

2020 Census Program Management Review

Program Management Project Status Reports
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Program Management Work Breakdown Structure

WBS 1.0 Program Management

WBS – PM Component

- 1.101 – Strategic Documents
- 1.102 – Program Management
 - Includes Document Management, Change Management, and Knowledge Management
- 1.103 – Governance
- 1.104 – Sourcing and Acquisition Management
- 1.105 – Program Level Research and Testing Management
- 1.106 – Budget Management
- 1.107 – Schedule Management
- 1.108 – Communications and Stakeholder Engagement Management
- 1.109 – Performance Measurement and Management
 - Includes Integrated program Control
- 1.110 – Human Capital Management
- 1.111 – Risk Management
 - Includes Issue Management



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:

- Revised and baselined the 2020 Census Strategic Plan

Risk Highlight:

- 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.



WBS 1.101 – Strategic Documents (Cont.)

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:

- Baseline the Fiscal Year 2014 2020 Census Business Plan
- Begin planning and developing the inventory of baseline program documentation needed to support the 2020 Census Program in the years 2015-2018.



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:

- Conducted the first Program Integration Workshop in January 2013 to identify gaps in the research program and mature the logic within the schedule.
- Developed a robust and comprehensive 2020 Census Research and Planning web-based (SharePoint) repository to be used for program management .
- 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:

- Determining the appropriate followup and frequency for future Program Integration Workshops, e.g., once per quarter for 1 or 2 days
- Continued participation with SE&I Quality Assurance process audits.
- Refining the PMR forum as a useful communication tool.



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:

- Collaboration with IT to customize SharePoint to provide, amongst other things, the following features:
 - **Electronic Document Management Workflow** (to automate document reviews and approvals): The workflow has been developed. Configuring baselined document library for workflow functionality. – target completion March 2013
 - **Extranet** (to make documentation accessible to external stakeholders): tailoring configuration – target completion April 2013
 - **Business Intelligence** (to automate performance management and measurement reporting): confirming requirements – target completion April 2013



Sub WBS 1.102 - Document Management (Cont.)

	Total	WBS 1.0 PM	WBS 2.0 SE&I	WBS 3.0-8.0 OPS
Baselined Documents since last PMR	4	2	1	1

- 2020 Census Strategic Plan (revised) WBS 1.101
- 2020 Census Governance Management Plan (revised) WBS 1.103
- Enterprise IT Infrastructure and Architecture Integration Strategy WBS 2.105
- Non-ID Processing Project Plan WBS 4.107

Near-term Project Focus Items:

- Provide training on the Electronic Document Management System (SharePoint workflow).
- Facilitate final approval and baselining of FY 14 Business Plan and Project Charters.
- Completion of Share Point customization (assumes same level of support from IT resources)



Sub WBS 1.102 - Change Management

Project Description:

The process that controls cost, scope, and schedule changes to the program and project baselines.

Recent Accomplishments:

- Continued collaboration with Microsoft developers to utilize SharePoint as a permanent change control tool solution for automating the Change Management process.
- Convened the 2020 Census Change Control Board (CCB) on February 8 to review all open change requests (CRs). The 2020 Census CCB closed nine CRs; four CRs were approved for implementation.

Near-term Project Focus Items:

