

Recruitment, training, and field supervision

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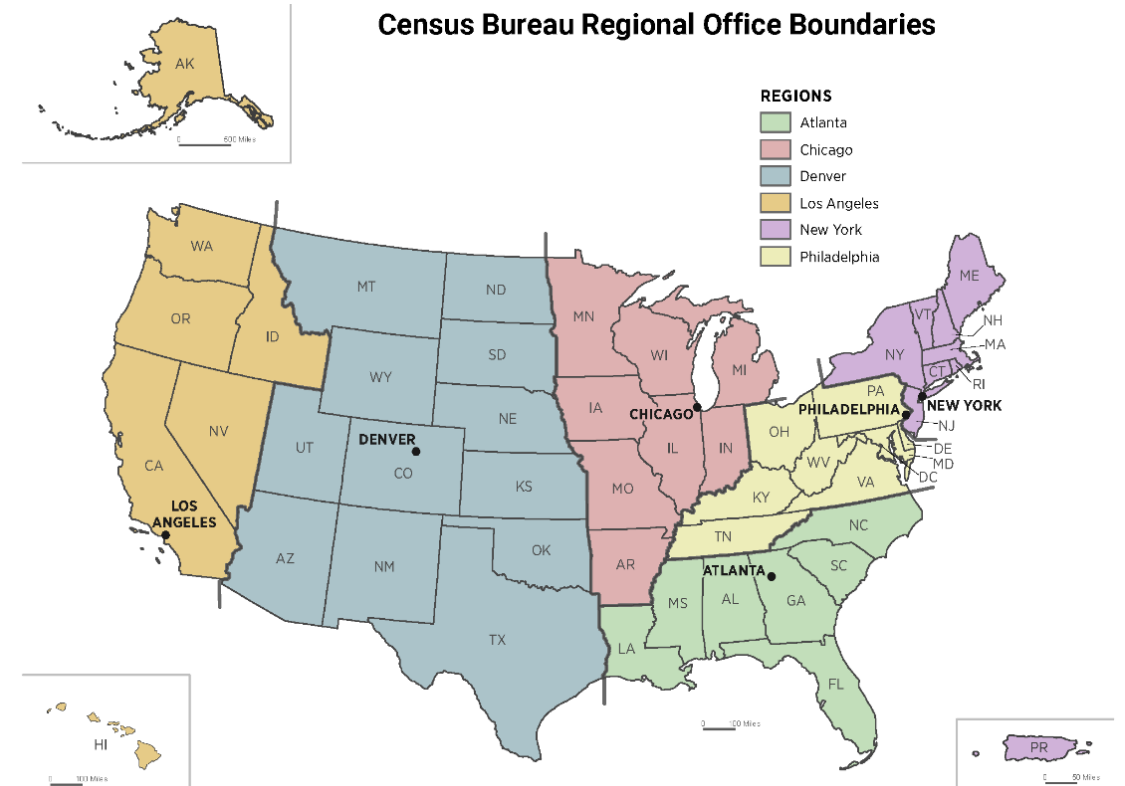
Objectives

To provide an overview of the:

- Field Structure
- Recruitment and Qualification Process
- Training of Field Staff and Role of CAPI Field Representative (FR)
- Field Supervision

Our Structure

- Headquarters – oversee the Regional Offices
- 6 Regional Offices across the country
 - New York, NY
 - Philadelphia, Pennsylvania
 - Chicago, Illinois
 - Atlanta, Georgia,
 - Denver Colorado
 - Los Angeles, California



Our Structure

- National Processing Center
 - Jeffersonville, Indiana
- Contact Centers – Responsible for telephone interviewing
 - Jeffersonville, Indiana
 - Hagerstown, Maryland
 - Tucson, Arizona



Our Structure

External Sponsors – Request data collections

- Bureau of Labor Statistics
- Department of Justice
- US Department of Agricultural




