This memorandum documents updates that have been made to the Language Services (LNG) operation since the release of the Language Services Detailed Operational Plan (DOP) on September 1, 2016. The only operational changes are to the Business Process Model (BPM) diagrams, and none of the updates are related to the COVID-19 pandemic. These updates clarify portions of the existing model and do not impact the conduct of the operation. The updates, summarized below, are provided to ensure accurate final documentation is available to the public.

- **Figure 2, page 11**: Stakeholder and resource detail was added to the operational context model in two places. (Figure 6, page 15) Activity 20 was updated to document the receipt of English content from the Content and Forms Design (CFD) operation. (Context Model, first occurrence Figure 2, page 11; discussed page 17) activity 30 was updated to clarify that Non-English Content is an output of Translation Services.

- **Figure 6, page 15**: The initial decision step (20.05) and activities 20.10 and 20.20 were updated within 20. Request English Content, to clarify that the LNG IPT should receive the final version of English content from CFD. Activities 20.30, 20.40, and decision step 20.25 were removed, as they are included in the CFD BPM.

- **Figure 8, page 18**: Within 40. Pretest Non-English Content, the term “results” was replaced with “recommendations” to include a wider range of pretesting outputs.
• **Figure 9, pages 19-20:** Activity 80 in the original BPM was further developed to include multiple activities. These are 80.10 Determine Language Guide Format, 80.20 Create Language Guide Prototype, 80.30 Approve Language Guide Prototype, 80.40 Send English Questionnaire/Specifications to [Decennial Translation Branch] DTB for Translation, 80.50 Develop Language Guides, 80.60 Determine Appropriate Pretesting Method, 80.70 Conduct Pretests, 80.80 Receive Recommendations, 80.90 Evaluate Recommendations, decision step 80.85, and 80.100 Approve Final non-English Language Guides. This is documented within subprocess 80. Develop Language Guides.

• Throughout the updated BPM, terminology has been updated. Previous references to “Language Assistance Guides” have been changed to “Language Guides.” Similarly, previous references to “Decennial Translation Office” have been changed to “Decennial Translation Branch.”

The updated BPMs are posted to census.gov, and linked to the 2020 Census Memo Series at <https://www.census.gov/programs-surveys/decennial-census/2020-census/planning-management/memo-series.html>.

**The 2020 Census Memorandum Series**

The 2020 Census Memorandum Series documents significant decisions, actions, and accomplishments of the 2020 Census Program for the purpose of informing stakeholders, coordinating interdivisional efforts, and documenting important historical changes.

A memorandum generally will be added to this series for any decision or documentation that meets the following criteria:

1. A major program-level decision that will affect the overall design or have significant effect on 2020 Census operations or systems.

2. A major policy decision or change that will affect the overall design or significantly impact 2020 Census operations or systems.

3. A report that documents the research and testing for 2020 Census operations or systems.

Visit 2020 Census on Census.gov to access the Memorandum Series, the 2020 Census Operational Plan, and other information about preparations for the 2020 Census.
Approvals

This LNG Detailed Operational Plan has been reviewed and approved for use.

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July 21, 2016

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July 21, 2016

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July 28, 2016

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August 3, 2016
## Document Change History

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<td>08/25/16</td>
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1. Document Purpose

The 2020 Census Detailed Operational Plan for the Language Services Operation (LNG) 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 LNG and includes a summary of the operational processes involved, their inputs, outputs and controls, and the basic mechanisms employed to conduct the operational work.

Anticipated uses of this document include the following:

- Communication – Documents the operational design details for internal and external stakeholders
- Planning – Documents the planning assumptions and key milestones of the operation
- Staffing – Documents the staffing needs and strategies of the operation
- Design – Describes operations and flows, which inform the design of IT systems, manual processes, and training
- Development – Identifies business rules and required capabilities to be developed for the operation
- 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 initial baseline version of the 2020 Census operational design and covers all operations required to execute the 2020 Census, starting with precensus address and geographic feature updates and ending once census data products are disseminated and coverage and quality are measured.

