

2020 Census Program Management Review

Program Management and Systems Engineering and Integration Project Status Report

December 14, 2012



Investment Area 1.0 - Program Management Overview

Background:

The Census Bureau formally kicked off initial 2020 Census planning in the fall of 2008 by convening a summit of decennial census managers and subject matter experts. At the summit participants identified 2010 Census lessons learned through that point in time and ideas for improving the early planning for the 2020 Census. One recurring theme was the misalignment of budgets, schedules, requirements, testing, and acquisitions during the 2010 Census that led to problems with a major technology innovation in the 2010 Census design and to cost overruns. To avoid this misalignment for 2020, Census Bureau senior management realized the importance of an expedited start to the early stages of 2020 planning.

During the next decade, the Census Bureau will strive to meet its 2020 Census mission and vision by achieving four goals, as follows:

- Goal 1: A Complete and Accurate Census
- Goal 2: Embraced and Valued Results
- Goal 3: An Efficient 2020 Census
- Goal 4: A Well-Managed 2020 Census Program



Investment Area 1.0 - Program Management Overview (Cont.)

Aligning work with budget and schedule for development and management purposes begins with the establishment of a Work Breakdown Structure (WBS). The WBS provides the high-level work categories for budgeting, scheduling, and managing. The WBS also sets the baseline for work scope and better ensures integrated development. All work is linked to the WBS by fiscal years so that for any given fiscal year, it is clear what work is being done at what cost. Figure 2 below outlines the R&T Phase WBS for the 2020 Census program by investment area.

2020 Census Program High-Level Research and Testing Phase							
Work Breakdown Structure							
Investment Areas							
R1	R2	R3	R4	R5	R6	R7	R8
Program Management	Systems Engineering	Frame	Enumeration	Response Processing	Data Products	Evaluation Programs	Infrastructure



WBS 1.101 – Strategic Documents

Project Description:

- Provides the strategic direction on goals, objectives, strategies, performance, and investment approaches for the 2020 Census Program and its projects.

Recent Accomplishments:

- Developed and confirmed with the 2020 Census Executive Steering Committee the 2020 Census Program's research and testing assumptions.
- Revised for re-issue the baseline 2020 Census Strategic Plan. Revisions included such updates as the revised guiding principles and research and testing assumptions.
- Baselined the Fiscal Year 2013 2020 Census Business Plan. Began drafting the Fiscal Year 14 2020 Census Business Plan.
- Ensured the program's supporting baseline documentation is developed in alignment with strategic documentation.



WBS 1.101 – Strategic Documents (Cont.)

Risk Highlights:

- If the research and testing project scope does not remain in alignment with the Strategic Plan, then the 2020 Census Program is at risk of not meeting its planned goals and objectives leading to cost overruns and schedule delays.

Challenges:

- Leveraging the program management and systems engineering functions to ensure research and testing projects are achieving stated success criteria during the R&T Phase.
- A communication approach to help ensure staff working on the 2020 Census program are cognizant of the goals and objectives outlined in the Strategic Plan.

Near-term Project Focus Items:

- Completing the Fiscal Year 14 2020 Census Business Plan.



WBS 1.102 – Program Management

Project Description:

Establishes the framework to efficiently and effectively manage the 2020 Census Program through the use of a full lifecycle development approach, common/corporate practices and processes, a budget aligned with the schedule and scope, rigorous yet appropriate review processes, stakeholder engagement, and a transparent and inclusive team structure.

Recent Accomplishments:

- Baselined the 2020 Census R&T Program Management Plan
- Implemented quarterly program management reviews to provide information to internal and external stakeholders.
- Facilitated development and approval of PM and SE&I program documentation (see each process area for more detail).
- Began collection of lessons learned as part of continuous improvement.



WBS 1.102 – Program Management (Cont.)

Risk Highlights:

- Adherence to program management processes to monitor and control the Program's cost, schedule and scope.
- Subsequent phases of the decennial lifecycle may not have mature PM processes if they are not implemented fully during the R&T Phase.

Near-term Project Focus Items:

- Refining the PMR forum as a useful communication tool.
- Participating with SE&I Quality Assurance process audits.



Sub WBS 1.102 - Document Management

Project Description:

- The process that receives, reviews, approves, maintains, and archives documents at strategic, program, and project levels.