Internal Sponsors – Request data collections

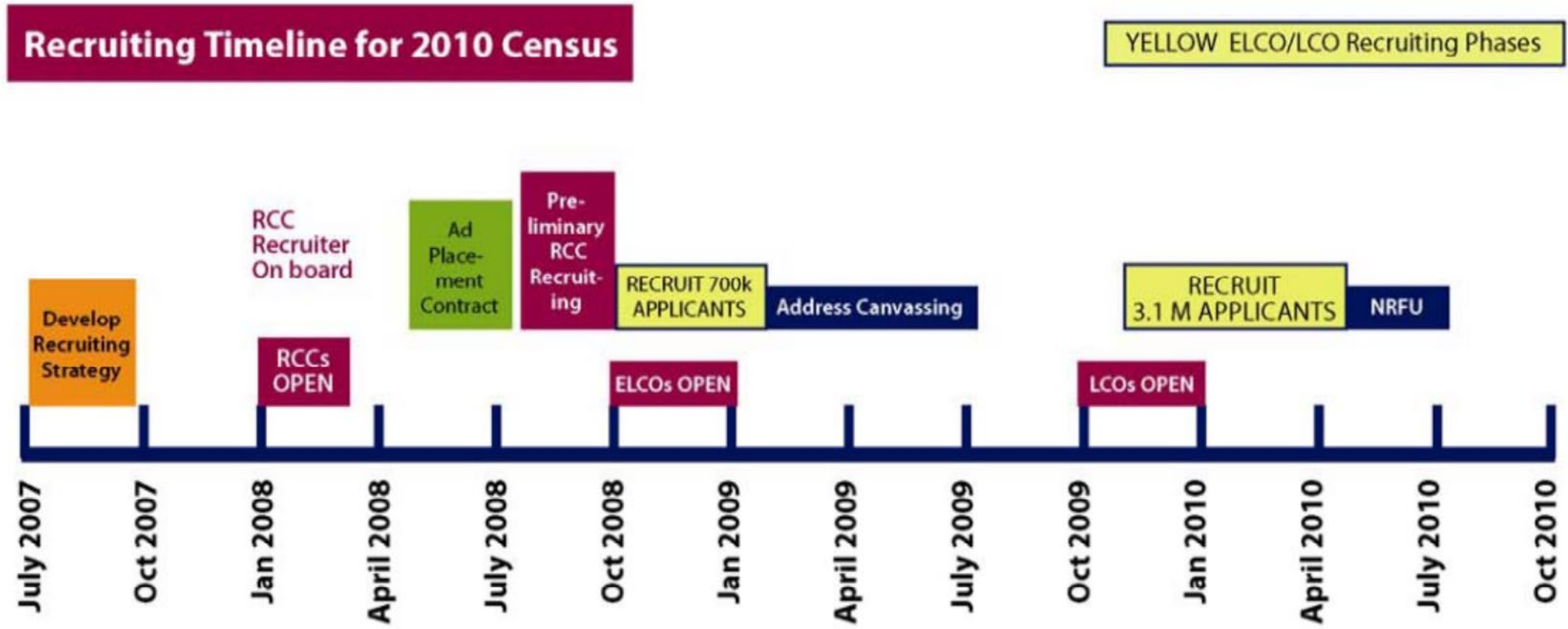
- US Census Bureau



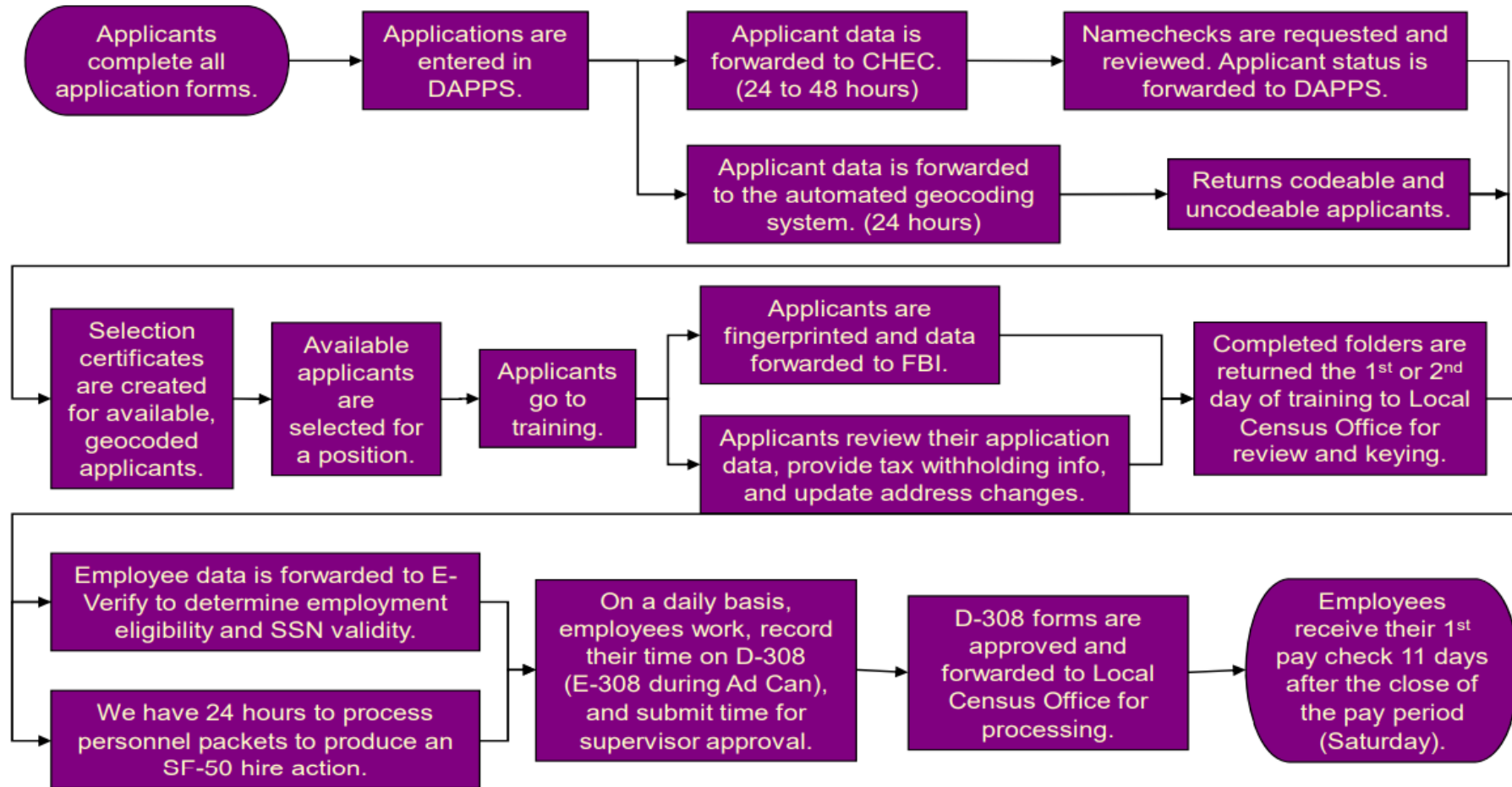
Regional Office Structure

- Regional Directors (1)
 - Assistant Regional Directors (2)
 - Coordinators (4)
 - Survey Supervisor Office (SSOs)
 - Survey Supervisory Field (SSFs-8) 
 - Admin Specialist (1)
 - Recruiter (1-2)
 - Clerks
 - Field Supervisors(FSs)/Field Leads (FLs)
 - Field Representatives (FRs)
- Regions are broken down into 8 Survey Supervisor Field Areas (SSFAs)
- Each SSFA is broken down into Field Supervisor Areas (FSAs) - varies based on region

2010 US Census Recruiting Timeline



Applicant to Employee Lifecycle



Who Do We Recruit

- **Field Representatives(FRs)/Interviewer** – The staff who go door to door or make phone calls to collect the data. Temporary or Permanent
- **Field Supervisors(FSs)** – The staff who supervise the field data collections and assist with training of the FRs. Temporary or Permanent
- **Clerks** – The staff who manage communications between the field staff and the office. They also manage material distribution to the field staff. Temporary or Permanent

Recruitment: Ad for Field Representative

DUTIES: Interviews respondents to collect survey or census data as required for current, on-going surveys, one-time surveys, and special censuses. The incumbent is responsible for communicating with respondents, supervisors, and other persons as appropriate. **Reads survey materials and conducts door-to-door surveys.** Explains the purpose of the survey, asks questions as worded on the questionnaire or survey instrument, and enters accurate and complete information into a laptop computer or onto survey forms. The incumbent may occasionally be required to lift boxes of survey materials or laptops weighing up to 50 pounds. Maintains personal payroll records that reflect hours worked, miles driven, and reimbursements for travel and communications claimed.

