disposition**
 - 33-2.1 Lease, Set Up, and Open Offices
 - 33-2.1.1 Identify/Develop and Complete Space Requirements
 - 33-2.1.2 Finalize and Execute Lease and Build-Out Offices
 - 33-2.1.2.1 Conduct Field Office Acquisition Process
 - 33-2.1.2.2 Procure Furniture, Supplies, and Services for Field Office
 - 33-2.1.2.3 Design and Build-Out Field Office Space
 - 33-2.1.3 Accept, Set Up, and Open RCC and ACO Offices
 - 33-2.1.3.1 Accept Field Offices
 - 33-2.1.3.2 Set Up and Open Field Offices
 - 33-2.2 Close Offices
- **33-3 Logistics Management Support for Field and Office Activities**
 - 33-3.1 Prepare Kit Specification Package for NPC
 - 33-3.2 Conduct Kitting/Assembly
 - 33-3.3 Manage Office Inventories and Expenses
 - 33-3.3.1 Conduct Supporting Activities (Shipping, Receiving, Mailing)
 - 33-3.3.2 Reorder Supplies and Materials
 - 33-3.3.3 Reconcile Expenditures