

U.S. DEPARTMENT OF COMMERCE
Office of Inspector General



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BUREAU OF THE CENSUS

*Decennial Census Warehousing
Operations Needed Attention*

Audit Report No. DEN-11950-0-0001/July 2000

Office of Audits, Denver Regional Office





July 28, 2000

MEMORANDUM FOR: Dr. Kenneth Prewitt, Director
Bureau of the Census

FROM:

Johnnie E. Frazier

SUBJECT:

Decennial Census Warehousing Operations Needed Attention
Final Audit Report No. DEN-11950-0-0001

The Office of Inspector General has completed a performance audit of the Census Bureau's decennial census warehousing operations at the National Processing Center in Jeffersonville, Indiana. This is our final report on that audit and follows our (1) draft audit report issued February 25, 2000, and (2) early warning memorandum on the issue that we sent to the bureau on November 19, 1999. We have concluded that the bureau needed to address two areas affecting its warehousing operations: (1) understocked inventory items and (2) differences in kit specifications. Our findings and recommendations appear on pages 3 through 7. The bureau generally agreed with our findings but did not implement our recommendations stating that alternative corrective actions have been taken or are planned and that insufficient time was available to fully implement the recommendation. The bureau's complete response is included as Attachment 2 to this report. We found that the bureau did not fully address either finding and request additional clarification in the audit action plan, as discussed on pages 4 and 6.

We would appreciate receiving your audit action plan addressing our recommendations within 60 calendar days, in accordance with Department Administrative Order 213-5. The plan should be in the format specified in Exhibit 7 of the DAO. Should you have any questions regarding preparation of the audit action plan, please contact William R. Suhre, Regional Inspector General for Audits, at (303) 312-7650. We appreciate the cooperation and courtesies extended to us by bureau staff at headquarters and at the center.

INTRODUCTION

The 2000 decennial census counts every resident of the United States, Puerto Rico, and U.S. territories as of April 1, 2000. In preparation for the decennial census, the bureau established temporary field offices throughout the United States and Puerto Rico. The field offices include 12 regional census centers (RCCs), and 520 local census offices (LCOs). The RCCs manage the other field offices, recruit and train personnel, and provide payroll and administrative support. The LCOs perform the bulk of the field activities such as enumeration, address listing, and followup operations.

To complete the decennial census accurately and on schedule, it is essential that the field offices have sufficient quantities of various printed forms, supplies, and other materials. The bureau's National Processing Center plays a significant role in providing the essential items to the field offices. The center warehouses approximately 1,500 different decennial forms, office supplies, and other items, prepackages the items into 323 different types of kits, and ships the kits to the field offices in time for various decennial field operations.

The 2000 decennial census is the fifth such census supported by the center, which opened in 1958 and is situated on 80 acres, with 13 office and warehouse buildings. For the 2000 decennial census, the center leased seven additional nearby warehouses. The center will also serve as one of four data capture centers to scan the information on the completed decennial census forms. Employment ranges from about 1,100 to 2,400 in non-decennial years, increasing to 3,500 in support of decennial activities.

PURPOSE AND SCOPE OF AUDIT

During August through November 1999, the Office of Inspector General conducted a performance audit of the bureau's decennial census warehousing operations at the center. Our overall objective was to determine whether any impediments exist that would affect the availability and readiness of materials and supplies needed at decennial field offices.

The scope of our audit included the center's warehousing, kit assembly, and shipping operations to support the field offices. We evaluated the center's kit specification/kit schedule and inventory systems. We also evaluated the role of the bureau's Field Division in specifying kit assembly and shipping instructions, but did not evaluate the adequacy of the bureau's analysis in specifying the content and quantity of kits to deliver to field offices.

We reviewed applicable laws, regulations, policies, and procedures; examined selected files and records; and reviewed appropriate documentation. We interviewed headquarters officials in Suitland, Maryland, and center officials in Jeffersonville, Indiana. We found no instances of non-compliance with applicable laws and regulations.

We reviewed the adequacy of internal controls and assessed the reliability of computer-generated data that was used in our audit. We tested the accuracy of the data and concluded that it was sufficiently reliable for use in meeting our objectives. We did not assess the overall reliability of computer systems because the OIG's Office of Systems Evaluation is conducting separate reviews of decennial-related computer systems.

