## Administrative Challenges and Solutions for a Census Bureau Field Office

**Jeff Enos** 

**Program Coordinator** 

**Los Angeles Regional Office** 

Field Division, U.S. Census Bureau



#### **Two Goals**

- Empathy
- Highlight a rich opportunity to save costs

## Administrative Tasks in the field offices of the Census Bureau

- A paper-driven bureaucracy
- We'll go through two examples there are dozens
- How we make these work
- How we have saved money
- Further opportunities for savings

#### **Two Examples**

- Tracking Vacant Positions
- Annual Performance Reviews

#### **Tracking Vacant Positions**

- Los Angeles Region
  - 1,300 Field Staff (People)
  - 3,500 monthly field assignments
- 15-25% Annual Turnover
- Means 200-300 new people every year
- Also means 500-800 different people doing assignments

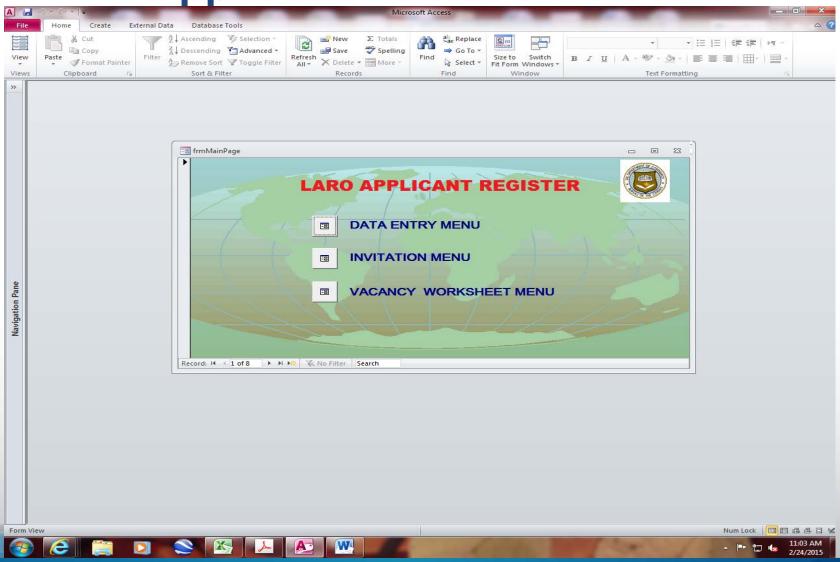
#### Who cares?

- Project manager needs to get the work done and pay for it
- Field manager needs someone to do the work
- Recruiter needs to know where to recruit someone
- Admin needs to get the person on board and paid
- IT needs to ensure resources are available

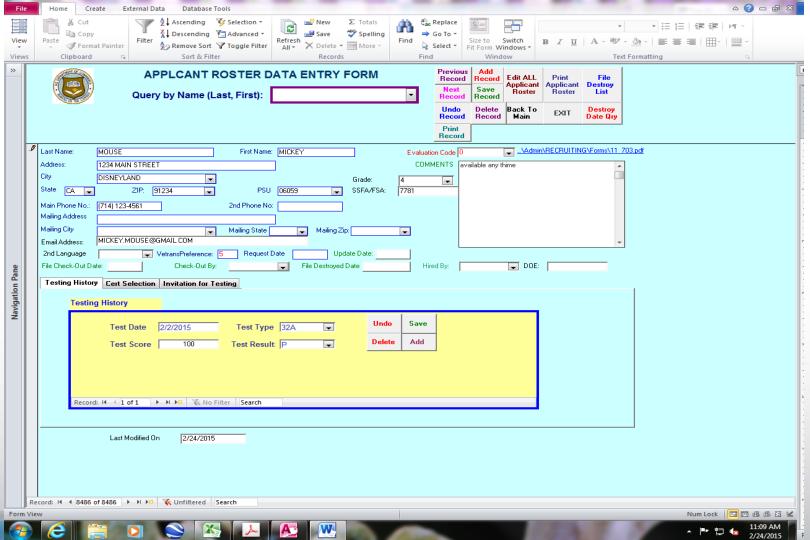
#### No national system...

- Ad hoc paper process to manage/monitor resources/decisions
- Opportunity for missed steps
- We invented a way to try and manage this...

