



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



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

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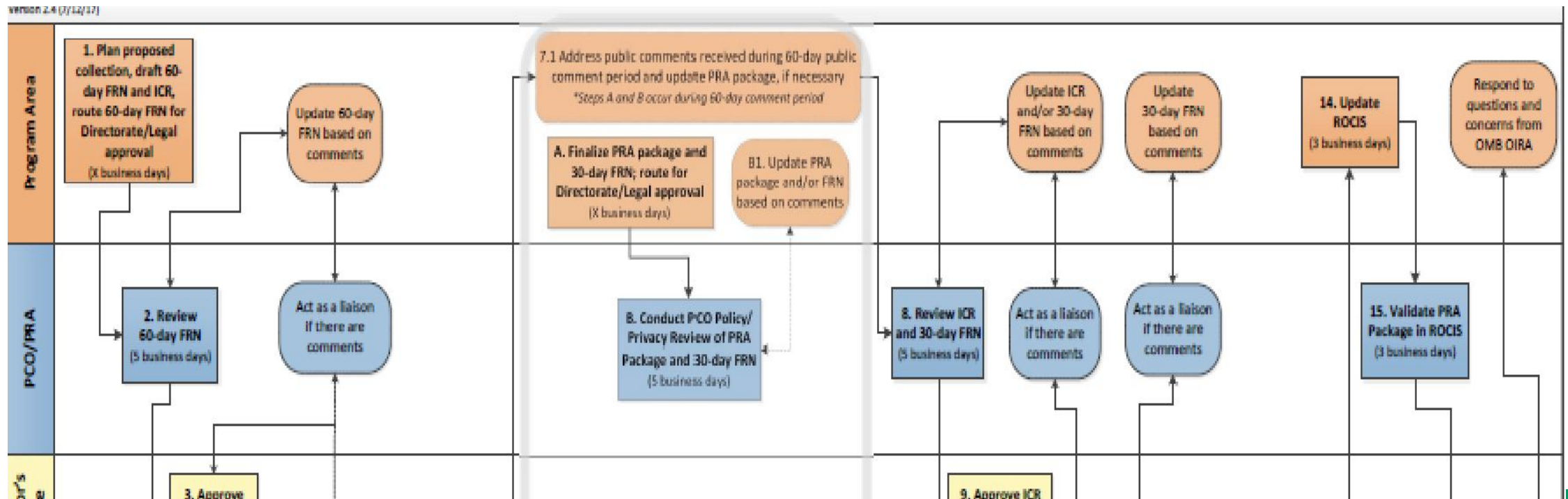
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Paperwork Reduction Act

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.

Document.

PM applied to 2020 Census Operational Plan and Detailed Operational Plans

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2020 Census Operational Plan

<https://www2.census.gov/programs-surveys/decennial/2020/program-management/planning-docs/2020-oper-plan4.pdf>

