
U.S. Census Bureau Business Plan for Change



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1 The Case for Change

The Census Bureau's mission is to serve as the leading source of quality data about the nation's people and economy. We honor privacy, protect confidentiality, share our expertise globally, and conduct our work openly. We are guided on this mission by scientific objectivity, our strong and capable workforce, our devotion to research-based innovation, and our abiding commitment to our customers.

Our vision is to be the leading source of high quality, timely, relevant, and cost-effective statistical information supporting the nation's decision-makers.

The Census Bureau's five-year strategic plan sets out our organizational goals for 2013-2017. These goals must be achieved to deliver our current and anticipated statistical program commitments. The plan focuses on the organizational goals and objectives associated with our core programs and the operations covered by our annual budget submission, and it ties directly to the Department of Commerce's strategic plan. In addition, a short paper, [*The Future of Census Bureau Operations*](#), lays out 10 guiding change principles that will enable us to reach our goals.

This document, *The Census Bureau Business Plan for Change* describes the specific transformational objectives and initiatives that support our strategic plan and follow the 10 guiding principles. *The Business Plan for Change* will be reviewed and updated on an annual basis to measure our progress in achieving our desired outcomes. We will measure our progress using the Balanced Scorecard approach to performance measurement.

The Census Bureau is facing daunting data collection, reporting, and financial challenges that threaten its ability to continue to deliver high quality statistics that the taxpayers can afford. The past methods and supporting systems for conducting surveys and censuses, estimating and accounting for program and project costs, implementing IT-based services, and managing investments are no longer sustainable. Our business model and underlying processes must be transformed if the Census Bureau is to continue to deliver the high quality, timely statistics that inform the policy and business investment decisions of the private and non-profit sectors and all levels of government. This conclusion is based on the following factors:

- **The constantly changing nation and economy:** The difficulties of measuring the diverse American society and economy have been increasing every year—and the costs to measure at the same level of quality are increasing exponentially. Effective measurement of the nation and the economy requires new approaches to acquiring data and constructing statistical information.
- **Increasing demands for high quality and timely statistical information by American business, state, local, tribal, and community leaders:** The increasing demands for timely statistics for small geographic areas and small population groups, business segments, and state and local governments require new methods and possibly additional data sets and products.

- **Fast-changing technology and information options available to the public:** New technology can make reporting more convenient and statistical information more accessible, but technology is changing so rapidly that the Census Bureau must expend significant effort and resources to keep pace. Further, the information explosion associated with digital commerce and communications is providing new digital resources on transactions, operations, and processes that the Census Bureau must learn to take advantage of in order to efficiently enrich its statistical programs and products.
- **Flat or declining resources:** Efforts to reduce the federal deficit are putting tremendous downward pressure on agency budgets. Appropriators, oversight, and sponsoring agencies are demanding more transparency about cost and resource usage, greater integration of cost, project, and schedule information, and better insight into the mission outcomes of investments. The Census Bureau needs to be able to account for its expenditures and demonstrate the value delivered.

Because this *Business Plan for Change* focuses on transformational changes, it does not address every current function and program in the Census Bureau. However, these changes will affect every employee and the way they approach their work.

2 Purpose of the Business Plan for Change

The Business Plan for Change defines our change priorities and, as such, serves as a powerful tool to guide management decisions about work, investments, and performance. The plan describes the transformational changes that the Census Bureau intends to accomplish over the next five years to reach its strategic goals. It specifies the goals and outcomes to be achieved in the areas of change, and describes how we will achieve them. Each goal is supported by one or more specific projects that will be undertaken during the five-year period. These projects and their sequencing will be described in greater detail in the subsequent *Directorate Strategic Improvement Plans* being prepared by each directorate. Both *The Business Plan for Change* and the *Directorate Strategic Improvement Plans* will be used by the Operating Committee to prioritize our resource investments in programs and projects.

3 Strategic Plan Goals

Below is a summary of the goals included in the Census Bureau's five-year strategic plan.

- **Goal 1: Mission Excellence:** The Census Bureau is the leading source of reliable, high quality, relevant statistics measuring a rapidly changing nation.
- **Goal 2: Customer Service Excellence:** The Census Bureau is valued by data users, trusted by the public, and supported by influential stakeholders.

