



# PROGRAM MANAGEMENT IN THE 2020 CENSUS COMMUNICATION OF THE 2020 CENSUS DESIGN

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2020 Project Management Symposium

### Robin A. Pennington and Beth Tyszka Decennial Census Management Division Program Management Office U.S. Census Bureau

### Agenda:

- Brief description of duties after decennial reorganization.
- How Project Management is helping.
  - Specific challenges.
  - Successes.
- Lessons Learned 2015-2020.

Disclaimer: This presentation gives the perspective of the presenter, not of the Census Bureau.



# Decennial Census Program Management Office

2015 Census Bureau decennial directorate reorganization created PMO.

- Within PMO, area dedicated to public communication of Census Design.
  - Paperwork Reduction Act (OMB Approval).
  - 2020 Census Operational Plan.
  - 2020 Census Detailed Operational Plans.



# PM Applied to Paperwork Reduction Act

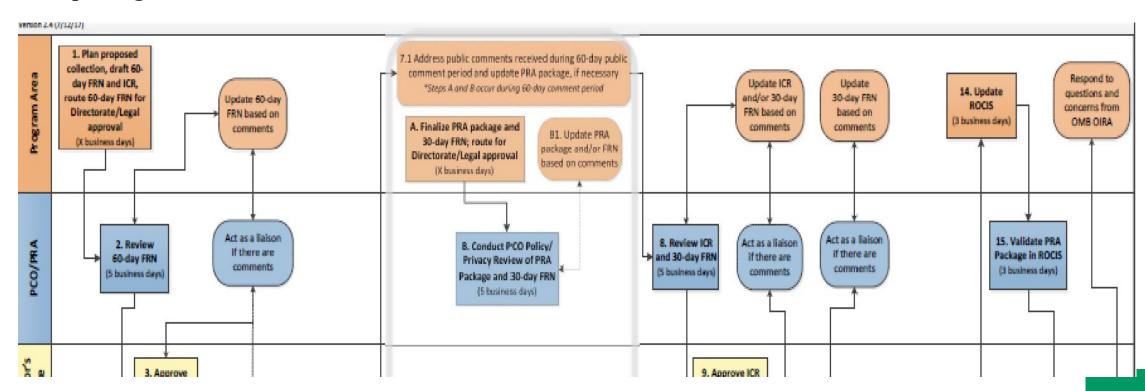


## Paperwork Reduction Act

Many steps to the process for each package

**Time-sensitive** 

Many packages going through process at same time.





## Paperwork Reduction Act Challenges for PMO

2020 Census program changes just before publication.

 Public comments received – required categorization and Census Bureau responses.

Additional legal review steps added to process.

Expectations kept increasing.

Juggling many packages at same time, each with multiple steps and statuses.



### Paperwork Reduction Act Public Comments on 2020 Census

https://www.regulations.gov/document?D=USBC-2018-0005-79003

Part of the table of counts by category

Topic	Topic Count	Topic
		Percentage*
Citizenship Question	137,695	92.8
Against Citizenship Question	136,216	91.8
Presumed Against Citizenship Question	238	0.2
For Citizenship Question	1,217	0.8
Presumed For Citizenship Question	24	<0.1
Asian Checkboxes Question	9,595	6.5
Against Asian Checkboxes	9,540	6.4
For Asian Checkboxes	55	<0.1
Race and Ethnicity Questions	202	0.1
SOGI Question	112	0.1



## Paperwork Reduction Act

**Categories of Public Comments on 2020 Census** 

Topic	Topic Count	Topic Percentage*
Citizenship Question	137,695	92.8
Asian Checkboxes Question	9,595	6.5
Race and Ethnicity Questions	202	0.1
SOGI Question	112	0.1
Other Questions Requested	38	<0.1
Data Collection Methods	128	0.1
Field Reengineering	6	<0.1
Redistricting Data File	127	0.1
Address Canvassing	8	<0.1
Other	180	0.1
Unclear	105	0.1
Out of Scope	247	0.2
Total	148,443	100



# Paperwork Reduction Act PM Solutions

Automate Processes to extent possible.

- Public comments.
- PRA Workflows implemented at Census Bureau.

Communicate – status and plans.