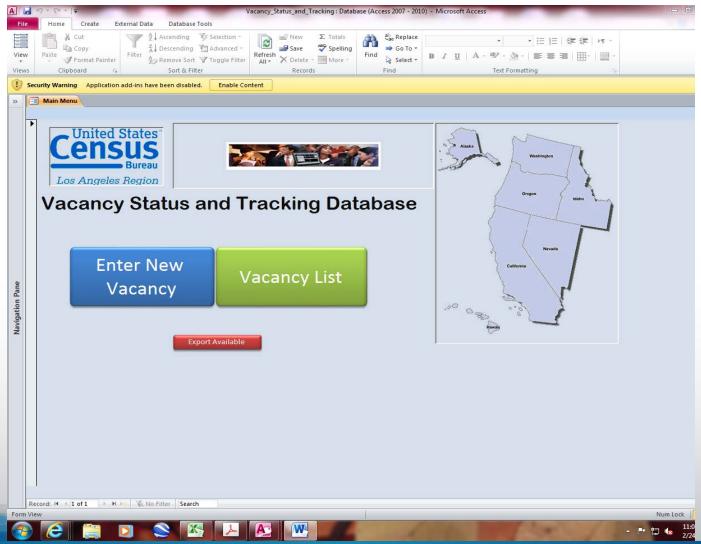
Electronic Database to input and track applicants and vacancies