Recent Accomplishments:

- Baselined the 2020 Census Document Management Plan
- 2020 Program implemented SharePoint as a document management tool.
- Completed baseline process for 42 Program Management (PM), Systems Engineering and Integration (SE&I), and Operations R&T strategies and plans.
- Collaborating with IT to customize SharePoint to provide, amongst other things, the following features:
 - Electronic Document Management Workflow (automates reviews and approvals): in process
 - Extranet (to make documentation accessible to external stakeholders): confirming requirements
 - Business Intelligence (to automate performance management and measurement reporting): prototyping



Sub WBS 1.102 - Document Management (Cont.)

Near-term Project Focus Items:

- Provide training on the Electronic Document Management System (SharePoint workflow).
- Facilitate final approval and baselining of program-level, R&T Phase documentation, e.g., revised Governance Plan, MOUs, revised 2020 Census Strategic Plan, Enterprise IT Infrastructure and Architecture Integration Strategy, and FY14 Business Plan.

High-level Metrics:

	Total	WBS 1.0 PM	WBS 2.0 SE&I	WBS 3.0-8.0 OPS
Baselined Documents	42	19	09	14



Sub WBS 1.102 - Change Management

Project Description:

The process that controls changes to the program baseline.

Recent Accomplishments:

Baselined the 2020 Census Program Change Control Management Plan.

Near-term Project Focus Items:

- Collaborate with developers to utilize SharePoint as a permanent change control tool solution.
- Conduct a Change Management point-of-contact refresher training.



Sub WBS 1.102 - Change Management (Cont.)

High-level Metrics:

- Processed a total of 73 change requests (CRs)
 - WBS 1.0 PM – 3;
 - WBS 2.0 SE&I – 4;
 - WBS 3.0-8.0 OPS – 66
- Open CRs (Pending Implementation or in QA status) – 10
- Closed CRs (Implemented and passed independent QA) – 55
- Deferred CRs (Waiting budget appropriation) - 7

	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12
New	2	0	0	1	0	2	5	6	1	0	2	1	0
Closed	1	1	0	0	0	0	26	9	3	0	5	3	2
Open	46	45	45	46	46	48	27	24	22	22	19	17	15



Sub WBS 1.102 - Knowledge Management

Project Description:

Knowledge Management (KM) is a process for:

- Capturing key findings and recommendations related to the decennial census.
- Assigning them internally to 2020 program areas, and sharing them with stakeholders.
- Formulating and tracking action plans on addressing the recommendations to closure.

All recommendations are populated, categorized, assigned, and tracked in a *MicroSoft ACCESS* database.

Prototype development of the process and repository database focuses on findings from the *2010 Census Program for Evaluations and Experiments* (CPEX).



Sub WBS 1.102 - Knowledge Management (Cont.)

Recent Accomplishments:

- Baselined the KM Process Plan on August 31, 2012.
- Populated recommendations from 79 published CPEX reports into the database and assigned disposition codes, and all recommendations will be included in the database by Q2 FY13.

Risk Highlights:

Need for a more robust database application to manage the increasing number of recommendations and to support agile user-defined report functionality.



Sub WBS 1.102 - Knowledge Management (Cont.)

Near-term Focus Items:

- Populate recommendations from the remaining 21 CPEX reports into the database and assign disposition codes.
- Populate action plans and or other disposition options from 2020 program areas into the database.
- Begin review and association of oversight recommendations with 2020 program area action plans in the database.
- Establish database read-only access for users and explore using SharePoint as an interface.

High-level Metrics:

The database currently contains:

- 457 recommendations from 79 CPEX reports.
 - 265 are active for 2012-2014 Research and Testing teams or other program areas.
 - 192 are inactive until fiscal year 2014 or 2015.
- 94 recommendations from 17 reports by the Office of Inspector General, Government Accountability Office, and the National Academy of Sciences (primarily between 2010 and 2011).



WBS 1.103 - Governance

Project Description:

- Governance occurs at the organizational, program, and project levels. At each of these levels, the governance structure details who is accountable, the most appropriate person to make decisions, and the forums for information exchange to discuss risk, issues, and changes to scope, budget, and schedule.

Recent Accomplishments:

- Revised an early draft of the governance plan to incorporate thoughts of the recently selected executive decennial management (Associate Director for 2020 Census and the 2020 Research and Planning Office Chief).
- Briefed key senior stakeholders on the proposed governance structure.
- Established initial information and advisory decision groups (Executive Steering Committee, Census Information and Integration Group, and the Program Managers' Group).



WBS 1.103 – Governance (Cont.)