- **Goal 3: Organizational Excellence:** The Census Bureau is an anticipatory, responsive, cost-effective, and adaptable organization that will function through a portfolio management and governance process.
- **Goal 4: Workforce Excellence:** The Census Bureau's workforce is diverse and highly motivated with the right skills in the right jobs to carry out the mission.

4 What Success Looks Like

The bullets below lay out our vision of what success will look like when we achieve our goals.

Mission Excellence:

- The quality of program delivery is more consistent.
- The Census Bureau can address emerging information needs more readily.
- The Census Bureau promotes individual ingenuity and innovation and accepts that not all innovations work the first time.
- Decisions are evidence-based.
- Adaptive design capabilities have transformed the data collection business model, enabling the Census Bureau to optimize cost, quality, and timeliness for each census and survey.
- The Census Bureau is able to continue to protect the security of its information, even as it moves into more electronic modes of information collection and dissemination.

Customer Service Excellence:

- The product and service lines are overhauled to provide the most relevant and insightful content and to eliminate those products that provide limited value. The Census Bureau is recognized for high quality statistical information compiled from multiple sources.
- Delivered information is timely and accurate.
- Information is readily accessible and understandable to data users.
- Respondents have an advocate within the Census Bureau who can help with concerns about responding to censuses and surveys.

Organizational Excellence:

- The Census Bureau is a performance-based organization, focused on a common performance framework and using performance goals and measures as the primary management tool. It is deemed a high-performing agency by the Government Accountability Office and exceeds customer expectations.
- The organization has been re-structured to be better integrated, more flexible and responsive, and more anticipatory.
- Where appropriate, business functions are standardized, enabling common rather than separate solutions, thus reducing operating costs.

- Programs and projects are aligned to strategic priorities, and portfolio investment and risk management practices have increased transparency, informed strategic decision-making, and enabled effective management of priorities.
- Program cost estimation reflects actual costs; cost accounting provides transparency into the distribution of costs across functions fostering more informed decision-making. Oversight bodies recognize the Census Bureau's stewardship of public funds.
- Shared infrastructure and integrated systems and applications are in place that can be used for timely, quality, and cost-effective Census Bureau surveys and censuses.

Workforce Excellence:

- Highly qualified and diverse people want to work at the Census Bureau, and high-performing employees want to stay.
- The Census Bureau fosters diversity and inclusion, having the right mix of skill, in-house and borrowed, to meet mission needs on an ongoing basis.
- Employees and contractors understand the Census Bureau mission and vision and see how their work contributes to mission success and achieving the vision.
- The Census Bureau and its union have a constructive, productive working relationship with leadership that enables continuing innovations and evolution of the agency and its workforce.

The Future of Census Bureau Operations lays out 10 change principles for our approach to making enterprise-wide changes to achieve success.

5 Goals Linked to Activities and Outcomes

This section shows how each of the four strategic goals is linked to specific objectives, outcomes, and activities. For more information on each goal, please see [*The U.S. Census Bureau Strategic Plan*](#).

For each objective's activities, the Census Bureau has defined a change performance logic model presented in a separate document, *The Census Bureau Change Performance Logic Models FY 2013 -2017*.

5.1 Goal 1: Mission Excellence

The Census Bureau is the leading source for relevant statistics measuring a rapidly changing nation.

Through our surveys, censuses, and other statistical programs, data are continually collected, processed, analyzed, and distributed as products to a wide array of stakeholders. Given the challenges facing us, it is essential to continue meeting quality statistical product standards through innovation of methods and analytics. Product quality standards should align with the criticality of the uses of the products. For example, those products that influence decision-makers

and policies must be of the highest quality, while other products' uses may not require such high-levels of quality.

The desired outcome is that decision-makers rely on Census Bureau statistics about the nation's people, businesses, and institutions, as measured by an increase over baseline in stakeholder use of key statistical indicators and products.

Objective 1.1: Provide new insights into the state of the nation's people, housing, and economy with new data products and services.

In addition to the vast amount of data that we have in-house, data sets on many topics are available outside our organization. To optimize its mix of products and services, the Census Bureau will identify methods for determining the value of each current product and service as well as identify stakeholders' unmet needs to define new products and services.