The audit was conducted in accordance with *Government Auditing Standards* and was performed under the authority of the Inspector General Act of 1978, as amended, and Department Organization Order 10-13, dated May 22, 1980, as amended.

FINDINGS AND RECOMMENDATIONS

The census warehousing operations are an integral part of the decennial census. To complete the decennial census accurately and on schedule, it is essential that the field offices have sufficient quantities of various printed forms, supplies, and other materials. We found two areas involving the bureau's decennial census warehousing operations that warrant management's attention: (1) understocked inventory items and (2) differences in kit specifications.

Understocked Inventory Items Needed Attention

Shipment to the field offices of almost one-third of the kits containing necessary printed forms, supplies and other materials needed for field operations was delayed because many of the items contained in the kits were understocked (either not in stock or in short supply) in the center's warehouses. Of the 323 types of kits expected to be shipped by the center, 106 were scheduled for shipment by November 1, 1999, and all of these were delayed. Center staff provided us with a list of 87 different inventory items needed for the November kits that were understocked as of November 2, 1999. The items were understocked because the kit specifications were finalized too late for purchase orders to be placed with vendors for shipment to the center in a timely manner. Kit specifications are not considered final unless they include the number of kits to assemble and ship, the items to be included, and the quantity of each item. The Field Division is responsible for providing the kit specifications to the center.

Kit specifications were finalized late because as of November 2, 1999, the center did not have any specifications for 28 (9 percent) of the 323 types of kits expected during the 2000 decennial census, and has only partial specifications for an additional 74 (23 percent). Of the kits scheduled for shipment in November, 2 kits lacked specifications and 28 had only partial specifications. (See Attachment 1 for a listing of kit specifications and schedule data as of November 2, 1999.) During our exit conference, bureau officials stated that the reason for the lack of specifications was that many bureau organizations are involved in the process, and a failure by any one of them to provide specification information in time may cause a delay in the Field Division's communication of specifications to the center.

There are a number of actual and potential adverse effects associated with understocked inventory items. As a result of the 87 items being understocked, the November shipment was delayed. Future shipment delays, and ultimately decennial operation delays, may occur unless adequate supplies of inventory items are available. The November delay resulted in an additional burden on the center because less time was available to assemble and ship the kits when the items eventually arrive. This time shortage to assemble kits may result in either overtime hours or hiring additional kit assemblers during non-business hours, thereby increasing decennial costs.

The adverse effects to the center are subordinate to the consequences to the field offices, in which the ultimate outcome is the decennial census. As a result of the understocked

inventory items, the center sometimes sends incomplete kits to the field offices and then ships the remaining items in bulk for the field office to complete the kit assembly. We reviewed 68 types of kits assembled by the center through November 2, 1999, and found that 19 (28 percent) contained one or more backshipped items, for a total of 48 backshipped items, to be delivered later. However, we learned from our review at decennial dress rehearsal operations in South Carolina and California, that the delivery of incomplete kits resulted in an additional burden placed on the field offices to complete the assembly. During the dress rehearsal, one of the consequences of incomplete kits was that the field offices did not have enough time to complete assembly of the kits and that the some enumeration teams were prevented from starting the operation on time.¹

Recommendation

We recommend that the Director, Bureau of the Census, direct the Associate Director for Field Operations to ensure that all kit specifications for future census operations are finalized in a timely manner, including aggressively pursuing acquisition of any understocked items.

Census Bureau's Response

The bureau concurred with our draft report recommendation to finalize all kit specifications as soon as possible and aggressively pursue all acquisition of all understocked items and stated that systems were put in place October 1999 to alleviate any shortfall of understocked items. The bureau indicated that our conclusions are not valid because they were based on a kit shipment strategy that has since been updated. Later than expected delivery of materials to the NPC required the bureau to change the strategy. The previous strategy is based on four shipments to the LCOs for the entire decennial census, each shipment containing materials for a number of operations starting within a common time frame. The revised strategy is based on one shipment for each operation. Additional procedures instituted since October 1999 included weekly calls and visits to NPC by headquarters staff to assess progress and problems. The bureau believes that the new strategy has been successful, despite some late deliveries due to printing delays.