Challenges:

- Getting management and staff to recognize the uniqueness of the governance process; it does not fit into the standard process development like other management processes.
- Governance provides the framework for the management processes. Since our governance structure has undergone significant revision, there are impacts and constraints on the development of the other management processes.

Near-term Project Focus Items:

- Baseline plan.
- Roll-out and implement the process on a one-year trial basis, collect lessons learned, refine process, and repeat cycle, as needed.
- Finalize key advisory group charters.

High-level Metrics:

- Metrics are currently under development to meet the revised governance plan.

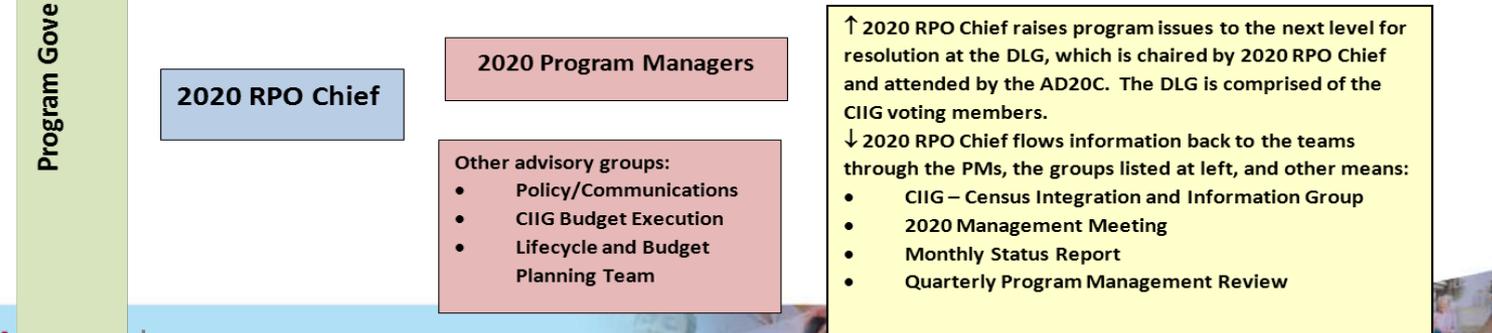
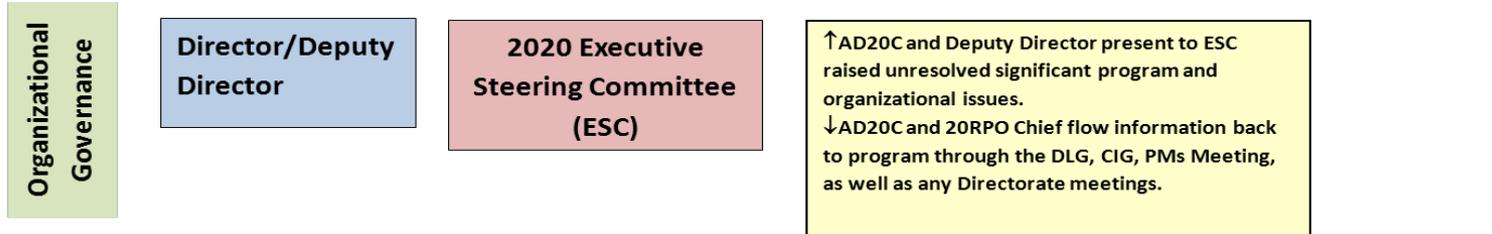


WBS 1.103 - Governance Structure for the 2020 R&T(cont.)