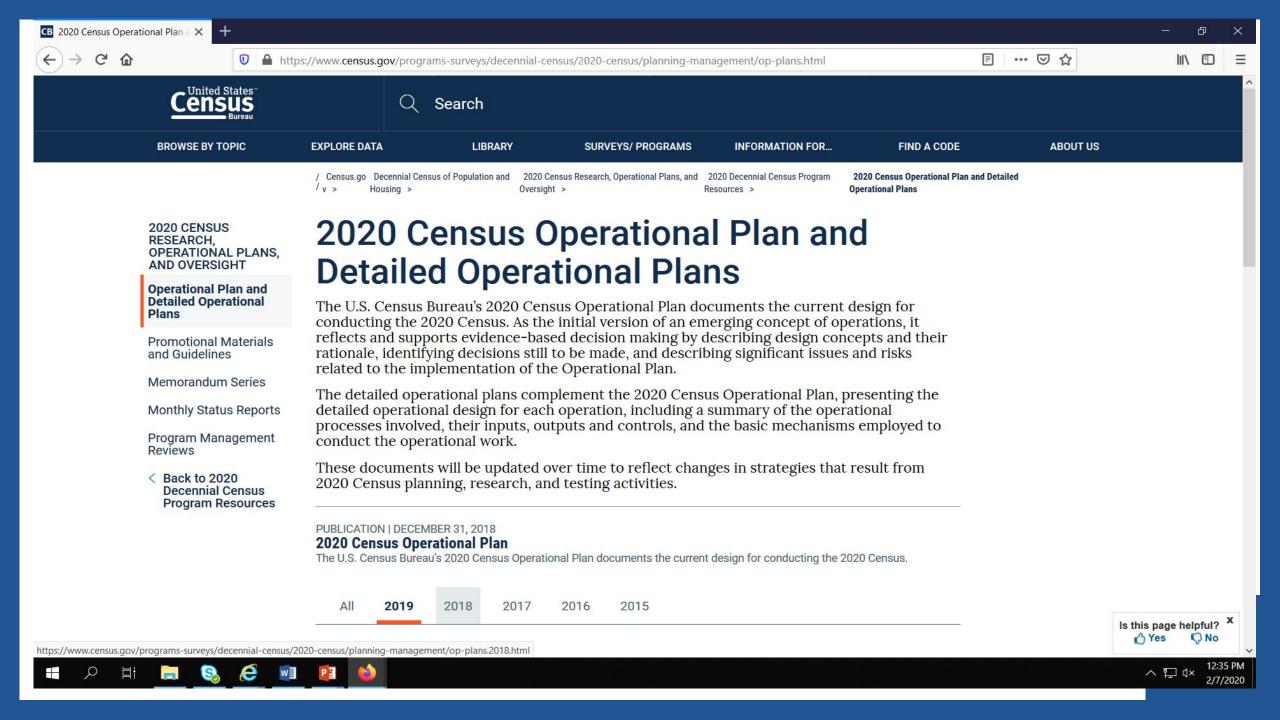
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# PM applied to 2020 Census Operational Plan and Detailed Operational Plans







# 2020 Census Operational Plan

https://www2.census.gov/programs-surveys/decennial/2 020/program-management/planning-docs/2020-oper-pl an4.pdf

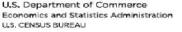
### **2020 Census Operational Plan**

A New Design for the 21st Century

Issued December 2018 Version 4.0









### The 2020 Census Operations

### SUPPORT Program Management \ Census/Survey Engineering Infrastructure 32. Field 3. Security, 4. Content and 5. Language 31. Decennial 2. Systems 1. Program Engineering Privacy, and Forms Design Services Service Center Infrastructure Management Operation & Integration Confidentiality Operation Operation Operation Operation (PM) Operation (SEI) Operation (SPC) (CFD) (LNG) (DSC) (FLDI) Operation (DLM) FRAME RESPONSE DATA 9. Forms Printing and 18. Nonresponse 13. Non-ID Processing

- 6. Geographic Programs Operation (GEOP)
- 7. Local Update of Census Addresses Operation (LUCA)
- 8. Address Canvassing
- Operation (ADC)
- OTHER CENSUSES

26. Island Areas Censuses Operation (IAC)

- Distribution Operation (FPD)
- 10. Paper Data Capture Operation (PDC)
  - 11. Integrated Partnership and Communications Operation (IPC)
- 12. Internet Self-Response Operation (ISR)

- Operation (NID)
- 14. Update Enumerate Operation (UE)
- 15. Group Quarters Operation (GQ)
- 16. Enumeration at Transitory Locations Operation (ETL)
- 17. Census Questionnaire Assistance Operation (CQA)