This document will be updated over time to reflect changes in strategies that result from 2020 Census planning, research, and testing activities.
2. Operational Overview

2.1 Operation Purpose

The Language Services Operation (LNG) performs the following activities:

- Assess and support the language needs of non-English speaking populations
- Determine the number of non-English languages and level of support for the 2020 Census
- Optimize the non-English content of questionnaires and associated non-questionnaire materials across data collection modes and operations
- Ensure cultural relevancy and meaningful translation of 2020 Census questionnaires and associated non-questionnaire materials

2.2 Background

LNG is responsible for assessing the language needs, identifying ways to reduce language barriers to enumeration for respondents of Limited English Proficiency (LEP), and providing non-English language support to LEP respondents during data collection. To support the 2020 Census, LNG will determine the number of non-English languages and the level of support for each language, and optimize the non-English content of questionnaires and associated non-questionnaire materials. LNG will ensure cultural relevancy and meaningful translation of these materials across data collection modes and operations.

There are key changes to LNG being planned for the 2020 Census. In the previous census, non-English data collection was conducted by providing bilingual paper questionnaires (English and Spanish) through the mailout/mailback operation and non-English paper questionnaires (Spanish, Chinese, Korean, Vietnamese, and Russian) through the Be Counted and Fulfillment operations. In 2020, LNG will expand into providing non-English content for automated data collection instruments and additional non-English mailing and field materials.

LNG will also develop Language Assistance Guides (LAG) to assist LEP respondents navigate through the Internet instrument, in addition to the paper questionnaire. LAGs will be available in multiple non-English languages, as specified in the 2020 Census Language Support Plan, and will include American Sign Language, Braille, and large print. LAGs will be developed with feedback from the Integrated Partnership and Communications (IPC) program.

One of the key innovation areas of the 2020 Census is Optimizing Self-Response. LNG will support this key innovation by providing the Internet instrument in multiple languages, optimizing the format of the bilingual paper questionnaire, and enhancing the content of all non-English materials, such as questionnaires, letters, postcards, informational inserts, and envelopes.
Another key innovation area for the 2020 Census is Reengineered Field Operations. LNG will support this innovation by providing non-English content for the automated field enumeration instrument, ensuring the non-English content is consistent with other data collection modes. LNG will work with the Nonresponse Followup (NRFU) operation to develop non-English materials used during field operations, such as the Notice of Visit, Confidentiality Notice, and Information Sheet.

LNG will also support the Address Canvassing, Update Enumerate (UE), Group Quarters (GQ), Enumeration at Transitory Locations (ETL), Census Questionnaire Assistance (CQA), and Island Areas operations during the 2020 Census. LNG will provide appropriate non-English content for the automated instruments, paper questionnaires, and other materials as needed by these operations.

2.3 Design Overview

The sections below present the high-level design for LNG. Refer to the 2020 Census Operational Plan for a complete inventory of design decisions for all 2020 Census operations.

2.3.1 High-Level Operational Design

The design of LNG for the 2020 Census includes four major operational activity areas:

- Determination of Language Support Needs
- Identification of Non-English Workload
- Management of Non-English Materials
- Development of Language Assistance Guides

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 this operation.

**Determination of Language Support Needs**

LNG will determine the number of non-English languages to be supported during the 2020 Census and level of support for each language. ACS data, results from middecade testing, and the recommendations from advisory groups will help inform final decisions for the 2020 Census Language Support Plan. LNG will also review how other federal agencies with a nationwide reach provide language services to LEP populations.

**Identification of Non-English Workload**

LNG will request the English content of questionnaires and associated nonquestionnaire materials for self-response and field operations from the Content and Forms Design Operation (CFD). LNG will identify translation requirements, based on the 2020 Census Language Support
Plan, and work with CFD to determine if there are additional translation requirements for each material based on the specific needs of each operation.

**Management of Non-English Materials**

LNG will provide translation requirements and relevant reference materials to the Decennial Translation Office (DTO) and manage the approval of the final non-English content. LNG will utilize results and recommendations from qualitative research and middecade testing to ensure the final content is optimized and consistent across data collection modes.

**Development of Language Assistance Guides (LAG)**

LNG will develop LAGs to help LEP respondents navigate through the Internet instrument as well as the paper questionnaire. LAGs will be available in multiple non-English languages and include American Sign Language, Braille, and large print.

The full hierarchy of activities for LNG is provided in Appendix C in the form of an Activity Tree. In the Activity Tree, each major operational activity area listed above is numbered and then broken down into a numbered set of subactivities, some of which are further broken down into a numbered, more detailed set of subactivities or steps.