Decision Makers

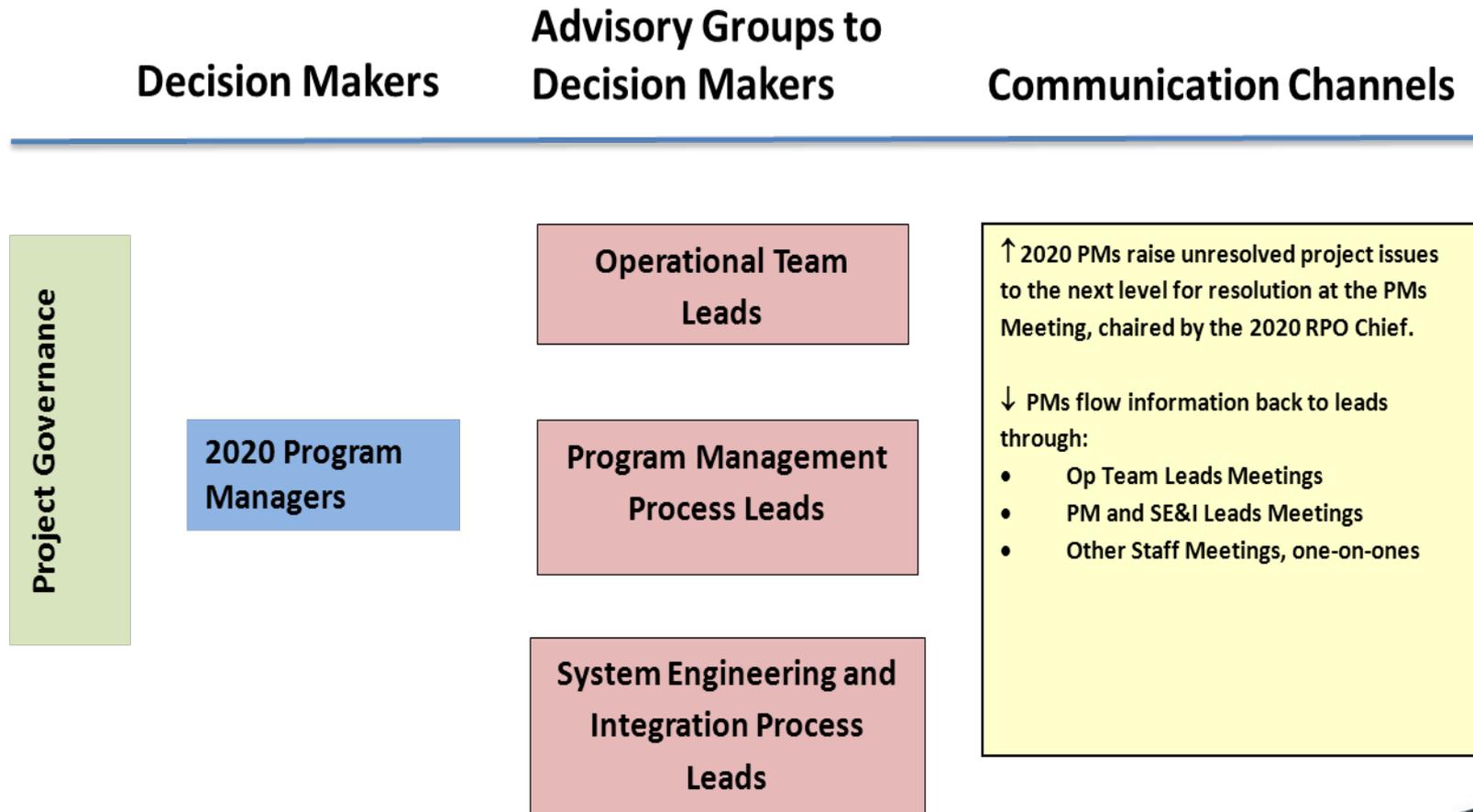
Advisory Groups to Decision Makers

Communication Channels



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU

WBS 1.103 - Governance Structure for the 2020 R&T(Cont.)



WBS 1.104 - Acquisition and Sourcing Management

Project Description:

The process to identify what each project needs to acquire, the identification of the resources necessary to satisfy those acquisitions (e.g., people, equipment, services, etc.), the identification of in-house resources available to satisfy the needs, and, if insufficient, the completion of a sourcing assessment that supports a sourcing decision.

Recent Accomplishments:

- Baselined the 2020 Census Acquisition and Sourcing Plan
- Identified 35 Companies to do capabilities presentation sat the January 28-29, 2013, DeVenCI Solutions Workshop from the 153 companies who responded to our September 2012 Needs Workshop.
- Developing a Market Research Repository database to collect information from the companies with whom we talk.
- Worked with the Operational Project Managers to identify “Decision Milestones”. These milestones are the drop dead dates that outsourcing decisions are needed to provide the necessary procurement lead times.

Risk Highlights:

Identifying potential R&T or Lifecycle outsourcing “needs” early enough to provide the necessary procurement lead time to develop, solicit and award a contract.



WBS 1.104 - Acquisition and Sourcing Management (Cont.)

Challenges:

- Ensuring necessary acquisition expertise is available to the R&T Project Teams.

Near-term Project Focus Items:

- Deploy Market Research Repository on 1/10/13.
- Host DeVenCI Solutions Workshop on January 28-29.
- Meet with other companies one-on-one (approximately 75 companies) to explore if their capabilities might benefit 2020 development.