OIG Comments

The bureau agreed with our recommendation and stated that it is taking appropriate action to alleviate any shortfall of understocked items, and is confident that kits will arrive in the LCOs on schedule. However, we are concerned that the bureau's response did not adequately

¹Final Audit Report Numbers ESD-10783-8-0001, "Columbia Dress Rehearsal Experience Suggests Changes to Improve Results of the 2000 Decennial Census" and ESD-10784-8-0001, "Sacramento Dress Rehearsal Experience Suggests Changes to Improve Results of the 2000 Decennial Census," both dated September 30, 1998.

address the more fundamental question of why the inventory was understocked. Even though it is too late to correct the problem for the 2000 decennial census, the audit action plan should state how the bureau plans to prevent or otherwise address similar understocked inventory problems for the next decennial census or other related operations. The response implies that the late deliveries were beyond the bureau's control with the statement that "later than expected delivery of materials to the NPC made the four shipment strategy unfeasible." However, since the bureau was late in finalizing certain kit specifications, we believe that the bureau's actions significantly contributed to many of the late deliveries.

Kit Specification Differences Should Be Resolved

For 42 (14 percent) of the 295 types of kits with at least partial specifications, 48 differences existed between the Field Division and the center over various aspects of the specifications (see Attachment 1). Some examples of the differences are as follows.

- For 36 kits, specifications for the contents differed. For example, the division's specifications for Kit No. 27, *SBE Soup Kitchen Trainer Kit*, of which 5,110 are to be assembled, includes Payroll Form D-308, which was not included in the center's specifications.
- For 10 kits, the specifications for the quantity of various items differed. For example, the division's specifications for Kit No. 547, *Enumerator Supply Kit*, of which 837,942 kits are to be assembled, include quantity differences in three items.
- For two kits, the specifications for the quantity to be assembled differed between the division and the center.

These differences occurred because the Field Division and the center maintain kit specifications separately. The division's specifications are listed in a series of memorandums, whereas the center's specifications are maintained in the kit specification/schedule system. As specifications become available to the division from the various bureau organizations, they are communicated to the center via a series of memorandums. The center then retypes the data from the memorandum into the kit specification/schedule system, which also contains other pertinent kit information. The division's lists are not in an electronic format usable by the center without retyping. Therefore, differences in the division's and the center's specifications can occur if the data is retyped incorrectly or if the system is not updated to reflect revisions the division made to an earlier memorandum.

The center developed the system to plan for and manage kit assembly and shipping operations. However, the memoranda alone do not provide the center with an effective tool to manage the assembly and shipment of hundreds of different types of kits involving

millions of printed forms and supplies. The kit specification/schedule system allows the center to perform many tasks easily which are not possible or practical using only the memoranda, such as sorting kits according to type of operation or scheduled shipment date and comparing required forms and supplies with inventory on hand.

Maintaining only one system for kit specifications, such as the one developed by the center, would eliminate differences between the division's and the center's specifications. Since only one system should be maintained, and the center's system is automated and more reliable than a series of memorandums, the Field Division should directly input specification and schedule data into the center's system. Field Division is ultimately responsible for the correctness of the kit specifications, therefore Field Division personnel should be responsible for ensuring the most current specifications are input to the system. If left uncorrected, the differences in kit specifications may cause kits to be assembled and shipped incorrectly, thereby disrupting and delaying field office operations.

Recommendations

We recommend that the Director, Bureau of the Census, direct the Associate Director for Field Operations (1) to reconcile the differences between the Field Division's kit specification/kit schedule lists and the center's kit specification/kit schedule system for any kits remaining to be sent under the 2000 decennial census, and (2) for future census operations, to have the Field Division enter updates to kit specifications directly to the system developed by the center.

Census Bureau's Response

The bureau stated that it appreciated the need to have compatible systems, but could not implement the recommendation at this time. Reconciliation between the two existing systems would require the development, testing, and implementation of an entirely new nationwide system which should be delayed until after the 2000 Decennial Census. The bureau also believed that the revised strategy and oversight systems outlined in its response to the first recommendation were sufficient for meeting supply and material requirements for remaining Census 2000 operations.

OIG Comments

We appreciate the bureau's positive response to our recommendation and are encouraged that the bureau agrees that a compatible system is needed. However, we are concerned that the oversight systems outlined in the bureau's response to the first recommendation did not indicate whether for example, the 48 differences in kit specifications have been resolved. We are also disappointed that the bureau did not take any action to consolidate the two kit specifications systems into one so that any additional reconciliation differences could be avoided. We formally notified the bureau as early as November 19, 1999, in our

memorandum of preliminary issues, that differences existed and that the bureau should maintain only one system. During our exit conference of November 30, 1999, we again discussed the problem with bureau officials. Although the response to our draft audit report stated that the bureau “cannot implement the recommendation at this time,” the bureau could have resolved the kit specification differences noted in our report by using either of the two existing systems, if prompt action had been taken.

