2012 FCSM Statistical Policy Seminar

Responding to a Challenging Future

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THE NEED FOR CHANGE

- Shrinking budgets for federal agencies
- Direction from Congress to reduce cost of 2020 decennial census
- Increasing requirements from survey sponsors
- Increasing need to be proactive and innovative
- Increasing need to improve surveys using administrative information
Recognized world leader in economic and demographic data collection, analysis, and dissemination

Trailblazer of Adaptive Survey Design

Proactive, innovative culture
GOALS

- Highest quality data and customer service
- Single point of contact for survey sponsors
- Proactive problem solving with innovative solutions
- Reduced costs and improved efficiency
- Culture of continuous improvement
- Reduce cost of decennial census without harming quality
PRIOR ORGANIZATION STRUCTURE

Stovepiped functions

Bureaucratic barriers to innovation

Redundant data collection, processing, and dissemination systems

Expensive infrastructure
(12 Regional Offices)
AREAS OF FOCUS

Demographic Surveys Realignment
Field Realignment
2020 Census Research and Testing
Adaptive Survey Design
Center for Applied Technology (CAT)
DEMOGRAPHIC SURVEYS REALIGNMENT
THE NEW LOOK FOR SURVEY MANAGEMENT

Survey Sponsor

Survey Director

Survey Team

Regional Office Survey Statistician Office

Service Provider

Service Provider

Service Provider

Service Provider

Service Provider

Service Provider

Service Provider

Service Provider

Service Provider

Service Provider
Restructure Demographic Statistical Methodology Division

- Pool resources under lead scientists

Centralize IT functions in 1 Division

Establish 9 Survey Directors and teams for 27 surveys by April 2013
FACTORS AFFECTING IMPLEMENTATION

- Major culture change needed
- Solutions developed by teams to improve efficiency (practical)
- Aggressive schedule developed and implemented
- Communications team established (Town Halls, newsletter, blogs, sharepoint)
Decision process involved Director, Deputy Director, Associate Director for Field, Chief of Field Division, and all 12 Regional Directors

Alternative designs rated on 8 goals; focus on minimizing costs and improving data quality

Goal and data driven process
SELECTING REGIONAL OFFICE CITIES

Existing regional office cities preferred

Eight criteria for city selection

Standardized and summed results – city with the highest score selected
FIELD REALIGNMENT ACTIVITIES

- Restructured supervisory hierarchy for interviewers
- Moved survey work from 12 to 6 offices in 7 waves over 11 months
- Assisted employees in closing offices in finding new jobs (330 employees)
- Will be assessing new structure during 2013
2020 CENSUS RESEARCH AND TESTING
2020 CENSUS PHASES

FY2012-2014:

- Major research questions leading to design decisions
  - Uses the 12 guiding principles
  - Leads to decisions about the major census options
2020 CENSUS PHASES

FY2015-2018:

• Operational Development and System Testing
  • Also includes additional research and testing
2020 CENSUS PHASES

FY2019-2023:

- Readiness Testing, Execution and Closeout

Current focus is on the FY2012 – 2014 phase
TESTING STRATEGY

More tests

Smaller tests

Leverage existing systems and infrastructure to enable testing

Leads to a flexible, agile environment
ADAPTIVE SURVEY DESIGN
Adaptive Survey Design is a method of managing survey and Census work to conduct data collection faster, cheaper and better. It supplants “fixed designs,” which strive for the highest response rate until time or money runs out.
## WHAT ARE THE BENEFITS?

Adaptive Survey Design does this...

- Uses enhanced frame data
- Collects continuous process data during field work
- Employs real time, automated business rules
- Creates a centralized, data-driven system
WHAT IS OUR STRATEGY?

- Research and develop various Adaptive Survey Design capabilities
- Create an enterprise-wide Adaptive Survey Design architecture
- Iteratively implement Adaptive Survey Design systems and capabilities for identified surveys and censuses
HOW ARE WE GOING TO DO IT?

Use legacy systems to support research and development

Build new scalable systems that either replace or integrate with legacy systems

Gain experience in all modes before we deploy
CENTER FOR APPLIED TECHNOLOGY (CAT)
THE CENTER FOR APPLIED TECHNOLOGY IS A HUB FOR CENSUS INNOVATION

- Encourages and invites all innovative ideas
- Connects ideas with Subject Matter Experts
- Facilitates collaboration
- Provides a forum for thought leadership
- Supports adoption of new technology
- Fosters outreach and information sharing
LESSONS LEARNED

- Must have support of top leadership
- Be as objective, transparent, and inclusive as possible
- Must have a need and a vision of where you’re going
- Employees need to see both the need and the benefit of change
- Plan to communicate continuously both internally and with external stakeholders