High-level Metrics:

- 10 of 22 (45%) R&T Teams engaged in Market Research activities to date.
- 5 of 22 (23%) R&T Teams have an active contract. The teams are: 4.101, 4.107, 8.101, 8.102 and 8.104.



WBS 1.105 - Research and Test Management

Project Description:

- The process to plan, direct, and oversee the R&T activities for FY12-FY14 and to integrate the research recommendation for decision-making on operational design solutions.

Recent Accomplishments:

- Established a Life-cycle and Budget Planning effort (see Program Overview).
- Conducted 2020 Census visioning sessions that will inform our research plans. Both current plans and research that will be completed in the FY15 - FY18 time frame.
- Established an effort to explore the feasibility, issues, and challenges around the implementation of “Bring Your Own Device” for the 2020 Census field operations.



WBS 1.105 - Research and Test Management (Cont.)

Challenges:

- Availability of skill sets necessary to look at research and analyzing innovative approaches and technologies to meet 2020 program goals and objectives.

Near-term Project Focus Items:

- Decomposition of 2020 Census function maps which are hierarchical representatives of all of the 2020 Census functions (the “what is”).
- Preparations of FY15 – FY18 research and development agenda and associated budgetary requirements.
- Development of a 2020 program roadmap of key milestones and design decisions.



WBS 1.106 - Budget Management

Project Description:

Defines the methods used to plan, allocate, and execute the 2020 program and project budgets.

Recent Accomplishments:

- Baselined the 2020 Census Budget Management Plan.
- Trained 2020 Program Managers and Team Leaders on the Decennial Budget Integration Tool (DBIT), which will be used for variance reporting.

Risk Highlights:

If insufficient funding in FY12-FY14, then the Census Bureau may have to employ untested processes and systems, or redeploy 2010 Census processes and systems.

Challenges:

If the 2020 Program is under a full year continuing resolution, we will be forced to delay, and in some cases cancel, field tests, which may impact our ability to make 2020 Census design decisions by the end of FY 2014.

Near-term Project Focus Items:

- Begin formulating the FY 2015 Budget
- Revise and submit the Rough Order of Magnitude (ROM).



WBS 1.107 - Schedule Management

Project Description: the methodologies, management practices, and tools that ensure the proper development, dissemination, and usage of program schedules and related information

Recent Accomplishments:

1. Baselined the Schedule Management Plan
2. Implemented a four tiered schedule for vertical integration, an industry best practice:
 - Tier 1 Strategic Program Milestones
 - Tier 2 Program Summary Milestones
 - Tier 3 Summary Work Breakdown Structure Schedules
 - Tier 4 Detailed Project Schedules
 - Key activities at the Tier 4 level will be used to track critical work to be completed
3. Baselined the 2020 R&T schedule, with progressive elaboration of the following activities:
 - Testing – revisions underway to the original approach for testing in this R&T Phase
 - SE&I -- new processes for 2020
 - FY 13 R&T Teams – scope still being refined
 - Internal dependencies between the projects – integration sessions underway
 - Interdependencies between the tiers – integration sessions underway
 - External dependencies – identification in progress

WBS 1.107 - Schedule Management (Cont.)

Risk Highlights:

Adding the correct level of detail to efficiently manage and control the Program during an R&T Phase, which by its nature is less deliverable focused.

Near-term Project Focus Items:

- Continue improving status and monitoring processes
- Integrate schedules between tiers
- Add dependencies with external programs
- Begin formal change control process
- Add activities and integrate schedules