Recruitment: Ad for Field Supervisor

The Field Supervisor (FS) serves as the first level supervisor for a group of approximately 6 to 15 Field Representatives and is responsible for data collection in a geography that may include some hard to count areas. The FS is responsible for ensuring the group's performance meets the standards and expectations set forth by the bureau and survey sponsors. The FS has knowledge of surveys conducted in the area of supervision. The FS understands parameters, procedures, question order and meaning, and typical response patterns of the surveys. Survey knowledge allows the FS to explain the reasons for differences in survey procedures and how those differences affect the interviewing experience. The FS is familiar with most problems encountered by subordinates while interviewing and is able to provide detailed guidance to subordinates on how to resolve issues. When problems occur, the FS applies general guidance, previous training, past experiences, or utilizes survey resource materials to derive appropriate solution. The FS seeks guidance from the supervisor on complex or unusual problems.

As a first level supervisor, the FS is responsible for evaluating and reviewing assignments of subordinates. The FS monitors staff performance that includes on the job observations, monitoring of various performance metrics. The FS may assist with training of employees. The FS reviews and approves payroll and leave submissions for their staff. The FS may assist with the recruiting of Field Representatives.

Changes in Staff Skill Requirements

- Adopting new technologies often requires a new set of skills, which the existing staff may not have.
- **Extensive training** for existing staff may be needed or **new staff** may have to be hired.

Changes in Staff Skill Requirements

Enumerators

Additional training will be needed to familiarize them with the technical aspects of the data collection process, such as how to:

- operate a tablet PC
- transmit data
- navigate through the application.

Changes in Staff Skill Requirements

Field supervisors

- May have fewer quality check responsibilities, since completeness and consistency checks may be done by the data collection software.
- May have increased technical responsibilities, such as:
 - troubleshooting hardware/software problems and data transmission tasks
 - conduct field case management and reporting using a computerized system.

Changes in Staff Skill Requirements

- Help desks at headquarters and field technical support staff may be needed to handle technical queries and troubleshoot problems during data collection.
- Existing programmers may not have the skills to program the questionnaire application and set up extensive data systems, requiring further training or hiring new staff.

Where Do We Recruit?

- On Census.gov/Regional Offices
- Census Bureau Social Media
 - Facebook page:
[facebook.com/uscensusbureau](https://www.facebook.com/uscensusbureau)
 - Twitter timeline:
twitter.com/uscensusbureau
 - 2020 Census landing page:
<https://2020census.gov/>
- In hard to recruit areas:
 - In the local newspaper
 - In the local unemployment office
 - Other social media including e-mail.

A diverse group of people of various ages and ethnicities standing together and smiling.