Furthermore, our recommendation did not include developing a new system, which we agree would have been probably too late to develop in time for the 2000 decennial census even if the development process had started in November 1999. Moreover, the bureau’s description of a new system being nationwide is confusing since only two locations are involved -- the Field Division and the center. The audit action plan should state how the bureau plans to address discrepancies in kit specifications, caused by the two systems, for the next decennial census or other census operations that depend on carefully coordinated efforts between bureau units to ensure effectiveness and efficiency.

Attachments

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications		Content Quantity	Assembled?	Back-shipped items?
				Total Quantity	Kit Contents			
1	1200 LUCA 1999 Field Verification Supervisor Supply (Trainee)	1,067	20-May-99				y	
2	1200A LUCA 1999 Field Verification Supervisor (Trainee)	1,515	20-May-99				y	1
3	1200B LUCA 1999 Field Verification Supervisor Instructor (RCC Staff)	232	20-May-99				y	
4	583 LUCA 1999 Field Verification Lister Supply (Trainee)	8,576	20-May-99				y	
5	683 LUCA 1999 Field Verification Lister Instructor (Supervisor)	1,597	20-May-99				y	
6	683A LUCA 1999 Field Verification Lister (Trainee)	10,379	20-May-99				y	
7	539 PR LUCA 1999 Field Verification Supervisor Supply (Trainee)	230	01-Jul-99				y	2
8	639 PR LUCA 1999 Field Verification Supervisor Instructor (RCC Staff)	50	01-Jul-99				y	5
9	639A PR LUCA 1999 Field Verification Supervisor (Trainee)	230	01-Jul-99				y	2
10	643 PR LUCA 1999 Field Verification Lister Instructor (Supervisor)	200	01-Jul-99				y	4
11	643A PR LUCA 1999 Field Verification Lister (Trainee)	1,000	01-Jul-99				y	2
12	643B PR LUCA 1999 Field Verification Lister Supply (Trainee)	1,000	01-Jul-99					
13	1308 Lister Training Session Kit	13,611	25-Jul-99				y	
14	1308 PR Lister Training Session Kit - PR	490	25-Jul-99				y	
15	1308A Trainer Lister Training Session	1,542	25-Jul-99				y	3
16	1308A PR Lister Training Session Kit for Trainers - PR	64	25-Jul-99				y	1
17	1308B Lister Start-up Kit	8,475	25-Jul-99				y	2
18	1308B PR Lister Startup Kit - PR	298	25-Jul-99				y	
19	1326 QA Field Checker Training Session Kit	2,375	26-Jul-99				y	1
20	1326 PR QA Checker Training Session Kit - PR	94	26-Jul-99				y	
21	1326A Trainer QA Field Checker Training Session Kit	332	26-Jul-99				y	2
22	1326A PR QA Checker Training Session Kit for Trainers - PR	18	26-Jul-99				y	
23	1326B QA Field Checker Startup Kit	1,407	26-Jul-99				y	
24	1326B PR QA Checker Startup Kit - PR	50	26-Jul-99				y	
25	1330 Field Operations Supervisor Training Session Kit	738	26-Jul-99				y	1