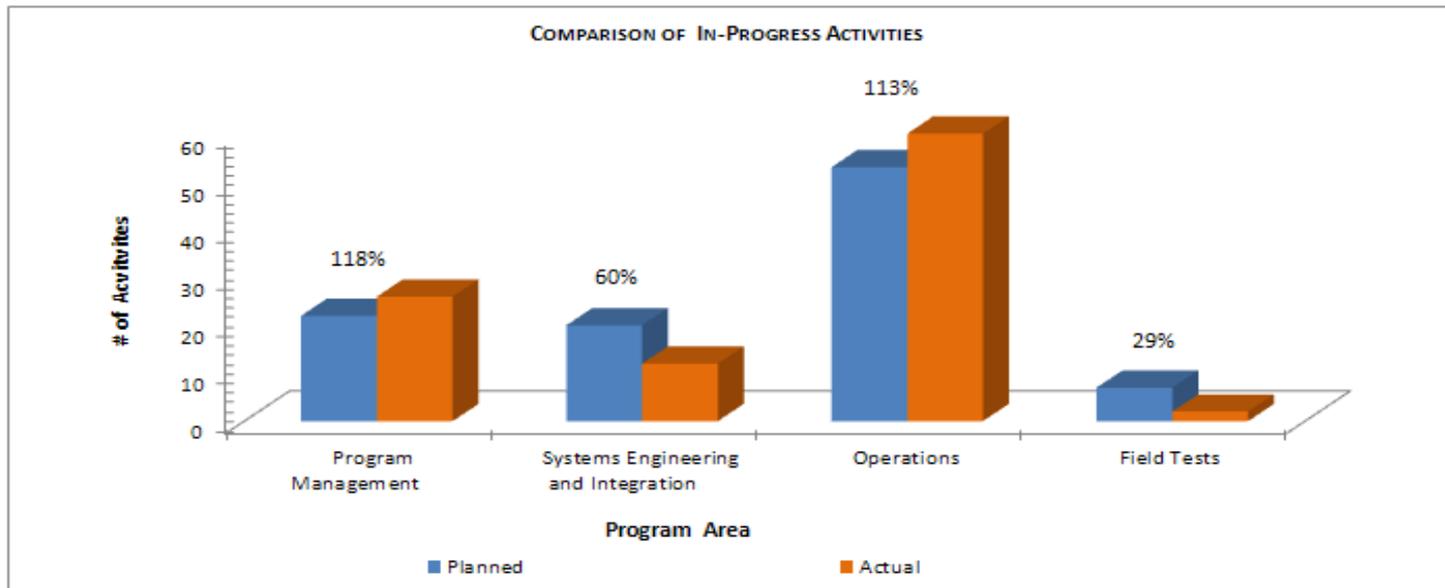


WBS 1.107 - Schedule Management (Cont.)

High-level Metrics:

Planned and Actual In-Progress Activities

	In-Progress Activities This Month				In-Progress Activities Last Month					
	Activity	Count	Planned	Actual	Actual vs Plan %	Activity	Count	Planned	Actual	Actual vs Plan %
Total 2020 Decennial Census Projects		2529	103	100	97%		2306	126	99	79%
Program Management		1178	22	26	118%		1082	24	26	108%
Systems Engineering and Integration		203	20	12	60%		195	25	15	60%
Operations		981	53	60	113%		873	66	56	85%
Field Tests		113	7	2	29%		99	10	2	20%



Print Date: 14 November 2012

Data Date: 13 November 2012

WBS 1.108 - Communications and Stakeholder Engagement Management

Project Description:

- The process to provide timely, accurate, and consistent information that is targeted and relevant to each audience/stakeholders communication's needs.

Recent Accomplishments:

- Baselined Communications and Stakeholder Engagement Management Plan.
- Established 2020 Communications Working Group with members from the Communications Directorate, Decennial Management Division, and Customer Liaison and Marketing Services Office to
 - Develop standardized or template materials for informational documents.
 - Develop an approval process for internal and external communication materials, and
 - Determine the best outreach strategies and tools to reach external and internal audiences such as stakeholders, partners, and staff.
- Implemented an MOU process to clarify roles and responsibilities
 - IT MOU approved
 - Budget MOU in process
 - MOUs with Participating Divisions in the 2020 Program in review process

Risk Highlights:

Integration of multiple in-house communication representatives to ensure consistent information is conveyed, thereby affecting how stakeholders perceive and interact with the Census Bureau.

WBS 1.108 - Communications and Stakeholder Engagement Management (Cont.)

Challenges:

- Traditional ways of engaging the public may change substantially as the Census Bureau finds more efficient and innovative methods of communication.
- Growing complexity of language and cultural backgrounds combined with a greater resistance by the population to share personal information can prove challenging to communication efforts.

Near-term Project Focus Items:

- Develop and distribute communication tools for internal and external stakeholders.



Sub WBS 1.108 - Communications and Stakeholder Engagement Management International Collaboration

Project Description:

- For the 2020 Census, we will: 1) Find opportunities to learn from other countries to plan the 2020 Census; 2) Optimize on existing opportunities to gain knowledge and share our own experiences and plans, while creating new opportunities; and 3) Incorporate the knowledge learned back into the 2020 planning efforts.

Recent Accomplishments:

- Participated on ten United Nations Economic Commission for Europe (UNECE) task forces to design a questionnaire that will provide direction on revising the *Conference of European Statisticians' Recommendations for the 2010 Population and Housing Censuses* for use in the 2020 round of censuses.
- Working with the United Nations Statistics Division on revising the 2012 UN Statistical Commission Review of the 2010 World Population and Housing Census Program to include data from an additional 17 countries and tables.
- Continuing our information exchanges with Statistics Canada and other International Census Forum participating countries to facilitate our research and testing program .
- Established a quarterly international project exchange meeting with the International Relations Office and the Technical Assistance Program Office in Population Division.



