

**2009 Census Rehearsal Evaluation
Census Coverage Survey**

December 2009

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2009 Rehearsal – Census Coverage Survey

1. Definition and scope for rehearsal

The Census Coverage Survey (CCS) is an independent follow-up post-enumeration survey designed to provide an accurate estimate of the coverage level of the main census. A sample of households who have returned a completed census questionnaire are picked at random from selected postcodes in Scotland. CCS interviewers conduct short face to face doorstep interviews covering a selection of census questions, the answers to which are used to estimate the total resident population of Scotland to a high level of precision.

Scope for rehearsal was to run a sample survey of approximately 3,000 households and comprised:

- recruitment of 39 field staff: one Area Manager, three Team Managers and 35 interviewers;
- delivery of training to 39 field staff;
- property listing and delivery of advance letters ahead of interviews;
- face to face doorstep survey covering a selection of census questions, establishing details of household and communal establishment. Interviewers recorded responses on paper questionnaires;
- payment of all CCS field staff via the Field & Payroll Services system;
- locally based field offices for field staff; and
- CCS helpline to answer questions from the public.

What was tested:

- advertising arrangements;
 - recruitment processes;
 - quality and quantity of applicants;
 - training procedures;
 - Disclosure Scotland procedures;
 - geography products;
 - logistics solution;
 - IT Support (Information Technology Operations and Change (ITOC) & Census and Statistics Information Technology (CaSIT));
 - questionnaire design;
 - print products;
 - field Offices;
 - Field & Payroll Services system;
 - security (IT systems and field operations); and
- Field Management Information System (FMIS) reporting.

What could not be tested:

- all of the above were tested

2. Evaluation findings

Pre – determined evaluation points

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
CCS Helpline	All questions answered appropriately and in suitable timescale.	There were only four CCS related enquiries which were resolved on the same day as the call. All other calls were census related which CCS helpline staff helped to resolve.	<ul style="list-style-type: none"> • Field Operations Branch (FOB) Branch to take responsibility for CCS call resolution for the 2011 Census. • CCS staff to provide supervisory cover for periods of leave only. 	All questions answered appropriately and in suitable timescale.
Recruitment Processes	All staff successfully recruited on time.	<p>All grades recruited on time to commence CCS training and duties.</p> <p>a) Some CCS applicants thought they were applying for census posts as both paper and website advertising did not make the distinction clear.</p> <p>b) Some CCS applicants suggested a confirmation of application service.</p>	<p>a) Revise CCS recruitment advertising to be smart and unambiguous to avoid confusion with Census posts.</p> <p>b) Enhancement to web based application system to be more user friendly and informative.</p>	All staff successfully recruited on time.

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
		<p>c) Offer of employment needs to be more detailed.</p> <p>d) Selection process to reflect required competencies.</p>	<p>c) Modifications to be made to offer of employment letters.</p> <p>d) Revise selection procedures.</p>	
Training for Area/Team Managers	<p>a) Delivery: was the method suitable for staff?</p> <p>b) Content: were all likely field situations covered?</p>	<p>a) Training needs to focus more on essential fieldwork processes.</p> <p>b) There were some gaps in the training which caused problems with the paper data capture process.</p>	<p>a) Enhancements to be made to training package and delivery.</p> <p>b) Handbook to provide detailed information about all field procedures. Enhancements to be made to content and procedures.</p>	By May 2010
Training for Interviewers	<p>a) Delivery: was the method suitable for staff?</p> <p>b) Content: were all likely field situations covered?</p>	<p>a) Practical field exercises and role play were more successful than a standard classroom training scenario.</p> <p>b) There were some gaps in the training which caused problems with the paper data capture process.</p>	<p>a) Incorporate field exercises and role play into 2011 training programme and re-assess areas where training was not successful.</p> <p>b) Handbook to provide detailed information about all field procedures. Enhancements to be made to content and procedures.</p>	By May 2010

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
Payroll	All payments made on time	All fee payments were made but limitations of the Field Services System meant that a few expenses claims were submitted late.	<ul style="list-style-type: none"> • development of a new system to accommodate enhancements recommended during operational period as noted in the census enhancement log; • CCS requirements to be included at outset in specification for above system; and • transfer responsibility for CCS payroll service to FOB Branch, with appropriate service level agreement. 	By March 2010
All Interviews	Interviews to be achieved in 45 per cent of all households. No target was set for communal establishments (CE).	Overall achievement was 55.2 per cent. Both of the large CEs were identified and Interviewed.	As 2011 target will be higher assess impact on current field procedures and training.	By May 2010
Field Management Information System (FMIS)	FMIS system provided vital management information in line with agreed timetable and format.	<p>a) Reports were not ready for inclusion on FMIS on time.</p> <p>b) Persistent IT problems limited internet access</p>	<p>a) Ensure FMIS reports are planned, drafted and where possible on the system prior to training. Modify content of reports.</p> <p>b) Enhancement to system or development of new system.</p>	By March 2010