- Followup Operation (NRFU)
- 19. Response Processing Operation (RPO)
- 20. Federally Affiliated Count Overseas Operation (FACO)
  - 35. Update Leave Operation (UL)

### PUBLISH DATA

34. IT

Infrastructure

Operation

(ITIN)

33. Decennial

Logistics

Management

- 21. Data Products and Dissemination Operation (DPD)
- 22. Redistricting Data Program Operation (RDP)
- 23. Count Review Operation (CRO)
- 24. Count Question Resolution Operation (CQR)
- 25. Archiving Operation (ARC)

- 27. Coverage Measurement Design & Estimation Operation (CMDE)
- 28. Coverage Measurement Matching Operation (CMM)

TEST AND EVALUATION

- 29. Coverage Measurement Field Operations (CMFO)
- 30. Evaluations and Experiments Operation (EAE)

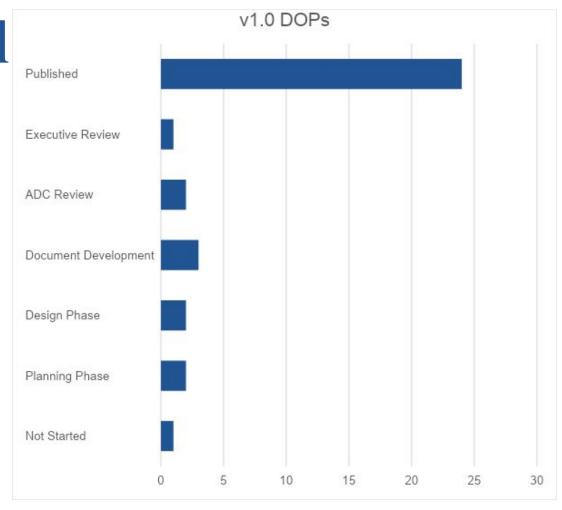


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2020 Census Detailed Operational Plans					
DOP	<b>Date Due</b>	Release Date	<b>DOP Status</b>		
ADC	9/30/2015	12/31/2015	Published		
ARC	9/28/2018	10/18/2018	Published		
CFD	9/30/2016	9/7/2016	Published		
CMDE	3/29/2019		Document Development		
CMFO	3/29/2019		Document Development		
CMM	3/29/2019		Document Development		
CQA	9/30/2016	9/15/2016	Published		
CQR	10/31/2019		ADC Review		
CRO	3/29/2019	8/8/2019	Published		
DLM	12/31/2017	1/24/2018	Published		
DPD	10/31/2017	2/6/2019	Published		
DSC	12/31/2017	4/27/2018	Published		

# Detailed Operational Plans

Not Started	1	2.9%
	1	_,,,,
Planning Phase	2	5.7%
Design Phase	2	5.7%
Document Development	3	8.6%
ADC Review	2	5.7%
Executive Review	1	2.9%
Published	24	68.6%
Total v1 DOPs	35	







# **Project Management Lessons Learned** 2015-2020

More Project Management is (almost) always helpful.

- Know your process; document your progress.
- Briefing documents.
  - If you have a good idea, don't be dissuaded by people's lack of enthusiasm.
  - Own your process through to the finish.
- Organized repository of our documentation will serve multiple purposes.



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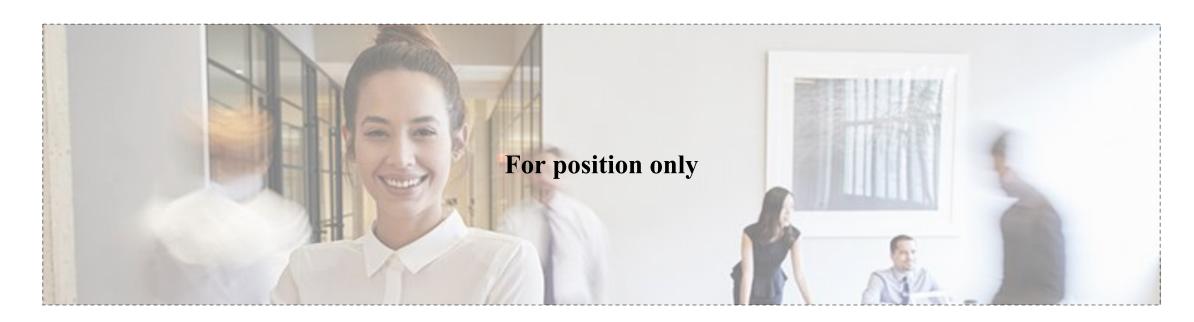
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