Sub WBS 1.108 - Communications and Stakeholder Engagement Management

International Collaboration (Cont.)

Challenges:

- Define the scope of our international collaboration effort regarding 2020 Census planning.
- Implement different approaches to incorporate information back into the 2020 Census planning.
- Continue to explore our role in the international statistical community and the best approaches to maximize the benefits to the 2020 Census.

Near-term Project Focus Items:

- Develop an international collaboration strategy and plan that will focus on our 2020 Census planning efforts and how we will collaborate with other countries to share ideas, gain insight, and feedback on our 2020 plans.
- Expand efforts for teams to work with their counterparts at other National Statistical Organizations.



WBS 1.109 - Performance Measurement and Management

Project Description:

- The process of monitoring project scope, cost, and schedule performance baselines, of individual projects and the program, using business and technical performance measures.

Recent Accomplishments:

- Baselined the 2020 Census Performance Measurement and Management Plans:
 - Integrated Program Control
 - Performance Measurement and Management
 - Performance Measurement and Management Implementation
- Implemented monthly program monitoring reports
 - 2020 Census Program Dashboard (internal use)
 - 2020 and 2010 Census Monthly Status Reports (external stakeholders)
- Developed SharePoint requirements for the Business Intelligence (BI) workflow tool. This is a web-based tool that will automate our reporting to communicate overall 20RPO program status relative to Program Management, Systems Engineering, and Operations activities within SharePoint.



WBS 1.109 - Performance Measurement and Management (Cont.)

Risk Highlights:

WBS	Risk ID	Name	IT	Risk Ctg	Mit. Plan	Level	Prob	Imp
1.109	RT-0020	Unable to Implement Improved Program Management and Systems Engineering Processes Accountability	No	N/A	Yes	L	2	3

Challenges:

- Alignment with enterprise initiatives and tools for performance measurement and management.

Near-term Project Focus Items:

- Identification of project-level, performance metrics for the Research and Test teams and additional metrics for the Program Management and Systems Engineering and Integration areas. The goal is to have performance measures defined for the systems-related research projects by the 2nd Quarter of this fiscal year and then by Q3 for the remaining research projects.
- Continue to meet with the SharePoint team to complete the development and User Acceptance Testing (UAT) of the Business Intelligence (BI) workflow tool.

High-level Metrics:

- Monthly dashboard reviews.



WBS 1.110 - Human Capital Management

Project Description:

Ensures human resources are tied effectively to all aspects of program/project requirements and informs the planning process for the 2020 Census Directorate.

Recent Accomplishments:

Identified skillsets where we lack staff to conduct and complete research and testing.

Risk Highlights:

Shortage of needed skillsets for Research & Testing Phase

Near-term Project Focus Items:

- Fill the gaps with available staff.
- Review results of the BOC-wide Skills Assessment, conducted by HRD, to determine where qualified staff may reside.



Sub WBS 1.110 – Research & Testing Training

Project Description:

Apply a consistent training approach for Research & Testing (R&T) projects that enables project stakeholders to embrace, contribute to, and effectively apply the management practices and tools put in place by the 2020 Research and Planning Office.

Recent Accomplishments:

- Baselined the R&T Training Strategy and Training Plan
- Conducted the Program Management (PM) –Systems Engineering (SE) Orientation Training session for the FY 2013 Operations teams.

Near-term Project Focus Items:

- Plan 2020 Overview and PM-SE Orientation Training for staff unfamiliar with the 2020 Census Program.
- Conduct PM-SE process detailed training sessions for the FY 2013 Team Leads and the PM-SE points of contact.

High-level Metrics:

PM-SE Orientation Training	PM-SE Process Detailed Training	PM-SE Process Skills Training
7	24	21



WBS 1.111 - Risk Management

Project Description:

The process of identifying and mitigating potential problems that could negatively affect projects and the 2020 Census program.

Recent Accomplishments:

- Baselined 2020 Census Risk Management Plan.
- Transitioned from a Research and Testing focused program risk register to a lifecycle program risk register which allowed us to identify and mitigate risks beyond the Research and Test Phase.
- Conducted regular status meetings that include the review and updating of risk statements, risk ratings and mitigation plans.
- Kicked off mitigation coaching and training for projects.