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
		causing missed deadlines.	Modifications to training package.	
Property identification	<p>a) Property listing sheet (PLS) consistently and accurately completed.</p> <p>b) Advance letters delivered.</p>	<p>a) Some interviewers entered the wrong Interviewer number despite being issued with in-depth guidance.</p> <p>b) Anecdotal evidence that some advance letters were not delivered by Interviewers.</p>	<p>a) Improvement of training content, procedures and delivery.</p> <p>b) Re-enforce the importance of delivering the advance letters.</p>	By May 2010

3. Other evaluation points

Description	Outcomes/issues	Recommendation(s)	Timeframe
<p>IT</p> <p>a) Laptops</p> <p>b) Telephones</p> <p>c) Support</p> <p>d) Problems</p>	<p>a) Initially e-mail attachments could not be opened due to settings not being correctly set up. Printer drivers not pre-loaded on laptops. Connectivity problems due to area and contractor installation errors etc. Software for logistics service provider consignment file processes not on CCS laptops. Involved changing laptops at a later date.</p> <p>b) Supplier coverage not 100 per cent throughout Scotland.</p> <p>c) Occasional day with no cover due to leave commitments.</p> <p>d) Most problems were broadband related or password related.</p>	<p>a) Revisit requirements and ensure that all settings are pre loaded and software installed in advance of issue. Ensure that IT solutions are appropriate to each employee's location e.g. broadband, 3G etc. Synchronise or minimise passwords.</p> <p>b) Ensure telephony solution appropriate to each employees local coverage. Consider where applicable allowing use of own mobile (with allowance) in problematic coverage areas.</p> <p>c) Ensure daily cover via dedicated IT helpdesk for the entire period of live CCS operations.</p> <p>d) Investigate possibility of penalties for IT solutions contractor where serious errors affecting field staffs personal broadband packages are made. Provide smarter and clearer instructions and</p>	<p>By June 2010</p>

Description	Outcomes/issues	Recommendation(s)	Timeframe
		training regarding passwords and their expiry criteria.	
Fieldwork	<p>a) Lone working rules not well received especially in rural/Island areas and by elderly/disabled residents.</p> <p>b) Problems with numbering questionnaires.</p> <p>c) Difficulty making contact with householders, gaining entry to flats etc.</p>	<p>a) Consider pairing Interviewers in double workload areas particularly in remote areas.</p> <p>b) Introduce a questionnaire tracking sheet.</p> <p>c) Highlight problems and solutions at training for fieldwork and produce handout.</p>	By April 2010
Maps	Overall the maps were of high quality but A3 size is too large to handle. A problem arose in one rural area where the map was too detailed to read.	All maps to be inspected by surveys manager for anomalies. Modifications to size and content of maps to be considered.	By May 2010
Materials/Forms	<p>a) Materials Large amount of some materials returned un-used. Meeting the deadline for collection of questionnaires and other materials was at risk of being missed for 2 reasons. 1. Field staff illness; and 2. Procedures not followed.</p> <p>b) Forms Inconsistencies with placement of form identification numbers caused confusion.</p>	<p>a) Reconsider quantity of spare materials to be issued. Contingency plans required for questionnaire and other materials collection procedures given the time bound conditions attached to this process.</p> <p>b) Modify numbering convention, wording or content of some forms and letters.</p>	By March 2010

Description	Outcomes/issues	Recommendation(s)	Timeframe
Questionnaire	Numerous points of feedback about wording/terminology, directional arrows and definitions.	Liaise with questionnaire design team on all points raised for suitable solution.	By November 2009
Storage at HQ	No storage area allocated to CCS for the rehearsal.	Suitable storage and pick and pack facilities to be identified for 2011.	By May 2009
Field Incident Helpline	Implemented 24 hour field incident helpline two thirds of the way into CCS.	Incident helpline was run and covered successfully. No Incidents reported but recommend carrying forward to 2011.	Immediate
Field Staff Contact	Field staff deviating from contact through direct line manager and approaching HQ staff direct.	Manage and operate a more stringent chain of command policy.	By August 2009
Completed Questionnaires	Numerous problems noted during spot check of questionnaires received at the processing site.	All points noted to be integrated into the training package.	By May 2010
Running CCS & Census Quality Survey (CQS)	Running both surveys proved problematic and much more work than anticipated. This was particularly so at the critical points such as the end of CCS and beginning of CQS. Although the surveys did not overlap the administrative work did from around mid way through CCS.	For more efficient business continuity CCS and CQS would benefit from being run by 2 separate teams. A small team of one for CQS with some support from the larger team. The larger team taking CCS forward.	By November 2009