As new applicants apply, their information is entered into the database

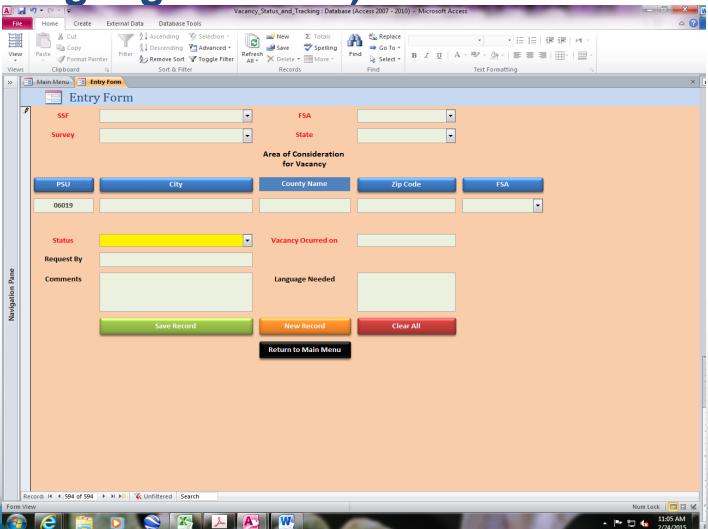


### Once a vacancy is identified by the project manager, a vacancy is added to the database

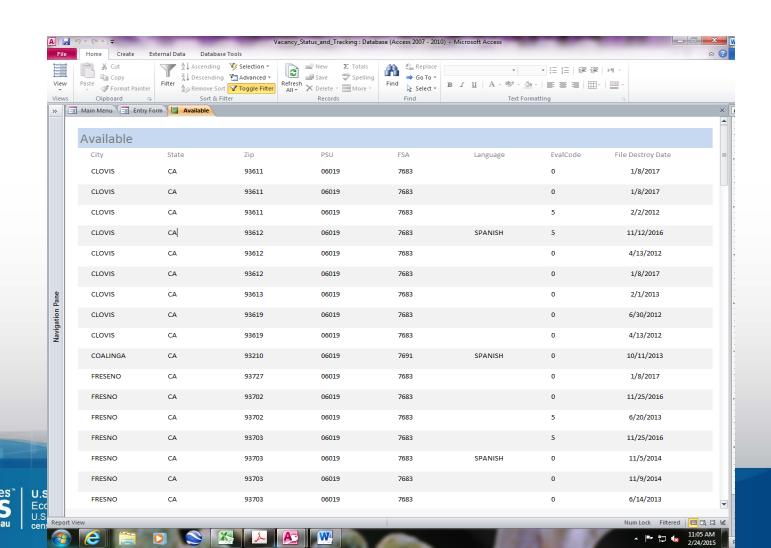




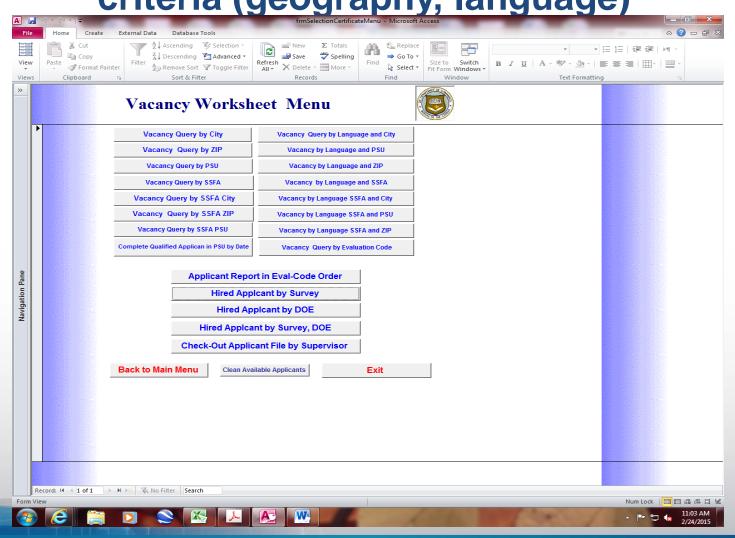
The details of the vacancy (AOC, language needed) are entered here



## The hiring manager can easily see if there are sufficient number qualified applicants in order to request a cert, or if there will need to be recruiting done prior to hiring.



Once a vacancy is defined, administration pulls the qualified applicants based on the selection criteria (geography, language)



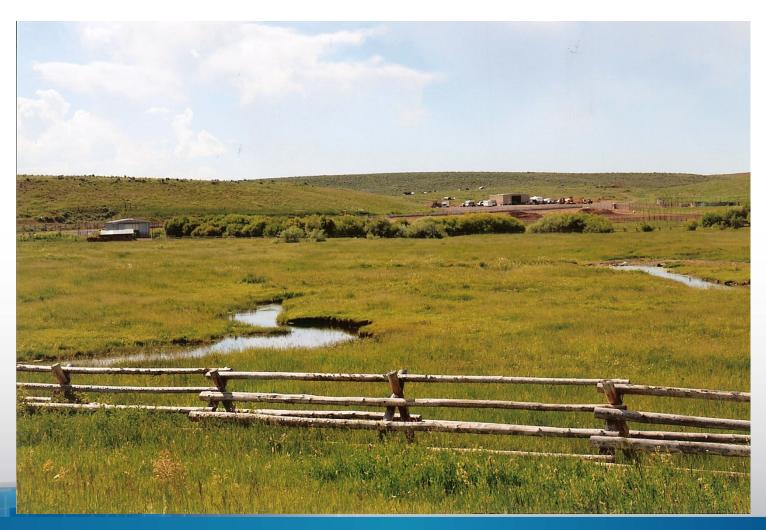
#### **Annual Performance Reviews**

- For us
  - Some of us write our own justification
  - Called into the boss's office
  - A short sometimes awkward conversation
  - Sign the form
  - Make a copy
  - And that's it!

#### But what if their "office" was here?



#### Here?



#### Or here?



#### **APRs in a Remote Environment**

- Still paper at least 19 pages
- Still "wet ink" signatures
- Still need supervisor's signature and 2<sup>nd</sup> level review (signature)
- Still need a copy in the file cabinet

How do you even do that?