Challenges:

Integrating project risks, e.g., facilitate forums for projects to discuss shared risks and dependency risks (inputs/outputs that transfer between teams).

Near-term Project Focus Items:

- Complete project mitigation coaching and training.
- Get program and project contingency plans drafted and approved.



Sub WBS 1.111 - Issue Management

Project Description:

The process that facilitates decision-making and resolution of realized risk, problems, or events that require resolution.

Recent Accomplishments:

- Baselined the Issue Management Plan
- Developed and rolled out an issue database to help capture and track issues.
- Kicked off facilitation of issue resolution at the 2020 Census Risk Review Board meetings.

Challenges:

Getting staff to not only use the formal issue management process, but to also see the value in using a formal process to resolve issues.

Near-term Project Focus Items:

- Continue to identify and raise issues the Risk Review Board should monitor and resolve.
- Provide training to the projects.



2.101 - Technical Integration

Project Description:

The process of integrating SE&I related activities across the 2020 Census R&T program and projects.

Recent Accomplishments:

- Drafted and reviewed the 2020 Census Research and Test (R&T) Test and Evaluation Management Plan (TEMP).
- Drafted and reviewed the 2020 Census R&T Configuration Management Plan.
- Working with system development teams to implement the System Engineering Management Plan (SEMP) and the Test and Evaluation Management Plan (TEMP).

Risk Highlights:

- If an SE&I metrics resource is not obtained, then SE&I will have a reduced ability to oversee system development across the program.
- If an SE&I Configuration Management (CM) resource is not obtained, then SE&I may lack management ability of the SE&I review board, be unable to assist system development teams with CM issues, and unable to monitor program implementation of CM best practices.

Challenges:

- Budget challenges may reduce system development team's ability to implement the SEM and the TEMP.

Near-term Project Focus Items:

- System Development Schedule, SEM and TEMP implementation assistance, Census System Development Life cycle (SDLC) Tailoring.



2.102 - Decennial Architecture

Project Description:

- The processes used by the 2020 Census program to determine and align its architecture with that of the enterprise.

Recent Accomplishments:

- Produced “As Was” Business Process Models for critical 2010 operations, as well as Operational Flow and a System Diagrams for upcoming field tests.

Challenges:

- Decennial business architecture position currently unfilled.

Near-term Project Focus Items:

- Complete 2010 “As Was” Business Process Modeling and begin 2020 “To Be” Business Process Modeling.



2.103 - Requirements Engineering

Project Description:

The processes related to developing and managing requirements for the 2020 Census R&T phase and beyond.

Recent Accomplishments:

Mission level business requirements drafted, project level business, capability, and solution requirements baselined for all active R&T teams.

Risk Highlights:

If the 2020 Census Program does not establish a well-structured and properly managed requirements engineering approach, then Decennial operations and systems may not integrate, may fail, may operate less efficiently, and may not produce the quality required by the 2020 Census Program.

Challenges:

Timing of the rollout of an enterprise requirements repository.

Near-term Project Focus Items:

Baseline mission level business requirements and integrate with enterprise requirements repository.



2.104 - Management Functions

Project Description:

The processes associated with establishing and integrating technical management standards and SE&I functions to support program and project needs throughout the 2020 Census Lifecycle.

Recent Accomplishments:

Finalized Quality Management Strategy and Plan. Began monthly quality audits of PM and SE&I processes and teams' implementation of these processes.

Risk Highlights:

If the 2020 Census Program SE&I Processes are not enforced, then the processes will not mature and associated benefits (e.g., greater standardization, coordination, collaboration, and efficiency) may not be realized.

Near-term Project Focus Items:

Continue monthly quality audits of PM and SE&I processes and teams' implementation of these processes



2.105 - Enterprise IT Infrastructure and Architecture Integration

Project Description:

Facilitates, coordinates and administers the provision of IT infrastructure and architecture services between the Information Technology Directorate (ITD), other IT providers and the 2020 Census program.

Recent Accomplishments:

Hired 2020 Solution Architect, Finalized 2.105 Strategy, Assembled team.

Risk Highlights:

- If IT shared services or EA standards are not adopted, then the opportunity to reduce costs may not be realized.
- If the provisioning of IT services are not managed and coordinated, then there will be potential duplication of effort or gaps in IT services.

Challenges:

Agreement on IT roles and responsibilities.

Near-term Project Focus Items:

Finalize Project Plan and stand up SEI review board.