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications		Content Quantity	Assembled?	Back-shipped items?
				Total Quantity	Kit Contents			
26	1330 PR	Field Operations Supervisor and QA FOS Training Session Kit - PR	34	26-Jul-99			y	
27	1330A	Trainer Field Operations Supervisor Training Session Kit	145	26-Jul-99			y	2
28	1330A PR	Field Operations Supervisor and QA FOS Training Session Kit for Trainers - PR	8	26-Jul-99			y	
29	1330B	Field Operations Supervisor Startup Kit	163	26-Jul-99			y	
30	1330B PR	Field Operations Supervisor and QA FOS Startup Kit - PR	5	26-Jul-99			y	
31	1334	Field Operations Supervisor Backup Kit	54	26-Jul-99			y	
32	1334 FOS	QA Field Operations Supervisor Backup Supply Kit	11	25-Jul-99			y	
33	1334 PR	Field Operations Supervisor Backup Kit - PR	2	26-Jul-99			y	1
34	1335	Office Bulk Supplies Kit A (FOS Based)	123	26-Jul-99			y	
35	1335 PR	Office Bulk Supplies Kit A (FOS Based) - PR	5	26-Jul-99			y	
36	1335B	Office Bulk Supplies Kit B (Team Based)	36	26-Jul-99			y	
37	1335B PR	Office Bulk Supplies Kit B (Team Based) - PR	2	26-Jul-99			y	
38	1370	Crew Leader Training Session Kit	1,973	26-Jul-99			y	
39	1370 PR	Crew Leader and QA Crew Leader Training Session Kit - PR	77	26-Jul-99			y	
40	1370A	Trainer Crew Leader Training Session	295	26-Jul-99	NPC= 295 FD=298		y	1
41	1370A PR	Crew Leader and QA Crew Leader Training Session Kit for Trainers - PR	36	26-Jul-99			y	
42	1370B	Crew Leader Startup	1,062	26-Jul-99			y	
43	1370B PR	Crew Leader Startup Kit - PR	36	26-Jul-99			y	
44	1371	QA Crew Leader Startup Kit	173	26-Jul-99			y	
45	1371 PR	QA Crew Leaders Startup Kit - PR	7	26-Jul-99			y	
46	500	Census Office Manuals Supply Kit	13	26-Jul-99			y	4
47	ACE1	Automation Staff Training Session Kit	505	26-Jul-99		FD=4 items NPC=0 items		
48	ACE12	Session Kit for Trainers	0	26-Jul-99	No FD specs	No FD specs	No FD specs	
49	ACE2	Trainer Automation Staff Training Session Kit	45	26-Jul-99		FD=5 items NPC=0 items		
50	ACE3	Automation Staff Training Session Kit (condensed)	539	26-Jul-99		FD=4 items NPC=0 items		

Kit Specifications/Schedule Data as of November 2, 1999

F.D. vs. NPC Specifications

Kit No.	Description	Quantity	Scheduled Ship Date	Total Quantity	Kit Contents	Content Quantity	Assembled?	Back-shipped items?
51	ACE4 Trainer Automation Staff Training Session Kit (condensed)	98	26-Jul-99		FD=5 items NPC=0 items			
52	ACE5 Lister Self-Study Kit	10,418	26-Jul-99		FD=5 items NPC=0 items			
53	ACE6 QA Field Operations Supervisor Startup Kit	20	26-Jul-99		FD=8 items NPC=0 items			
54	ACE7 Office Staff Training Session Kit	655	26-Jul-99		FD=8 items NPC=0 items			
55	ACE8 Trainer Office Staff Training Session Kit	42	26-Jul-99		FD=11 items NPC=0 items			
56	601 AMA Training - Instructor	110	20-Aug-99				y	
57	601 A AMA Training - Trainee	2,400	20-Aug-99				y	
58	603 AMFO	110	20-Aug-99				y	
59	603 A AMFO	2,400	20-Aug-99				y	
60	606 (pt 2) LCO Mgmt. Overview Trng. - Instructor	300	20-Aug-99				y	
61	606 A (pt 2) LCO Mgmt. Overview Trng. - Trainee	5,000	20-Aug-99				y	
62	606-OH (pt 2) Overheads - LCO Mgmt. Overview Training	113	20-Aug-99				y	
63	619 AMR Training - Instructor	110	20-Aug-99				y	
64	619 A AMR Training - Trainee	2,400	20-Aug-99				y	
65	621 LCO Manager Training - Instructor	110	20-Aug-99				y	
66	621 A LCO Manager Training - Trainee	1,400	20-Aug-99				y	
67	686 LCOAT	110	20-Aug-99				y	
68	686 A LCOAT	2,400	20-Aug-99				y	
69	10 Trainer Kit - PR	9	01-Nov-99			No FD specs		
70	11 Bulk Supply	511	01-Nov-99			1 difference		
71	12 Bulk Supply - PR	9	01-Nov-99					
72	1312 Crew Leader and QA Crew Leader Training Session	2,126	01-Nov-99					
73	1312 A Crew Leader and QA Crew Leader Training Session for Trainers	354	01-Nov-99		FD=1 add'l item			
74	1312 A PR Crew Leader and QA Crew Leader Training Session for Trainers (Puerto Rico)	15	01-Nov-99					
75	1312 B Crew Leader Startup	1,171	01-Nov-99					