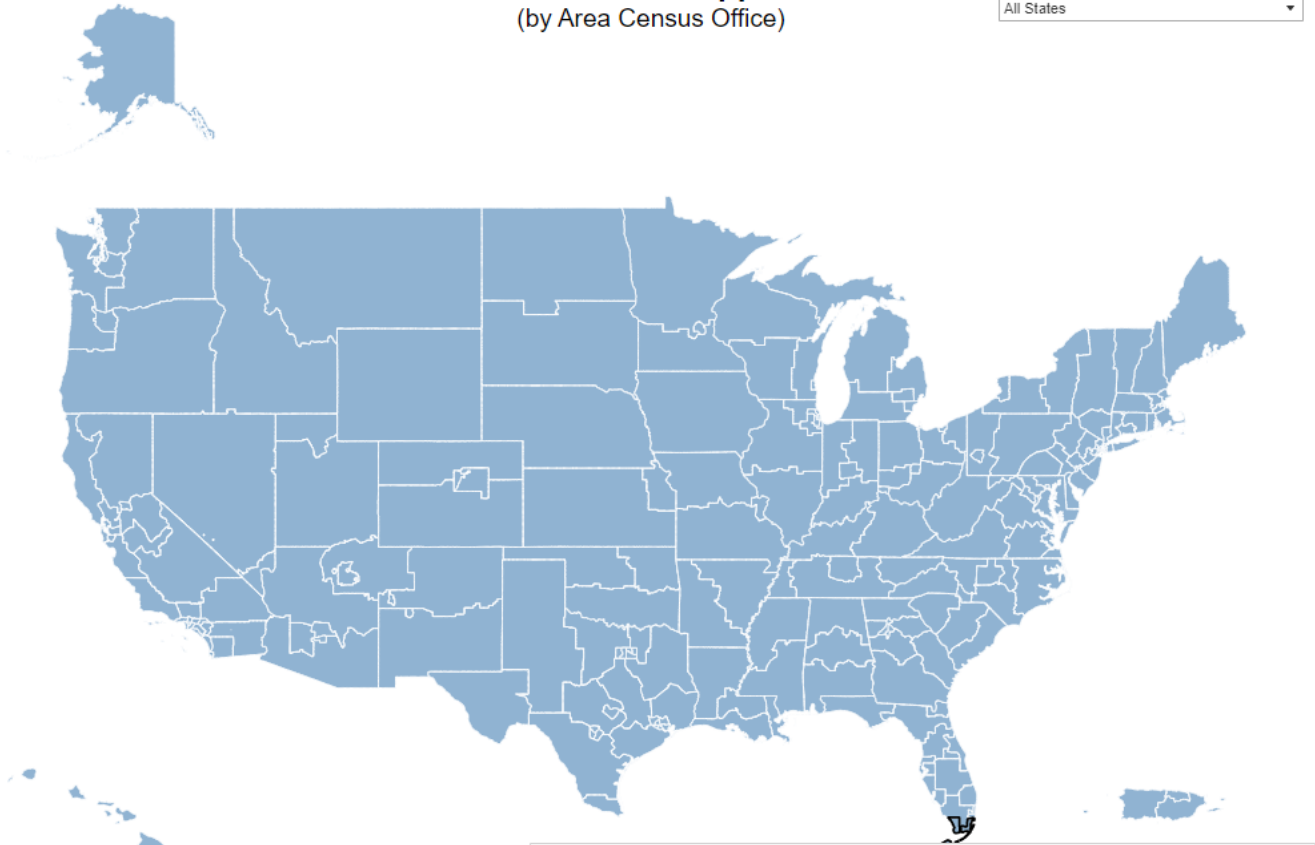
2020 Census Recruitment Toolkit

Where Do We Recruit?

Total Number of Applicants
(by Area Census Office)

Select a State








All States



Miami South Area Census Office
Total Applicants: 12,930
Estimated Number of Hires: 1,290-2,020
Estimated number of hires is based on projected non-response follow-up workload; Numbers are rounded.

Last Updated March 5, 2020
Estimated number of hires is based on projected non-response follow-up workload; Numbers are rounded.

2020 Census Reengineering Field Operations

Streamlined Office and Staffing Structure	Increased Use of Technology	Increased Management and Staff Productivity
 Area Census Office Manager   Census Field Managers   Census Field Supervisors   Listers and Enumerators	<ul style="list-style-type: none"> Automated and optimized work assignments Automated recruiting, training, payroll, and expense reporting Automated applications for address canvassing and enumeration on mobile devices 	<ul style="list-style-type: none"> Increased visibility into case status for improved workforce management Redesigned quality assurance operations Improved communications


How Do We Recruit?

- Every year each Regional Offices determines their recruiting needs
- Create a continuous recruiting bulletin for temporary or permanent field staff including clerks for both Internal and External Applicant
- Create one-time recruiting bulletin as needed for temporary or permanent promotions for field staff including Clerks - Internal Only
- Test in areas where staff is needed
- Interview applicants who took and passed the test

How Do We Recruit? (cont.)