Outcome: Census Bureau products and content align with user needs and current demographic and economic conditions, as measured by change from baseline in stakeholder assessment of relevance.

Activities:

1.1.1: Establish repeatable processes for identifying data gaps and evaluating internal and external data sets for relevant analyses, data products, and services.

Implemented by: Research & Methodology Directorate, with Economic Programs, 2020 Census, and Demographic Programs Directorates input

1.1.2: Introduce new business processes for integrating data sets and producing new data products.

Implemented by: Economic Programs, 2020 Census, and Demographic Programs Directorates

1.1.3: Improve the information provided through the LEHD Origin-Destination Employment Statistics/OntheMap applications by incorporating two improvements per year.

Implemented by: Research & Methodology Directorate

1.1.4: Leverage evolving technologies to enhance quality and response rates, and realize cost efficiencies through Internet Data Collection.

Implemented by: IT Directorate

Objective 1.2: Increased and enhanced recognition of the Census Bureau and its mission.

The value of Census Bureau products about the nation's people, housing, and economy is only realized when the information is used extensively by members of the public, the private and non-profit sectors, and all levels of government. However, people need to know about the information in order to use it. We need to take advantage of new technologies to increase stakeholder awareness and accessibility of Census Bureau products and services.

Outcomes:

- Citations per time period in selected external publications are increased over a baseline measure.
- 25% increase over baseline in recognition, as measured by Gallup Poll.

Activity 1.2.1: Promote awareness of Census Bureau products and services through expanded branding and communications efforts.

Implemented by: Communications Directorate

Objective 1.3: Data users better apply Census Bureau statistics to their decisions.

Data users' knowledge of and comfort with statistics varies substantially. For example, not all data users understand what different error rates mean, and how those kinds of errors may influence their interpretation of the results to support policy or economic decisions. The Census Bureau wants to help data users make well-informed choices about when and how to use Census Bureau program information.

Outcome: The Census Bureau equips data users to use Census Bureau estimates appropriately, as measured by a change over baseline measures.

Activity 1.3.1: In consultation with Census Information Centers and State Data Centers, explore and implement methods to improve users' understanding of product quality and implications for decision-making (e.g., certification program).

Implemented by: Research & Methodology and Communications Directorates

Objective 1.4: The American Community Survey (ACS) Program supports federal statistical needs.

As the largest and most current survey of its kind in the country, the ACS supports the federal program requirements of multiple departments and agencies, including Transportation, Education, Health and Human Services, and Housing and Urban Development. To effectively invest in and manage its operations, the Census Bureau needs to know what services the ACS program is to provide, what outcomes it is to achieve, and for whom.

Outcome: The ACS program supports other agencies' supplemental statistical needs on a reimbursable basis.

Activity 1.4.1: Establish a framework for evaluating the implications of alternate roles and uses of the ACS program infrastructure within the broader federal statistical system.

Implemented by the 2020 Census Directorate

Objective 1.5: The Census Bureau can deliver quality small area estimates across its domains.

Demand is growing for more information in various domains, including economic, at lower levels of geography. This demand drives an expanded product and service niche, building on that already established through the American Community Survey, consistent with the mission of the Census Bureau.

Outcomes:

- The Census Bureau releases new small area estimates, which maintain or improve baseline quality measures (e.g., the coefficient of variation (CV)).
- The Census Bureau releases small area estimates for new domains.

Activities:

1.5.1: Establish criteria for the use of alternate methods (e.g., administrative records, synthetic data, indirect methods, decrease in the number of cross-tabulations) in different survey/statistical programs contexts.

1.5.2: Implement small area estimation methods in priority domains.

Implemented by: Research & Methodology Directorate with select other directorates

Objective 1.6: Demographic Programs are updated for the next decade.

Outcomes: Demographic data are relevant, accurate, and kept current.

Activities:

1.6.1: Sample redesign begins to select samples annually instead of once a decade.

1.6.2: The Population Estimates Challenge Program is restructured to assure greater accuracy in population estimates throughout the decade.

1.6.3: Research is continued on how to structure the survey and census question on Race and Hispanic Origin.