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

**2.3.2 LNG Operational Context**

LNG activities described above 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 1 is a top-level context diagram for LNG 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 the LNG Operation Activity Tree in Appendix C. 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 1: Language Services Operation (LNG) Context Diagram**

For LNG, the input data come from both internal and external sources. External input comes from external advisory committees, and internal input comes from other decennial census operations, including CFD and results of Decennial Research and Tests.

The output data produced by LNG includes the 2020 Census Language Support Plan. This output describes the number of languages and the level of support for each language to be included in the 2020 Census. Other outputs include translated content for questionnaires and nonquestionnaire materials and LAGs.
The mechanisms (i.e., physical resources) employed by LNG include staff (at headquarters (HQ) and language research contractors) and infrastructure sites (HQ and off-site contractor locations), office IT infrastructure, and Census Bureau networks.

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

### 2.3.2.1 LNG Operational Inputs

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

Table 1 lists the inputs to the LNG Operation.

<table>
<thead>
<tr>
<th>Provider</th>
<th>Information Exchange</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decennial Research and Tests</td>
<td>IE211: Input on Languages and Types of Support Needed</td>
<td>Research results on language needs and support needed for LEP respondents for the 2020 Census</td>
</tr>
<tr>
<td>4. Content and Forms Design Operation (CFD)</td>
<td>IE225: English Content</td>
<td>English content for specifications for automated instruments, paper questionnaires, nonquestionnaire materials, and language assistance guides that require translation, as specified in the 2020 Census Language Support Plan</td>
</tr>
<tr>
<td>Advisory Committees</td>
<td>IE212: Feedback on 2020 Census Language Support Plan</td>
<td>Recommendations from advisory committees and input from other internal/external stakeholders</td>
</tr>
</tbody>
</table>

### 2.3.2.2 LNG 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 LNG.
Table 2: LNG Operational Controls

<table>
<thead>
<tr>
<th>Provider</th>
<th>Information Exchange</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Program Management Operation (PM)</td>
<td>Program Controls</td>
<td>Program Control information including:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Budget</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Operational Plans and Schedule</td>
</tr>
<tr>
<td>3. Security, Privacy, and Confidentiality</td>
<td>Security, Privacy, and Confidentiality</td>
<td>Laws, policies, regulations, and guidelines related to physical security,</td>
</tr>
<tr>
<td>Operation (SPC)</td>
<td>Controls</td>
<td>IT security, data security, and privacy and confidentiality impacts,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>analyses, and processes. These include but are not limited to Title 13,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Title 26, and other laws and policies related to protection of personally-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>identifiable information.</td>
</tr>
</tbody>
</table>

2.3.2.3 LNG 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 LNG.

Table 3: LNG Operational Outputs

<table>
<thead>
<tr>
<th>Consumer</th>
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<th>Description</th>
</tr>
</thead>
<tbody>
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<td>4. Content and Forms Design Operation (CFD)</td>
<td>IE207: Non-English Content</td>
<td>Non-English content for paper questionnaires and associated nonquestionnaire</td>
</tr>
<tr>
<td></td>
<td></td>
<td>paper materials, and content specifications for automated instruments, as</td>
</tr>
<tr>
<td></td>
<td></td>
<td>specified in the 2020 Census Language Support Plan</td>
</tr>
<tr>
<td>Consumer</td>
<td>Information Exchange</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Enumeration Related Operations</td>
<td>IE206: 2020 Census Language Support Plan</td>
<td>Document that specifies the number of languages and level of support for each language to be included in the 2020 Census. To be issued by late 2017 (calendar year). Enumeration related operations include CFD, IPC, ISR, UE, GQ, CQA, NRFU and RPO.</td>
</tr>
<tr>
<td>4. CFD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. IPC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. ISR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. UE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. GQ</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. CQA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. NRFU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. RPO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advisory Committees, Public</td>
<td>IE206: 2020 Census Language Support Plan</td>
<td>Document that specifies the number of languages and level of support for each language to be included in the 2020 Census. To be issued by late 2017 (calendar year).</td>
</tr>
<tr>
<td>Public</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td>IE208: Language Assistance Guides</td>
<td>Assistance guides to help LEP respondents navigate through the Internet instrument and the paper questionnaire. To be available in multiple non-English languages, American Sign Language, Braille, and Large Print.</td>
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**2.3.2.4 LNG 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.
Staff Resources

Table 4 identifies the Staff Resources employed for LNG.