#### Rating 1,300 FRs on 4 different elements

Name	Resp rating	Resp Adjust (if	Resp Adjust justification	Prod Rating	Prod Adj (if any)	Prod Adjust justification	Cust Serv	Cust Serv justification	Admin/IT	Admin/IT justification	Coordinator Notes	SSF/FS General	Rating Score
		any)	,		(, )	,				,		Notes	
	3			4			4	Fr is flexible and has been co	4	follows all proce	dures as set by	the FS, including	360
	4			3			3		3				340
	3			4			3		3				330
	3			3			3		3		<b>I</b> ,	l	300
	3			3			4	SFR completed additional ob	4	follows all proce	edures as set by	the FS, including	331
	3			3			3		3	6-11		Resigned	300
	3			3	_	L	4	takes on additional phone ca				the FS, including 	333
	3	3	FR only does re	3	3	FR only does r	4	helps out other FRs with abs			NMC/MMVT onl	y the FS, including	315
	3			4			4	FR always takes on addition:	4	TOHOWS AII PROCE	euures as secoy ■	orie FS, includini ∎	333
	1			3 1			3		3			DID	300 160
	3	3	FR also works N	3			3		4	follows all proce	edures as set hy	the FS, including	
	2		I K also works I	4			4	FR very responsive to all FS	4			the FS, including	313
	4			4			3	r ix very responsive to an rio	3		I	I	3 <b>7</b> 0
	3			4			3		3				330
	3			4			4	FR takes on additional cases	4	follows all proce	edures as set by	■ the FS, including	
	3			4			4	FR takes on additional cases	4	follows all proce	edures as set by	the FS, including	
	3			4			3		3				330
	2			3			3		3			Resigned	260
	3			3			3		3				300
	3			3			3		3				300
	3			3			3		3				300
	3			3			4	FR always takes on addition:	3				315
	1			3			3		3			Resigned	220
	3			3			3		ა ი			Located in 71	
	2			2			3		3			ED	300
	1			3			2	FR doesn't return phone call:	3			FR code corre	260 205
	1			1			2	FR doesn't return phone call:					205 145
	2			3			3	I N GOESTI LIELGITI PROTIE CAII	5	follows all proce	■ edures as set by	▋ the FS, including	
	2			3			3		3		I	I	250 260
	3			3			3		3				300
	2			3			3		3			Resigned	260
	2			3			3		3			J	260

Employee Name: «Name»,	«FR_Code»	«FSA»							
PERFORMANCE SUMMARY RATING									
List each element in the performance plan. All elements are critical. Assign a rating level for each element: (5) Level 5 thighest level of performance); (4) Level 4; (3) Level 3; (2) Level 2; (1) Level 1 (unacceptable performance) Score each element by multiplying the weight by the rating level. Interim ratings should be considered when you prepare the final summary rating. After each element has been scored, compute the total point score by adding the individual scores. Rating officials must provide either an overall narrative justification of the summary rating or a written justification for each element rating. A written justification is required for any element rated below Level 3.									
Performance	Element	Individual Weights (Total must equal 100)	Element Rating (5, 4, 3, 2, 1) Score						
Customer Service		15% «Cust_Serv_Pro	«Cust_Serv_final»						
Interviewing, Listing and Sam	pling	40% «Interviewing_p	«Resp_Rating_final» roduct»						
Production and Cost		30% «Production_pro	«Prod_Rating_final» cduct»						
Administrative and Automatio	n Activities	15%	«AdminIT_Final»						
<u> </u>	Ц	«AdminIT_Prod	uct»						
☐ TOTAL SCORE  ### Company Rating    ### TOTAL SCORE  ##									
		ANCE RATING							
9 Level 5 9 Level 4 (470 – 500) (380 – 46			9 Level 1 (100 – 199)						
Rating Official's Signature/T	itle		Date						
	«Rating_Of	ficial», «Rating_Official_T	itle»						
Approving Official's Signatu	re/Title		Date						
	«Approving_	Official», «Appro <b>ri</b> ng_Official	ial_Title»						
Employee's Signature (indicates appraisal meeting held) Employee comments attached? Date  YesNo									
		CE RECOGNITION							
Performance Award \$( %)  APPROPRIATION CODE:   Bureau Code (2 Dight)   Fr (2 Dight)   Fund Code (2 Dight)   Project Code (7 Dight)   Tank Code (3 Dight)									
Rating Official's Signature/T	itle		Date						
Approving Official's Signatu	re/Title		Date						

# Mail-merge of appraisal data of all field employees

Lots of paper and shipping for performance appraisals...



#### Goal 1 - Empathy

- I'm an operational manager
- We do a lot of the same things that you do
  - Mandatory Training
  - Town Halls / Broadcast Messages
  - Personnel and Administrative Tasks
  - Resource and People management
- Huge difference is we do them remotely
  - Over 90% of our staff never work in an office
  - 4% of our managers/supervisors work in an office

#### Goal 2 – Cost Savings

- Focus of these events is often on using technology to improve survey operations
- Support Activities provide an opportunity for tremendous cost savings
  - Efficiency
  - Better Decisions
  - Integration with the survey tasks

#### **Thank You!**