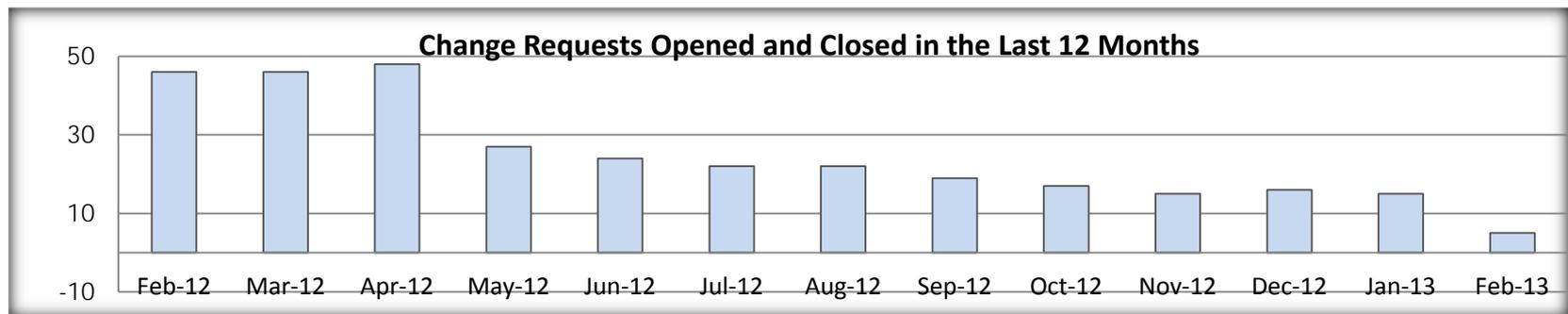
- Conduct a Change Management team point-of-contact refresher training.



Sub WBS 1.102 - Change Management (Cont.)

High-level Metrics:

- To date, processed a total of 74 change requests (CRs)
 - WBS 1.0 PM – 3
 - WBS 2.0 SE&I – 4
 - WBS 3.0-8.0 OPS – 67



New CR	1	0	2	5	6	1	0	2	1	0	2	0	0
Closed	0	0	0	26	9	3	0	5	3	2	1	1	10
Remaining	46	46	48	27	24	22	22	19	17	15	16	15	5



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.

Refer to Program Management PMR Presentation slide deck for more information about this effort which is new to the decennial program.



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:

Baselined the revised 2020 Census, R&T Phase Governance Management Plan in February 2013

Risk Highlights

If the governance process is not adhered to, then it may have impacts upon the schedule, costs, transparency of the program and compromise evidence based decision making.



WBS 1.103 – Governance (Cont.)

Challenges:

- 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:

- Conduct the first Decennial Leadership Group Meeting on March 18, 2013 and biweekly thereafter
- Finalize key advisory group charters.

High-level Metrics:

Sample metrics under consideration:

Number of voting members attending the DLG

Number of issues raised and resolved by governance level

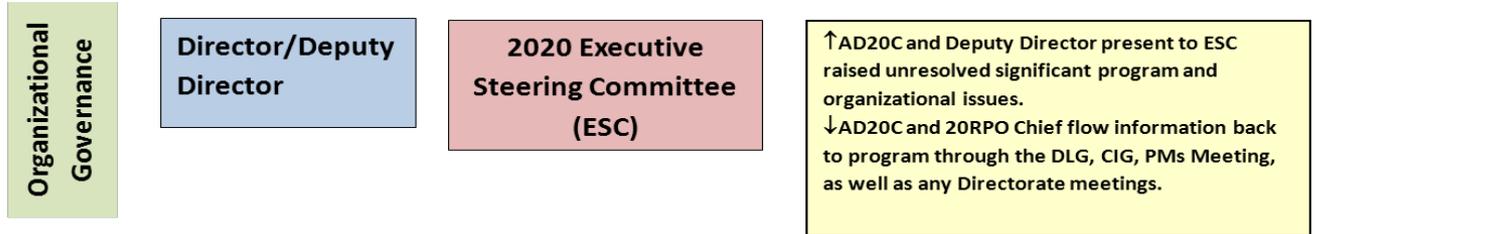


WBS 1.103 - Governance Structure for the 2020 R&T(cont.)