Table 4: Staff Resources used within LNG Operational Activities

<table>
<thead>
<tr>
<th>Staff Resources</th>
<th>Description/Role</th>
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<tbody>
<tr>
<td>HQ Staff</td>
<td>HQ Staff includes:</td>
</tr>
<tr>
<td></td>
<td>• HQ staff to manage LNG and coordinate activities with Decennial Translation Office (DTO), forms designers, and language research contractors</td>
</tr>
<tr>
<td></td>
<td>• DTO staff and contractors to coordinate and conduct translation activities</td>
</tr>
<tr>
<td>Language Research Contractors</td>
<td>Language research contractors to conduct pre-testing and review of non-English materials</td>
</tr>
</tbody>
</table>

Infrastructure Sites

Table 5 identifies the infrastructure sites employed for LNG.

Table 5: Infrastructure Sites for LNG Operational Activities

<table>
<thead>
<tr>
<th>Infrastructure Site</th>
<th>Description/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ</td>
<td>HQ site for office work</td>
</tr>
</tbody>
</table>

Systems and other Technology Infrastructure

There are no systems identified for LNG.

Technology infrastructure employed for LNG includes:

- HQ office IT infrastructure for conducting LNG operational work
- Census network connectivity for data transmission between operational systems and operational sites
2.4 LNG Design Assumptions

Assumptions upon which the Language Services design is based are listed below.

- An Internet instrument will be the primary data collection mode for self-response.
- An Internet instrument will support non-English languages.
- There will be an automated NRFU data collection instrument.
- The bilingual paper questionnaires will use the flip-style format.
- LNG will engage the National Advisory Committee Language Working Group on language assistance plans.
3. Language Services Operation (LNG) Detailed Process Description

Figure 2 is a top-level Business Process Model (BPM) showing the Level 1 activity areas within the LNG Operation. BPMs for the 2020 Census follow industry-standard Business Process Model and Notation (BPMN). Refer to Appendix D for an explanation of how to read the BPMN notations and a copy of all of the BPMN diagrams for this operation.

This top-level BPM serves as the Context Model for LNG. A BPMN Context Model displays the high-level activities within the operation and relationships between them, whereas the IDEF0 Context Diagram shown earlier 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.

Figure 2: LNG Operation Context Model

LNG is subdivided into the following activity areas.

- Determination of Language Support Needs [LNG 5-1]
- Identification of Non-English Workload [LNG 5-2]
• Management of Non-English Materials [LNG 5-3]
• Development of Language Assistance Guides [LNG 5-4]

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

3.1 Determination of Language Support Needs [LNG 5-1]

Figure 3 shows the BPM for the Determination of Language Support Needs [LNG 5-1] activity area (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of LNG.

Figure 3: Determination of Language Support Needs [LNG 5-1] Constituent Activities

The Determination of Language Support Needs activity area has one operational subactivity, as shown below.

• Determination of Language Support Needs [LNG 5-1]
  ○ Identify Number of Languages and Type of Support [LNG 5-1.1]
The subsequent section describes the Determination of Language Support Needs operational subactivity in detail.

### 3.1.1 Identify Number of Languages and Type of Support [LNG 5-1.1]

A detailed view of the constituent activities that make up the “Identify Number of Languages and Type of Support” operational subactivity is given in Figure 4 below.

---

**Figure 4: Identify Number of Languages and Type of Support**

The first step in determining the number of non-English languages and the type of support is to consult ACS data, qualitative research findings, results from middecade testing, and recommendations from advisory groups. Once the data are gathered, LNG drafts the 2020 Census Language Support Plan and submits to appropriate governance boards for approval by late 2017 (calendar year). Based on feedback, LNG continues to make necessary revisions to the plan until approval is received. Once the final plan is approved, LNG issues a memorandum through the 2020 Census Memorandum Series.
3.2 Identification of Non-English Workload [LNG 5-2]

Figure 5 shows the BPM for the Identification of Non-English Workload [LNG 5-2] activity area (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of the LNG Operation.

The Identification of Non-English Workload activity area is subdivided into the following subactivities:

- Identification of Non-English Workload [LNG 5-2]
  - Request English Content [LNG 5-2.1]
  - Identify Translation Work Required for Each Material [LNG 5-2.2]

LNG first identifies the materials that require non-English versions (e.g., questionnaires, nonquestionnaire materials). LNG then requests the English content from CFD. Once the English content is received, LNG identifies specific translation work that is required.
The subsequent sections describe the Identification of Non-English Workload operational subactivities in detail.