1.6.4: Research continues on releasing a Supplemental Poverty Measure on an annual basis.

Implemented by the Demographic Directorate

Objective 1.7: Efforts to reengineer the 2017 Economic Census make significant progress on the critical path.

Outcomes: In 2017, there is accelerated data collection, data analysis, and product delivery at less cost as compared to the 2012 baseline.

Activity 1.7.1: Collaborate with the system designers to shape 2017 requirements and with key data users to re-architect the collection and publication of product data and move to more consistent implementation of NAICS and NAPCS.

Implemented by the Economic Directorate

Objective 1.8: Reengineer the Census of Governments.

Outcomes: In 2017, there is accelerated data collection, data analysis, and product delivery at less cost as compared to the 2012 baseline.

Activities:

1.8.1: Further develop the new Governments Master Address File to house the full universe of state and local governments.

1.8.2: Develop a reengineered processing system for the government statistics collections.

Implemented by the Economic Programs Directorate

5.2 Goal 2: Customer Service Excellence

The Census Bureau is valued by data users, trusted by the public, and supported by influential stakeholders.

The Census Bureau needs to interact with its various stakeholders in different ways to ensure that it is fulfilling its mission to deliver high quality products to the nation. The Census Bureau has many reimbursable customers and provides an array of statistical services to stakeholders. Additionally, the Census Bureau is expanding its uses of administrative data provided by numerous federal and non-federal data suppliers. The Census Bureau also interacts regularly with many oversight bodies. Finally, the Census Bureau is dependent on respondents' cooperation; therefore, continuing to foster a positive relationship with respondents is critical.

The Census Bureau is establishing a coordinated, integrated stakeholder engagement program. Desired outcomes include high customer satisfaction rate across a wide array of parameters, and the Census Bureau meets its cost, schedule, and quality performance commitments.

Objective 2.1: The Census Bureau increases its responsiveness to reimbursable customers

The Census Bureau depends on reimbursable funding to compensate for census cyclical funding. The Census Bureau has established efficient and cost-effective approaches for providing reimbursable services, but is looking for opportunities to increase customer satisfaction.

Given the funding environment facing all statistical agencies, it is important to work together to ensure that we are able to meet agencies' statistical information and service needs, while running our programs efficiently and effectively.

Outcomes:

- The Census Bureau increases its responsiveness to the needs of reimbursable customers, as measured by increases over the baseline to responding to customer inquiries about survey management (e.g., processes, reporting, cost estimation documentation, and transparency).
- Reimbursable customers rely on the Census Bureau for data products and statistical services, as measured by increases in reimbursable business.

Activities:

2.1.1: Complete the realignment of survey teams and field operations, including the closure of six Regional Offices and accompanying changes in duties of field staff, formation of survey teams led by a survey director, restructuring of service provider divisions, and incorporation of Microsoft Project Server to manage resources and the Unified Tracking System to manage field operations.

2.1.2: Refresh the business processes that support reimbursable agreement negotiation and reporting to clearly set and provide timely updates on survey commitments and performance.

Implemented by the Research & Methodology, Demographic, Economic, and Field Directorates

Objective 2.2: Administrative Records use in Census Bureau programs is codified and the supplier base is expanded.

The Census Bureau has been researching uses and actually using administrative records to support and supplement direct data collection for 40 years. Administrative records are integrated into current Census Bureau programs; further, they are critical for achieving the 2020 Census program's goal of reducing the cost per household from the 2010 Census by using administrative records to inform decennial census responses during non-response follow-up. Administrative records must be codified into Census Bureau business processes. Further, the number and use of these records will be expanded.

Outcomes:

- Administrative Records uses are codified into Census Bureau policies and procedures.
- The Census Bureau expands its acquired administrative records from federal and non-federal entities, as measured by increases over the current baseline of records.

Activities

2.2.1: Work with the Department of Commerce, the Office of Management and Budget, and key record suppliers to establish statistical policies, procedures, and timelines for maximizing the use of administrative records.

2.2.2: Develop and implement a strategy to determine additional high-value records to pursue.

2.2.3: Enter into Memoranda of Agreement with key suppliers.

Implemented by the Director's Office and Research & Methodology Directorate

Objective 2.3: The Census Bureau continues to protect respondent confidentiality.

