2009 Census Rehearsal Evaluation
Field Management Information System

December 2009
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2009 Rehearsal – Field Management Information System

1. Definition and scope for rehearsal

The Field Management Information System (FMIS) is designed to provide an efficient and cost-effective means of enabling General Register Office for Scotland (GROS) and census field managers to manage and monitor the progress of the field operation, and performance of field staff against pre-defined levels of performance.

For the rehearsal, this included the specification, development, implementation and maintenance of the FMIS, to support the creation and delivery of 61 individual reports covering both the field enumeration (30 reports) and Census Coverage Survey (CCS) processes (31 reports).

What was tested:

- system development and maintenance;
- system specification;
- report specification;
- creating specified reports on FMIS;
- use of external hosting;
- completion of reports;
- setting expected levels of performance;
- use of reports to manage and monitor the progress of the operation;
- clarity of field staff instructions; and
- stock control system.

What could not be tested:

- system capability for dealing with high volumes of field staff.
2. Evaluation findings

Pre-determined evaluation points

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<tr>
<th>Description</th>
<th>Success Criteria</th>
<th>Outcome</th>
<th>Recommendation</th>
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<tr>
<td>1) Reported problems</td>
<td>Response and resolution within an acceptable timescale.</td>
<td>No faults were identified with the system during the operational period of the rehearsal.</td>
<td>It has been recognised that the requirements of a FMIS for a full census are such that we will develop a new system to meet the needs of the census in 2011 with additional functionality and the ability to integrate this with other field systems. A fault reporting and resolution process will be put in place as part of this system deployment.</td>
<td>The new system will need to be in place for the summer of 2010 in time for the start of Census Regional Managers (CRM)s. The fault reporting and resolution process will need to be in place for this time also.</td>
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<td>2) Suitability of reports</td>
<td>Required information provided at the appropriate time.</td>
<td>Users found their reports to be necessary, useful and easy to understand.</td>
<td>Further development will take place to ensure their continued relevance for 2011 building on the success of the reports utilised in the rehearsal.</td>
<td>As point one</td>
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<td>3) Timing of reports</td>
<td>Required information provided at the appropriate time.</td>
<td>Reports, on the whole, were available at appropriate times in the operation. However, the first returns progress report was found to be too early to provide useful information.</td>
<td>It has already been suggested by the Enumeration team that the first and second ‘returns progress reports’ be merged to give four returns progress reports in total instead of five.</td>
<td>As point one</td>
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## 3. Other evaluation points

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<td>4) System development and maintenance</td>
<td>The FMIS developed for the 2006 test was assessed as being suitable to meet the requirements of the 2009 rehearsal with few technical modifications required.</td>
<td>It has been recognised that the requirements of a FMIS for a full census are such that we will develop a new system to meet the needs of the census in 2011 with additional functionality and the ability to integrate this with other field systems.</td>
<td>Requirements gathering, system specification, development and testing will need to be finished by the summer of 2010.</td>
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<td>5) System specification</td>
<td>The reporting requirements for the 2009 rehearsal included requirements for CCS that were not part of the requirements for the 2006 test. This meant that additional functionality was added, for example, to add permissions to the system so that census and CCS staff could view reports relevant to their respective areas only.</td>
<td>As before, a new system will be developed to meet the requirements of the full census in 2011, including CCS.</td>
<td>System specification will need to be complete by January 2010.</td>
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<td>6) Report specification</td>
<td>a) The users of FMIS reports passed their requirements to colleagues in Census and Statistical Information Technology (CaSIT) branch within the agreed timescales. In general, the reports used in 2006 formed the basis of the requirements for the rehearsal. The CCS reports were specified at a later stage than would have been ideal but this was due to an unexpected change of management in the CCS team at a late stage in the build up to their go-live date.</td>
<td>a) Users should endeavour to specify their reports timeously to allow CaSIT sufficient time to create them on FMIS and then test their accuracy. The reports specified were suitable for use in 2009 but the much larger number of staff involved in the field operation in 2011 will require a rethink on the layout of the reports to ensure they remain readable and meaningful. The content of the 2009 reports will, on the whole, remain valid for 2011.</td>
<td>Users will need to specify their high-level report requirements by October 2009 to ensure the replacement FMIS is specified correctly to meet these reporting needs.</td>
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| b) Changes to the reporting timetable and report content should be kept to an absolute minimum after they have been specified for creation on the system. | b) There were a number of changes to the content of the reporting timetable and these were notified to CaSIT after initial work had been completed. | **Description**

b) There were a number of changes to the content of the reporting timetable and these were notified to CaSIT after initial work had been completed.

c) Colleagues in the Publicity and Community Liaison teams were unable to make use of the FMIS in its current form.

7) Creating specified reports on FMIS | c) The requirements from the Community Liaison and Publicity teams will be added to the specification for the 2011 solution. | **Outcome**

Reports were created on FMIS in good time and, in the vast majority of cases, to specification. A very small number of errors were identified by users but in all cases these were promptly corrected by CaSIT staff.

a) More rigorous testing should be undertaken for reports created in the FMIS for 2011.

b) Users must specify their reports in good time to allow CaSIT to undertake meaningful testing.

c) Changes to reports and timetable should be kept to an absolute minimum.

The first reports are not likely to be due until October 2010.

8) Use of external hosting | A single Scottish Government wide hosting services contract will be used for the 2011 solution. | **Outcome**

The hosting solution was extremely efficient. Some technical issues did arise but these were resolved with assistance from the hosting contractor.

A single Scottish Government wide hosting services contract will be used for the 2011 solution.

Autumn 2009

9) Completion of reports | Determine a method/process to remind field managers of upcoming reports and a system to issue reminders where reports have not been completed to timetable | **Outcome**

In general, reports were completed accurately and timeously but on a few occasions field managers had to be reminded that a report was due. This was more prevalent in the CCS operation.

Determine a method/process to remind field managers of upcoming reports and a system to issue reminders where reports have not been completed to timetable.

Requirements gathering, system specification, development and testing will need to be finished by the summer of 2010.
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<td>10) Clarity of field staff instructions</td>
<td>Positive feedback was received from field staff on the clarity of the instructions they were given. Few queries arose on report completion which was attributable to clarity of instruction and of the reports themselves.</td>
<td>The instructions will need to be rewritten for the new FMIS to be developed for 2011 but we can once again use the same style of guidance to help field staff.</td>
<td>Guidance will need to be available to tie in with the production of field staff instructions but obviously it cannot be finalised until the system has been specified, developed and tested.</td>
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<td>11) Stock control system</td>
<td>The system developed for the rehearsal was entirely fit for purpose and met user needs. A lot of time and effort was spent developing this system and it proved to be time well spent.</td>
<td>The stock control system itself will need minimal upgrading to meet user needs for 2011. However, some thought will need to be given to decide how best to deliver this system for the full census as the current technical infrastructure will not adequately support the number of users expected in 2011.</td>
<td>The specification will need to be developed to ensure the system is available for use in field offices.</td>
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