3.2.1 Request English Content [LNG 5-2.1]

A detailed view of the constituent activities that make up the “Request English Content” operational subactivity is given in Figure 6 below.

Figure 6: Request English Content

LNG consults CFD to determine if the English content exists and requests the content. Once the English content is received, LNG confirms that the English content has been pretested before initiating the translation process. If the English content has not been pretested, LNG sends back to CFD for pretesting.

3.2.2 Identify Translation Work Required for Each Material [LNG 5-2.2]

There is no detailed view of the constituent activities for “Identify Translation Work Required for Each Material” operational activity. The description of how this activity is to be conducted as part of the 2020 Census is indicated below.

LNG identifies translation requirements for each material – including languages, timing, and format – before submitting the work order to DTO.
3.3  Management of Non-English Materials [LNG 5-3]

Figure 7 shows the BPM for the Management of Non-English Materials [LNG 5-3] activity area (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of the LNG Operation.

Figure 7: Management of Non-English Materials [LNG 5-3] Constituent Activities
The Management of Non-English Materials activity area is subdivided into the following subactivities.

- Management of Non-English Materials [LNG 5-3]
  - Initiate and Manage Translation Activity [LNG 5-3.1]
  - Pretest Non-English Content [LNG 5-3.2]
  - Approve Non-English Content [LNG 5-3.3]
  - Send Non-English Content to Content and Forms Design (CFD) Operation [LNG 5-3.4]

LNG manages finalization and delivery of non-English materials through the following process:

- Initiate and manage translation activities
- Ensure non-English content is pre-tested and approved
- Deliver final non-English content to CFD operation for production and forms design

The subsequent sections describe the Management of Non-English Materials operational subactivities in detail.

### 3.3.1 Initiate and Manage Translation Activity [LNG 5-3.1]

There is no detailed view of the constituent activities for “Initiate and Manage Translation Activity” operational activity. The description of how this activity will be conducted as part of the 2020 Census is indicated below.

LNG submits translation requirements and reference materials for each of the materials to be translated to DTO. LNG coordinates the review, update, and approval of the translated materials.

### 3.3.2 Pretest Non-English Content [LNG 5-3.2]

A detailed view of the constituent activities that make up the “Pretest Non-English Content” operational subactivity is given in Figure 8 below.
LNG receives translated content from DTO and determines if the non-English content needs to be pretested. If the content needs to be pretested (i.e. new question or major question wording change), LNG identifies pretesting requirements and initiates pretest activities with the language research contractor. Once the pretest is completed and the test results are received, LNG conducts adjudication sessions and submits a request for updated translations to DTO if needed.

### 3.3.3 Approve Non-English Content [LNG 5-3.3]

There is no detailed view of the constituent activities for “Approve Non-English Content” operational activity. The description of how this activity is to be conducted as part of the 2020 Census is indicated below.

LNG coordinates the final approval of translated content through LNG IPT and subject matter experts.
3.3.4 Send Non-English Content to Content and Forms Design (CFD) Operation [LNG 5-3.4]

There is no detailed view of the constituent activities for “Send Non-English Content to Content and Forms Design (CFD) Operation” operational activity. The description of how this activity is to be conducted as part of the 2020 Census is indicated below.

LNG delivers the final non-English content to CFD for development of non-English language instruments and forms design.

3.4 Development of Language Assistance Guides [LNG 5-4]

Figure 9 shows the BPM for the Development of LAGs [LNG 5-4] activity area (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of the LNG Operation.

Figure 9: Development of Language Assistance Guides [LNG 5-4] Constituent Activities
The Development of Language Assistance Guides activity area has one operational subactivity, as shown below.

- Development of Language Assistance Guides [LNG 5-4]
  - Develop Language Assistance Guides [LNG 5-4.1]

The subsequent section describes the Development of Language Assistance Guides operational subactivity in detail.

3.4.1 Develop Language Assistance Guides [LNG 5-4.1]

There is no detailed view of the constituent activities for “Develop Language Assistance Guides” operational activity.

The description of how this activity is to be conducted as part of the 2020 Census is indicated below.