Over the last decade, there has been exponential growth in information about individuals contained in numerous types of administrative records, including credit bureau files, and consumer buying records, as well as substantial advances in data mining and other search techniques. The confluence of more personal information with technological advances has strained traditional disclosure avoidance techniques to protect respondent identification. Therefore, it is critical to identify new approaches to disclosure avoidance.

Outcomes:

- Respondent confidentiality is protected.
- Response data are statistically accurate.

Activities:

2.3.1: Replace respondent-provided information with synthetic data.

Implemented by the Research & Methodology Directorate

2.3.2: Adapt IT Security tools and techniques to meet evolving cyber-security threats.

Implemented by the IT Directorate

Objective 2.4: The Census Bureau meaningfully considers respondent feedback about survey content, design, and execution; and provides substantive responses to respondent inquiries and complaints.

The Census Bureau's Field Representatives are outstanding data collectors, who routinely meet survey response rate targets by following pre-specified field procedures. That persistence, however, can lead to complaints of perceived harassment, excessive burden, and other concerns. The Census Bureau's mission rests on the cooperation of respondents, so the Census Bureau takes their concerns very seriously.

Outcome: Respondent inquiries and complaints about perceived harassment and burden are decreased over the baseline.

Activities

2.4.1: Establish a Census Bureau respondent advocate.

2.4.2: Understand the concerns in relation to the survey lifecycle; prototype business processes that would capture and productively assess respondent feedback where appropriate in the lifecycle; and develop recommendations for practices to be applied enterprise-wide.

2.4.3: Explore options to reduce burden.

Implemented by the Demographic, Field, Research & Methodology, and Communications Directorates

5.3 Goal 3: Organizational Excellence

The Census Bureau is an anticipatory, responsive, cost-effective, and adaptable organization that will function through a portfolio management and governance process.

The Census Bureau continuously conducts monthly, quarterly, yearly, and periodic censuses and surveys using numerous data collection and statistical methods. We are increasing our efficiency while being more responsive to new demands and changing conditions, as evidenced by our Increasing Operational Efficiency (IOE) program, by restructuring the regional offices to a leaner yet more responsive operational footprint, and by reengineering both the Economic and Decennial Censuses to increase flexibility and cost-effectiveness. The desired outcome is an increase in anticipatory, responsive, and efficient statistical programs as measured by a change over the performance baselines.

Objective 3.1: Align the Increasing Operational Efficiency (IOE) Program to strategic priorities.

The Census Bureau implemented the IOE Program in 2010 to engage employees in identifying opportunities to increase efficiency and reduce cost in Census Bureau operations. These suggestions included a wide array of ideas from developing a common listing device to reducing unnecessary lighting in parts of the Headquarters Building. We want to build on and strengthen this highly successful program.

Outcome: IOE project results/outputs contribute to meeting strategic change objective and goal outcomes.

Activity 3.1.1: Develop and implement a strategy to elicit IOE projects from employees that align with enterprise strategic change priorities.

Implemented by the Operating Committee and Office of Risk Management and Program Evaluation

Objective 3.2: Census Bureau cost estimation and cost accounting practices enable agency operations to identify major cost drivers and to stay within budget.

The Census Bureau is moving toward enterprise portfolio management of its investments. Consequently, we are implementing an integrated and standardized approach to cost estimation and cost accounting, allowing executive staff to make critical program priority funding decisions and to understand the distribution of costs across business functions Census Bureau-wide.

Outcome: The Census Bureau operates within its budget, as measured by actual expenditures against cost estimates, as confirmed in internal program reviews, Government Accountability Office (GAO) performance evaluations and the Office of Inspector General (OIG) audit findings. Major cost drivers are targeted for reductions where possible.

Activities:

3.2.1: Develop and implement an activity based costing modeling capability based on defined functions (survey lifecycle and mission enabling/support functions).

Implemented by the Cost Estimation Office with participation from all Directorates

3.2.2: More precise cost estimates are developed for the 2020 Census lifecycle based on input from research.

Implemented by the 2020 Census Directorate

Objective 3.3: Specified adaptive design capabilities are successfully implemented across designated surveys and censuses.