2020 Census Operational Plan

A New Design for the 21st Century

Issued December 2018
Version 4.0

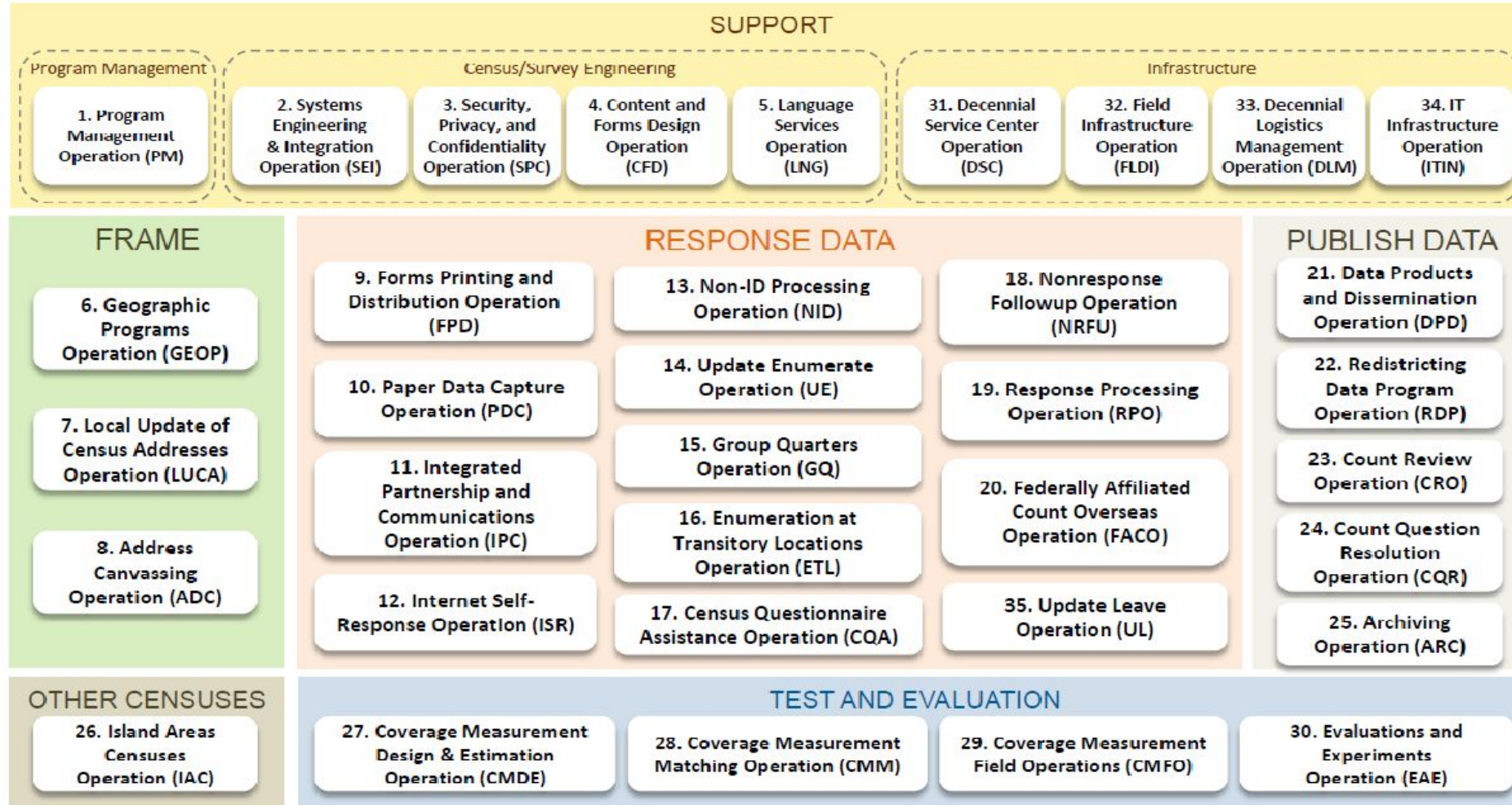


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U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU

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The 2020 Census Operations

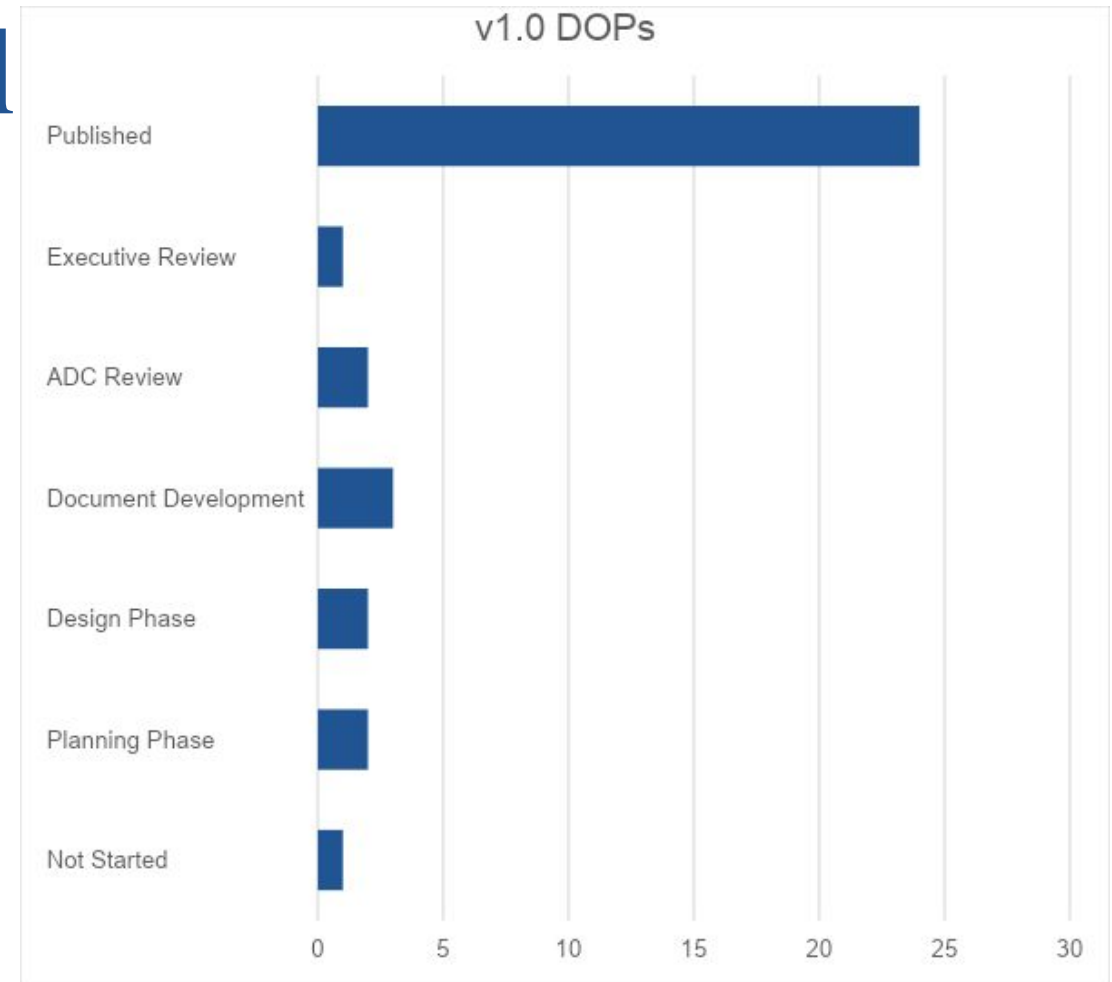


2020 Census Detailed Operational Plans

DOP	Date Due	Release Date	DOP Status
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%
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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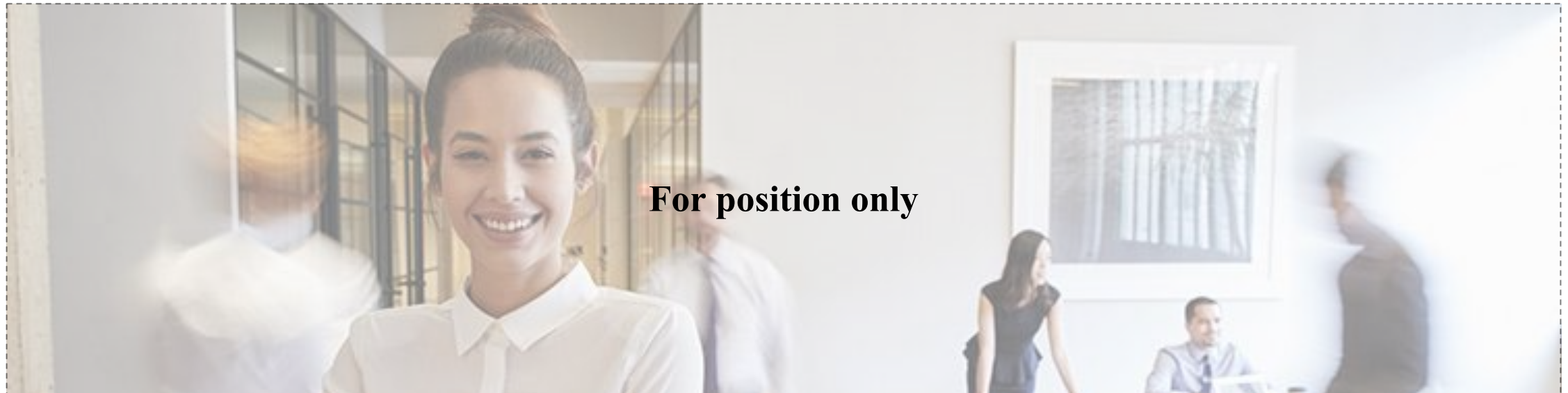
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