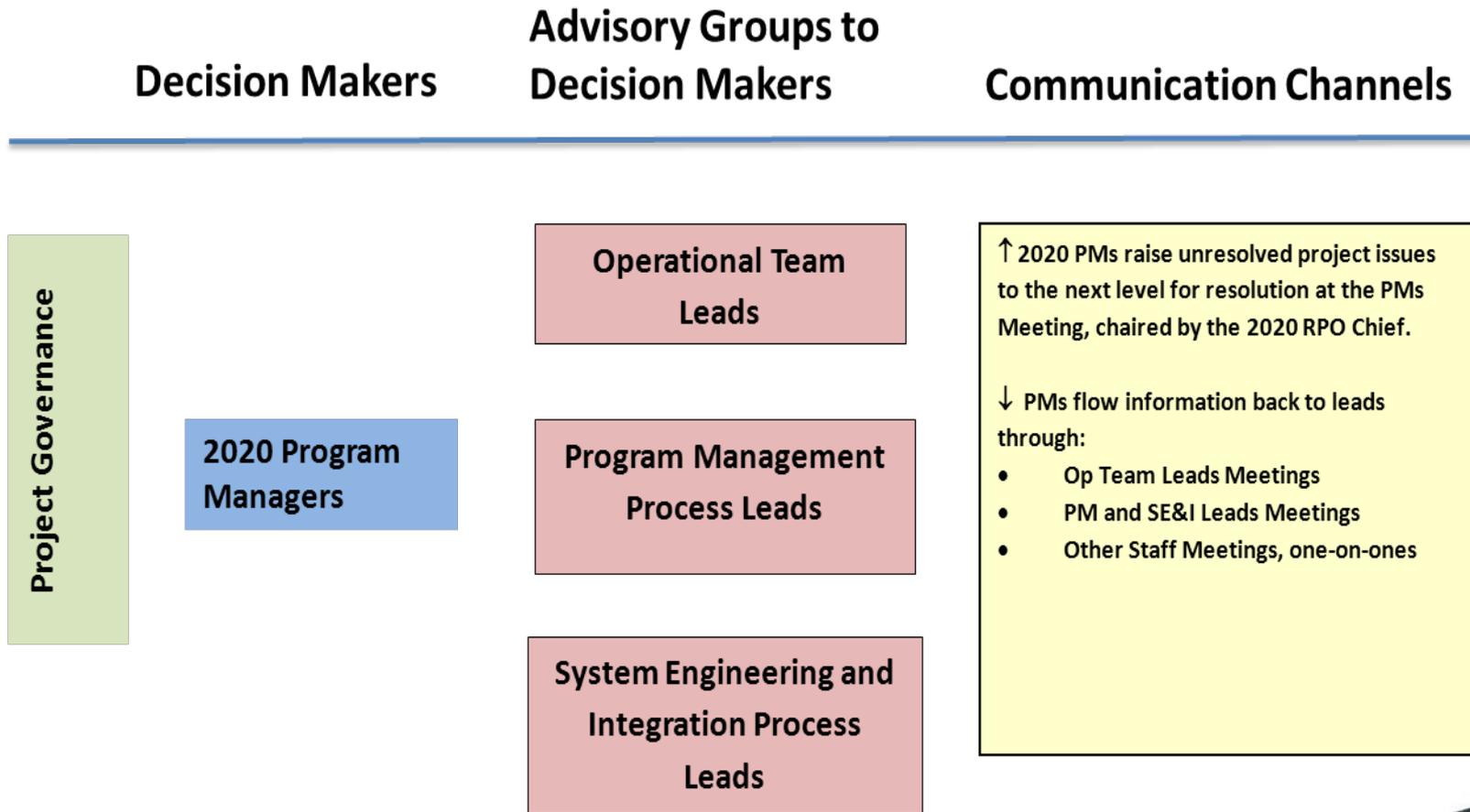
Decision Makers

Advisory Groups to Decision Makers

Communication Channels



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.

Please refer to the PMR Presentation slide deck for more detail about the Census Bureau's acquisition and market research efforts related to 2020 Census.

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 *PMR Presentation Slide Deck* for more details on this topic.)
- Continued to explore the feasibility, issues, and challenges around the implementation of “Bring Your Own Device” for the 2020 Census field operations. (See *PMR Overview Slide Deck* for more details.)