The Census Bureau is facing daunting data collection and reporting challenges. We are changing our survey and census business model to a more responsive/adaptive one that accommodates the inherent uncertainty in data collection. Many capabilities comprise adaptive design such as pre-identifying features affecting cost and error, identifying cost and error indicators, monitoring indicators in initial phases of data collection, altering survey design features (such as modes) during later phases based on indicators, and combining data across phases into a single estimator. This transformational change in our business model will occur over time. Further, it is also essential that the organization be realigned to optimize the delivery of adaptive design capabilities.

Outcome: Implemented adaptive design roadmap capabilities achieve target performance measures.

Activities:

3.3.1: Develop critical path roadmap for maturing adaptive design to full capability, define outcomes for initial 4-5 year planning horizon, and realign resources based on critical path.

3.3.2: Define adaptive design architecture based on end state and develop roadmap for developing architecture to support outcomes for 4-5 year planning horizon.

3.3.3: Begin developing a multimodal operational control system that will serve the ACS, the 2017 Economic Census, the 2020 Census, and the current surveys, with operations to begin in 2015 for ACS.

Implemented by the Research & Methodology, Economic Programs, Demographic Programs, Field, 2020 Census, and IT Directorates

Objective 3.4: Census Bureau organizations are aligned to optimize delivery of products and services associated with adaptive design capabilities.

Activities:

3.4.1: Implement reduced Field infrastructure from 12 to 6 Regional Offices, including evaluating and modifying office and field business processes/procedures. Develop metrics and measurements on surveys to assess how well the new structure is functioning.

3.4.2: Continue reorganizing Demographic Programs Directorate divisions and functions to optimize management and delivery of products and services.

3.4.3: Reorganize the 2020 Census Directorate divisions and functions to better align and support 2020 Census planning and design.

3.4.4: Assess the current structure of the Economic Programs Directorate to determine options for improving the delivery of products and services and realign functions and organizational structure as appropriate.

3.4.5: Identify, consolidate, and integrate enterprise shared services and systems, based on business value to be derived from each shared service, system and/or process.

Implemented by the Field, Demographic Programs, 2020 Census, Economic Programs, and IT Directorates

Objective 3.5: The Census Bureau establishes a cyclical strategic management process to guide decision-making about performance priorities and resource allocation

The Census Bureau has established an enterprise investment approach governed by the Operating Committee. The Operating Committee will identify the criteria for Census Bureau, directorate, and program investment/divestiture decision-making and will implement over time a cyclical, strategic management process for review and planning of investments.

Outcome: Census Bureau resources align with enterprise priorities.

Activities:

3.5.1: Implement enterprise portfolio management and governance practices throughout the Census Bureau.

Implemented by the Office of Risk Management and Program Evaluation and all Directorates

3.5.2: The Working Capital Fund is restructured so that only activities that are most effectively supported on a centralized basis are included.

Implemented by the Chief Financial Officer

Objective 3.6: The Census Bureau has efficient/adaptable systems engineering processes.

Systems Engineering and IT-related functions are crucial to both enabling the business transformation of the organization, as discussed in Objective 3.3 and also containing cost while still delivering needed capability to enterprise programs. We are establishing an enterprise architecture program to support future IT investments. Defining, implementing, and managing such change Census Bureau-wide requires robust systems engineering and integration capabilities, to ensure that the infrastructure is aligned with the business to achieve the intended business outcomes.

Outcomes: Elimination of redundant systems; a reduction in the number of hardware and software products, systems, and services in use; and a reduction from baseline in system-related errors.

Activities:

3.6.1: Establish the Enterprise Architecture program and repository in support of future IT investment and build decisions by providing a picture of current operational elements and their relationships.

3.6.2: Establish an IT governance structure to streamline IT investment decisions and to help establish and enforce architecture and product standards.

3.6.3: Develop approach to identifying candidates for common IT/systems solutions and implementing priority solutions.

3.6.4: Establish priority common systems engineering processes and standards, notional requirements engineering, testing, configuration management, and Systems Design Life Cycle (SDLC).

Implemented by the IT Directorate

Objective 3.7: The Census Bureau successfully implements agile development techniques.