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications		Assembled?	Back-shipped items?
				Total Quantity	Kit Contents		
76	1312 B PR Crew Leader Startup Kit (Puerto Rico)	21	01-Nov-99				
77	1312 C QA Crew Leader Startup Kit	197	01-Nov-99		2 different items		
78	1312 C PR QA Crew Leader Startup Kit (Puerto Rico)	3	01-Nov-99		2 different items		
79	1312 PR Crew Leader and QA Crew Leader Training Session (Puerto Rico)	56	01-Nov-99		FD=6 add'l items		
80	1333 QA Checker Training Session Kit	2,364	01-Nov-99		2 different items		
81	1333 A QA Checker Training Session Kit for Trainers	345	01-Nov-99				
82	1333 A PR QA Checker Training Session Kit for Trainers (Puerto Rico)	12	01-Nov-99				
83	1333 B QA Checker Startup Kit	1,542	01-Nov-99				
84	1333 B PR QA Checker Startup Kit (Puerto Rico)	30	01-Nov-99				
85	1333 PR QA Checker Training Session Kit	62	01-Nov-99		2 different items		
86	1339 Field Operations Supervisor Training Session Kit	758	01-Nov-99				
87	1339 A Trainer Field Operations Supr Trng Session Kit	168	01-Nov-99				
88	1339 A PR Field Operations Supervisor Training Session Kit for Trainers	9	01-Nov-99				
89	1339 B Field Operations Supervisor Startup Kit	161	01-Nov-99				
90	1339 B PR Field Operations Supervisor Startup Kit	161	01-Nov-99				
91	1339 C Field Operations Supervisor Backup Supply Kit	66	01-Nov-99				
92	1339 C PR Field Operations Supervisor Backup Supply Kit (Puerto Rico)	2	01-Nov-99				
93	1339 D Office Bulk Supplies Kit A	80	01-Nov-99				
94	1339 D PR Office Bulk Supplies Kit A (Puerto Rico)	2	01-Nov-99				
95	1339 E Office Bulk Supplies Kit B	72	01-Nov-99				
96	1339 E PR Office Bulk Supplies Kit B (Puerto Rico)	4	01-Nov-99				
97	1339 PR Field Operations Supervisor Training Session Kit (Puerto Rico)	32	01-Nov-99				
98	1374 Interviewer Training Session Kit	14,939	01-Nov-99				
99	1374 A Trainer Interviewer Training Session	1,747	01-Nov-99				
100	1374 A PR Trainer Interviewer Training Session (Puerto Rico)	45	01-Nov-99			15 differences	

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications		Content Quantity	Assembled?	Back-shipped items?
				Total Quantity	Kit Contents			
101	1374 B Interviewer Startup Kit	9,250	01-Nov-99					
102	1374 B PR Interviewer Startup Kit (Puerto Rico)	174	01-Nov-99			7 differences		
103	1374 PR Interviewer Training Session Kit (Puerto Rico)	310	01-Nov-99					
104	19 Trainee Kit	3,100	01-Nov-99			No FD specs		
105	20 Trainee Kit - PR	54	01-Nov-99			No FD specs		
106	21 Trainer Kit	511	01-Nov-99			No FD specs		
107	22 Trainer Kit - PR	9	01-Nov-99			No FD specs		
108	23 Bulk Supply	511	01-Nov-99					
109	24 Bulk Supply - PR	9	01-Nov-99					
110	31 Trainee Kit	3,700	01-Nov-99			No FD specs		
111	32 Trainee Kit - PR	54	01-Nov-99			No FD specs		
112	33 Trainer Kit	511	01-Nov-99			No FD specs		
113	34 Trainer Kit - PR	9	01-Nov-99			No FD specs		
114	35 Bulk Supply	511	01-Nov-99					
115	36 Bulk Supply - PR	9	01-Nov-99					
116	43 Trainee Kit	3,066	01-Nov-99			No FD specs		
117	44 Trainee Kit - PR	54	01-Nov-99			No FD specs		
118	45 Trainer Kit	511	01-Nov-99			No FD specs		
119	46 Trainer Kit - PR	9	01-Nov-99			No FD specs		
120	48 Bulk Supply	511	01-Nov-99					
121	50 Bulk Supply - PR	9	01-Nov-99					
122	545 (A) Bulk Supply	511	01-Nov-99		No FD specs	No FD specs		
123	545 (A) PR Bulk Supply - PR	9	01-Nov-99		No FD specs	No FD specs		
124	548 PR Enumerator Supply Kit - PR	6,173	01-Nov-99					
125	554 Crew Leader Supply	14,606	01-Nov-99					