LNG develops the LAGs to help LEP respondents navigate through the Internet instrument as well as the paper questionnaire. LAGs are available in multiple non-English languages, American Sign Language, Braille, and large print.
4. Cost Factors

While the LNG Operation is not a major cost driver for the 2020 Census, the following mechanisms from the IDEF0 Context Diagram represent the resources used to support this operation and comprise part of the 2020 Census cost elements:

Staff
- HQ Staff
- Language Research Contractors

Sites
- HQ

Systems
None

Other
- HQ Office IT Infrastructure to conduct CFD operational work
- Census Network connectivity to transmit data between operational systems and operational sites
5. **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 *Content Guidelines for the 2020 Census Operational Assessments* 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 plan and report for details on the measures of success.
Appendix A – Acronyms and Terminology

Table 6 lists the acronyms and abbreviations used within this Detailed Operational Plan document.

Table 6: Acronyms and Abbreviations List

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACS</td>
<td>American Community Survey</td>
</tr>
<tr>
<td>BPM</td>
<td>Business Process Model</td>
</tr>
<tr>
<td>BPMN</td>
<td>Business Process Model and Notation</td>
</tr>
<tr>
<td>CFD</td>
<td>Content and Forms Design Operation</td>
</tr>
<tr>
<td>CQA</td>
<td>Census Questionnaire Assistance</td>
</tr>
<tr>
<td>CSM</td>
<td>Center for Survey Measurement</td>
</tr>
<tr>
<td>DTO</td>
<td>Decennial Translation Office</td>
</tr>
<tr>
<td>FLD</td>
<td>Field Division</td>
</tr>
<tr>
<td>GQ</td>
<td>Group Quarters</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>IE</td>
<td>Information Exchange</td>
</tr>
<tr>
<td>IPC</td>
<td>Integrated Partnership and Communications</td>
</tr>
<tr>
<td>IPT</td>
<td>Integrated Projects Team</td>
</tr>
<tr>
<td>ISR</td>
<td>Internet Self-Response Operation</td>
</tr>
<tr>
<td>LAG</td>
<td>Language Assistance Guides</td>
</tr>
<tr>
<td>LEP</td>
<td>Limited English Proficiency</td>
</tr>
<tr>
<td>Acronym</td>
<td>Meaning</td>
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<tr>
<td>---------</td>
<td>---------------------------------------------</td>
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<tr>
<td>LNG</td>
<td>Language Services Operation</td>
</tr>
<tr>
<td>NRFU</td>
<td>Nonresponse Followup</td>
</tr>
<tr>
<td>RPO</td>
<td>Response Processing Operation</td>
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<tr>
<td>SME</td>
<td>Subject Matter Expert</td>
</tr>
<tr>
<td>SPC</td>
<td>Security, Privacy, and Confidentiality Operation</td>
</tr>
<tr>
<td>UE</td>
<td>Update Enumerate</td>
</tr>
</tbody>
</table>
Appendix B – References

Appendix B lists the documents or other resources referenced within this Detailed Operational Plan document.

http://www.census.gov/content/dam/Census/programs-surveys/decennial/2020-census/pmr100615/2020%20census%20operational%20plan%20final.pdf


Appendix C – Activity Tree for Language Services Operation (LNG)

This appendix presents the Activity Tree for the LNG Operation. 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 “5,” the first activity would be numbered 5-1. 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 5-1.1. The second activity would be numbered 5-2, and so on.

**LNG Activity Tree:**

- 5-1 Determination of Language Support Needs
  - 5-1.1 Identify Number of Languages and Type of Support
- 5-2 Identification of Non-English Workload
  - 5-2.1 Request English Content
  - 5-2.2 Identify Translation Work Required for Each Material
- 5-3 Management of Non-English Materials
  - 5-3.1 Initiate and Manage Translation Activity
  - 5-3.2 Pretest Non-English Content
  - 5-3.3 Approve Non-English Content
  - 5-3.4 Send Non-English Content to Content and Forms Design (CFD) Operation
- 5-4 Development of Language Assistance Guides
  - 5-4.1 Develop Language Assistance Guides
Appendix D – Business Process Models

This appendix includes all of the Annotated 2020 Census LNG Business Process Models (BPMs) for the LNG Operation. The first sheet describes how to read the notation. Please refer to the [TBD] documents for additional information on the LNG operational process flows.

LNG Annotated BPM Diagram Set

PDF Attachment: 2020 Census 05. Language Services Operation (LNG)_v4.5_Annotated.pdf