Traditional system and process development techniques can no longer keep pace with rapidly changing technology. Therefore, we are accelerating development by implementing approaches to respond to rapid change.

Outcome: Implemented agile development projects achieve targeted performance measures.

Activity: 3.7.1: Institutionalize agile development techniques for use in mission-critical projects.

Implemented by the IT Directorate and other developers across Directorates

5.4 Goal 4: Workforce Excellence

The Census Bureau's workforce is diverse and highly motivated with the right skills in the right jobs to carry out the mission.

The Census Bureau has been successful because of the hard work and expertise of highly dedicated personnel who go to, sometimes, extraordinary lengths to make programs successful. In order to establish a strong foundation for future success, we need to put systems and processes in place to facilitate continuity, ensure retention of critical knowledge, and clearly define, recruit, and retain the right positions and skills that will meet future program needs. We also need to determine which capabilities, competencies, and skills will be met with in-house staff, outsourced contractors, or other outside experts. Finally, we must identify emerging competencies required to support our transformational initiatives.

The desired outcome is for the Census Bureau's needs for expertise to be met, as measured by the degree of alignment of resources to core capabilities and elimination of knowledge gaps.

Objective 4.1: Align human capital to Census Bureau mission and mission-enabling capabilities.

A strategic workforce planning capability will ensure that skills are developed to meet future needs and ensure that the workforce is aligned with Census Bureau mission needs, enhancing organizational flexibility.

Outcome: Target workforce distributions are developed and achieved for both core and emerging competencies.

Activity 4.1.1: Develop a strategic workforce management capability within the Census Bureau.

Implemented by the Human Resources Division and the Human Capital Management Team

Objective 4.2: Increase employee professional opportunity, satisfaction, and diversity.

The Census Bureau needs to ensure that talented employees are retained and have a broad understanding of the work of the Census Bureau, and that we have a diverse workforce,

encompassing different points of view, different professional experiences, and different knowledge, skills, and abilities.

Outcomes: Increase (1) employee understanding of Census Bureau programs over the baseline; (2) employee satisfaction as measured by comparing the 2012 to the 2014 Federal Employee Viewpoint Survey; and (3) employee diversity over the 2012 baseline.

Activities:

4.2.1: Build a corporate perspective into the workforce beginning with employee hiring.

4.2.2: Expand the staff job rotation program to provide opportunities for permanent staff reassignment.

4.2.3: Support and enhance diversity and inclusion programs, such as the Affinity Program, targeted recruiting, and mentoring.

Implemented by the Human Resources Division working with managers in all Directorates

Objective 4.3: The Census Bureau develops networks and partnerships in knowledge areas critical to future mission success.

The Census Bureau shares expertise with other venues worldwide. Strategically tapping into those venues serves as a force multiplier for increasing our capabilities. Networks give us a possible option to gain expertise other than outsourcing.

Outcomes: Targeted knowledge gaps are eliminated.

Activity 4.3.1: Establish business processes for engaging individual and network partners in Census Bureau knowledge areas and reach out to those partners.

Implemented by the Directors Office and the Research and Methodology Directorate

Objective 4.4: The Census Bureau manages change effectively.

Formal change management must be planned and implemented to facilitate the engagement, understanding, and adoption of change across the Census Bureau. Currently, there is an uneven understanding of the changes, which may contribute to employee and manager anxiety and undermine alignment.

Outcome: Employee awareness and preparedness for implementing and sustaining change is increased over baseline.

Activity 4.4.1: Align Organizational Change Management (OCM) resources to Directorates and programs to sustain ongoing change.

Implemented by the Director's Office, the Communications Directorate, and the Operating Committee

Objective 4.5: Knowledge is managed institutionally, rather than by individuals.

Aspects of Census Bureau programs and operations currently rely on specialized expertise held by individual employees. This expertise is highly valued and respected and will continue to be needed. To reduce organizational transformational risk, the Census Bureau needs to develop processes to document and transfer individual knowledge to the institution. The Adaptive Design knowledge area can be used as the prototype.

Outcome: Adaptive design knowledge is managed institutionally, thus eliminating single points of failure for adaptive design capabilities.

Activity 4.5.1: Implement knowledge management for adaptive design.

Implemented by the Research and Methodology Directorate