WBS 1.105 - Research and Test Management (Cont.)

Challenges:

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

Near-term Project Focus Items:

- 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:

- Began formulating FY 2015 Budget
- Began refining the 2020 Census Rough Order Of Magnitude

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:

- Submit 2015 Budget
- 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

Please see PMR Presentation slide deck for more detail about this 2020 process area.



WBS 1.108 - Communications and Stakeholder Engagement

Project Description:

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

Recent Accomplishment*:

Continued work on the MOU process, new to decennial program, to clarify roles and responsibilities

- 20 MOU's in progress, of which only the IT MOU is signed and approved.
- All of the others are in the review process and are expected to be baselined by the end of March, including the Budget MOU.

Risk Highlight:

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

*The 2020 Communication Steering Committee is not meeting at this time.



WBS 1.108 - Communications and Stakeholder Engagement (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 Item:

Obtain approval on the MOUs with the divisions and offices participating in the decennial program.



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:

- Completed the United Nations Economic Commission for Europe (UNECE) survey on lessons learned from the 2010 round of censuses and plans for the 2020 round of censuses: the data 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.
- Assisted research team in preparing, sending, and receiving responses to a questionnaire about adopted census best practices for non-responding housing units from a select group of National Statistical Institutes.
- Continued our information exchanges with Statistics Canada and other International Census Forum participating countries to facilitate our research and testing program.



Sub WBS 1.108 - Communications and Stakeholder Engagement Management

International Collaboration (Cont.)

Challenges:

- Defining the scope of our international collaboration effort regarding 2020 Census planning.
- Implementing different approaches to incorporate information back into the 2020 Census planning.
- Continuing 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:

- Collaborating with the United Nations Statistics Division to prepare an analytical paper on the world 2010 round of censuses focusing on lessons learned from the world 2010 round of censuses and planning for the 2020 round of censuses.
- Preparing for the 2013 International Census Forum and the United Kingdom's Office of National Statistics Beyond 2011 Expert Review Panel in Winchester, England, in May.
- Preparing for the 2012 Association of National Census and Statistics Directors of American, Asia, and the Pacific Conference in Ulan Bator, Mongolia, in June.
- Developing 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.
- Establishing a repository for international census documentation from conferences, seminars, and other international partnership efforts.



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.

Please see PMR Presentation slide deck for more detail about this 2020 process area.



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:

Began discussing and identifying courses of action to fill the identified skillsets where we lack staff to conduct and complete research and testing.

Risk Highlights:

Shortage of needed skillsets for Research & Testing Phase may be compounded by inability to hire externally or contract for specialized skill sets due to budget constraints, e.g., for Systems Engineering and Integration (SE&I)

Near-term Project Focus Items:

- Explore the possibility of filling the gaps with available staff located throughout the Decennial Directorate for PM and SEI.
- Review results of the BOC-wide Skills Assessment, conducted by HRD, to determine where qualified staff may reside. This is anticipated to occur in June.



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:

- Worked with Program Management (PM) Process Leads to:
 - Update the process training guides for FY13
 - Train the FY13 Team Point of Contacts (POCs) on the PM processes

Near-term Project Focus Items:

- Determine the best mode and timing to introduce staff unfamiliar with the 2020 Census Program to the PM and SE processes.
- Continue to work with the PM-SE process leads to ensure that R&T Operations Team POCs receive the required training by offering group and individual training sessions on a regular basis.

High-level Metrics

PM-SE Orientation Training Since last PMR	PM-SE Process Detailed Training Since last PMR	PM-SE Process Skills Training Since last PMR
0	4	32*

*PM-SE Process Skills Training count includes ongoing coaching sessions for the Risk process.



WBS 1.111 – Risk Management

Risk Management Description:

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

Please see PMR Presentation slide deck for more detail about this 2020 process area.