Qualify Applicants:

- Reference Check
- Background Check
- Make Offer
- Swear-in
- Data Stewardship Training
- Train new staff



Hiring and Background Checks

When we hire Census Bureau staff, we are mindful of two critical objectives. Most importantly, we want to protect the public's safety and trust. Secondly, we want to give every applicant who is fit to serve a fair opportunity to do so. This decade, we have worked with legal experts, law enforcement officials, and advocacy leaders to make sure our hiring process for the 2020 Census meets both objectives.

Every applicant selected for a job goes through an independent background check.

- Applicants for temporary census positions apply online and are selected based on their answers to assessment questions and how well they meet the **job requirements**.
- Once selected for a position and made a tentative job offer, applicants must get their fingerprints taken for an FBI fingerprint check. This check looks for arrest records.
- Office staff (clerks, recruiting assistants, office operations supervisors) will also go through a background investigation with the Office of Personnel Management. OPM's background investigation verifies education, employment history, residence, etc.

We worked with legal experts, law enforcement officials, and advocacy groups to design a process for resolving issues identified in applicants' background checks. The process is designed to be fair to the applicant and to protect the public.

- Depending on the results of the fingerprint check, we may ask selectees to provide additional information.
- We will notify the selectee if they need to provide more information and will give them 30 days to respond. We will also send them reminders throughout the process and notify them once a final determination is made.

The results of the background investigation determine whether the applicant will continue in the hiring process.

- To respond, the selectee will need to provide a final court disposition and an explanation of the circumstances.
- The background check process is timed to allow applicants enough time to resolve any issues before moving on to the next step of the hiring process, such as participating in required job training.
- If an applicant ultimately passes the pre-employment checks, they continue through the hiring process and are viewed and treated as any other employee. Census Bureau hiring officials and supervisors do not see the results of the fingerprint check.
- If the applicant does not pass the background investigation, the selectee will be notified that they are no longer eligible for the position.

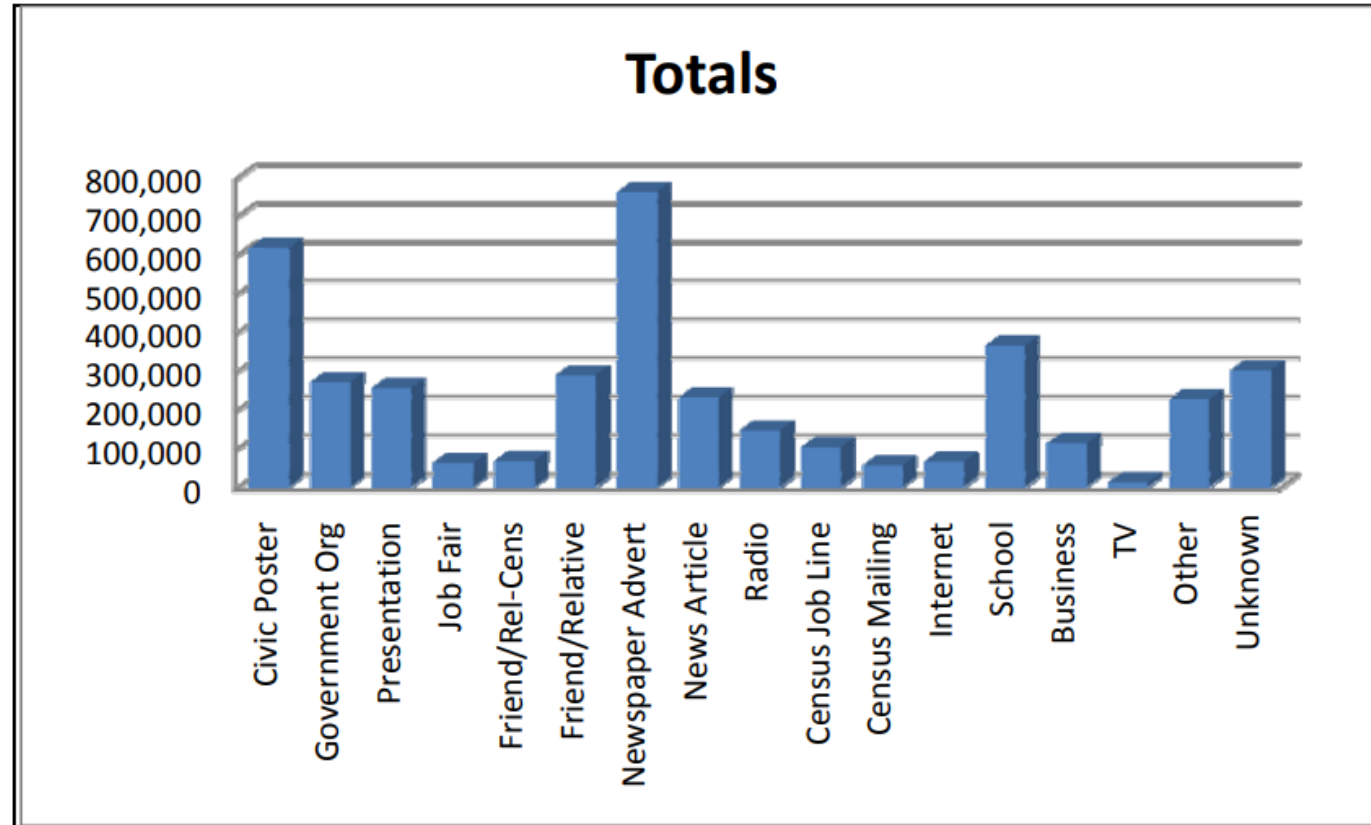
2020CENSUS.GOV

Shape your future
START HERE >

United States
Census
2020

2010 US Census Recruiting Sources

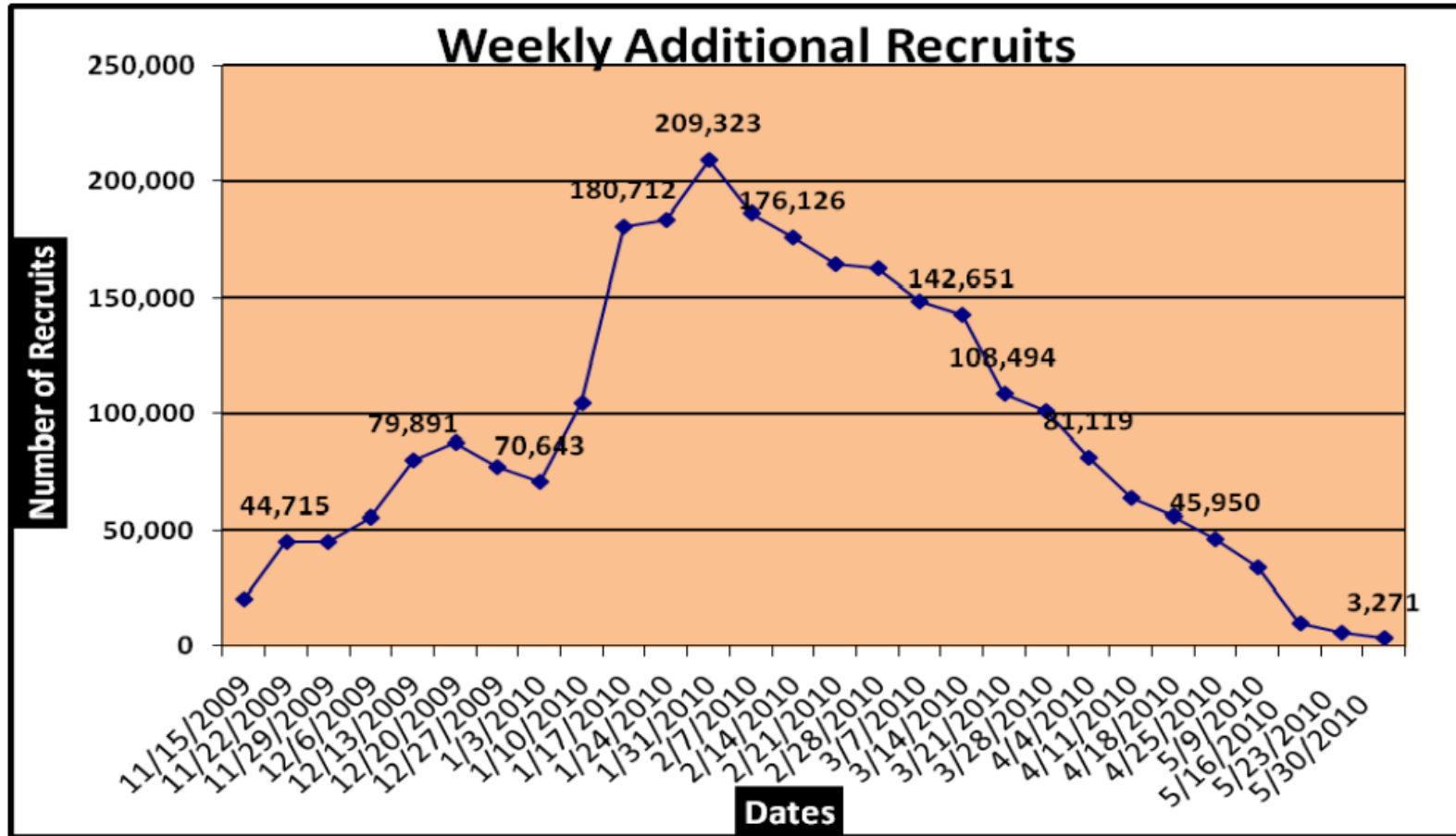
Figure 5: Recruiting Sources National Totals (D-424A Report)



2000 and 2010 US Census Recruitment Data

Metric	2000	2010
Number of Local Census Offices	520	494
Recruiting Goal	3,000,000	3,800,000
Applicants	3,750,000	3,940,000
Qualified Applicants	2,633,000	2,800,000
Planned Hires	864,000	1,200,000
Hires	965,000	857,000

2010 US Census: Recruiting timeline



Training Field Staff and Role of CAPI FR

- Varies based on the survey
- 2-3 days of home studies introducing the bureau, our mission, our structure, training plans, the surveys
- 3-5 days of classroom training
- 1-2 days of on-the-job training (observation with their supervisor (FS))
- 1-2 days of on-the-job training for the next 2-3 months training (observation with a supervisor(FS))
- Monthly supplemental at home studies (a few hours depending on the survey)
- Yearly general performance observations

Field Supervision

- Coordinators supervise
 - SSOs
 - SSFs
 - Automation
 - Admin
 - Survey activities
- SSOs supervise the data collection and perform data analysis (survey specific)
- SSFs supervise all the FSs and human capital in their team for all surveys
- SSOs, SSFs, and FSs perform quality control on the data and FRs
- Automation manages and provide support to our equipment
- Admin oversees all HR and recruiting activities
- FSs supervise FRs by coaching and mentoring
- FRs interview the respondents

UN Guidelines on Human Resource Management

- Number of enumerators required is **high** and the period for which their services are needed is **short**.
- Enumerators are geographically **dispersed** and should work in their assigned EA.
- Method of recruitment, compensation and discharge/release needs to be quick, simultaneous and transparent
- Requirements:
 - Computer skills
 - FS and FR conversant with languages of the EA
 - Physical fit, able to read maps and communicate.
- Recruit and train sufficient reserves to take care of attrition.

UN Guidelines on Training Program

- Once the cartographic update is in progress and the questionnaire is finalized the single most important element influencing the quality of the census is the training program.
- Field staff (enumerators and their supervisors)
- Higher level supervisors, editors, coders, and computer operators.
- Give all office employees who are working on the census a brief uniform basic training
 - Personnel understand the importance and context of their part in of the task.
 - They can swiftly be deployed in the field for supervision or coordination whenever and wherever needed.

UN Guidelines on Training Program

- The training program should
 - cover each phase of the work
 - consistently equip large numbers of new employees with the necessary skills.
- The training program need to correspond closely to the needs of the various operations
 - Include both theoretical and practical instruction.
- Enumerators and supervisors should be trained as close to the field operations as possible to avoid recall lapses.
 - This leaves very limited time for conducting the training
- Detailed and clear documentation of instructions with appropriate illustrations is a basic requirement.

Questions?

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