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications		Content Quantity	Assembled?	Back-shipped items?
				Total Quantity	Kit Contents			
126	554 PR Crew Leader Supply - PR	1,297	01-Nov-99					
127	573 Team Leader Field Work Supply Kit	200	01-Nov-99	NPC = 200 FD = 100	FD=7 items NPC=22	3 differences		
128	579 Enumerator Field Work Supply Kit	1,000	01-Nov-99	No FD specs	No FD specs	No FD specs		
129	630 (L/E) A PR FOS Trainee Kit - PR		01-Nov-99	No FD specs				
130	630 (L/E) PR FOS Trainer Kit - PR		01-Nov-99	No FD specs				
131	630 (UL) FOS Instructor	867	01-Nov-99			1 difference	y	
132	630 (UL) A FOS Trainee	916	01-Nov-99					
133	645 (A) Trainer Kit	4,760	01-Nov-99			No FD specs		
134	645 (A) PR Trainer Kit - PR		01-Nov-99	No FD specs		No FD specs		
135	645 A A Trainee Kit for Volunteer Staff	60,000	01-Nov-99			No FD specs		
136	645 A A PR Trainee Kit for Volunteer Staff - PR		01-Nov-99	No FD specs		No FD specs		
137	648 Enumerator Instructor	8,038	01-Nov-99					
138	648 A Enumerator Trainee	134,540	01-Nov-99					
139	648 A PR Enumerator Trainee - PR	6,868	01-Nov-99					
140	648 PR Enumerator Instructor - PR	1,351	01-Nov-99					
141	654 Crew Leader instructor	1,181	01-Nov-99					
142	654 A Crew Leader Trainee	14,732	01-Nov-99					
143	654 A PR Crew Leader Trainee - PR	1,351	01-Nov-99					
144	654 PR Crew Leader instructor - PR	85	01-Nov-99					
145	673 For FOS to Train Team Leaders	10	01-Nov-99		NPC=58 add'l items			
146	673 A For Team Leader Trainees	200	01-Nov-99	No FD specs	No FD specs	No FD specs		
147	7 Trainee Kit	3,100	01-Nov-99			No FD specs		
148	8 Trainee Kit - PR	54	01-Nov-99			No FD specs		
149	9 Trainer Kit	511	01-Nov-99			No FD specs		
150	GQSPAV1 Trainee	3,066	01-Nov-99			No FD specs		

Kit Specifications/Schedule Data as of November 2, 1999

F.D. vs. NPC Specifications

Kit No.	Description	Quantity	Scheduled Ship Date	Total Quantity	Kit Contents	Content Quantity	Assembled?	Back-shipped items?
151	GQSPAV2 Trainee - PR	54	01-Nov-99			No FD specs		
152	GQSPAV3 Trainer	511	01-Nov-99			No FD specs		
153	GQSPAV4 Trainer - PR	9	01-Nov-99			No FD specs		
154	GQSPAV5 Bulk Supply	511	01-Nov-99					
155	GQSPAV6 Bulk Supply - PR	9	01-Nov-99					
156	HUFUF1 Interviewer Self-Study Kit	25,513	01-Nov-99					
157	HUFUF5 Crew Leader Training Session Kit	4,265	01-Nov-99					
158	HUFUF6 Trainer Crew Leader Training Session	534	01-Nov-99					
159	HUFUO1 Office Staff Training Session Kit	905	01-Nov-99					
160	HUFUO2 Trainer Office Staff Training Session Kit	42	01-Nov-99					
161	PFUD1 Office Staff Training Session Kit	761	01-Nov-99					
162	PFUO2 Trainer Office Staff Training Session Kit	677	01-Nov-99					
163	PIF1 Interviewer Training Session Kit	41,176	01-Nov-99					
164	PIF10 QA Field Checker Training Session Kit	6,967	01-Nov-99					
165	PIF11 Trainer QA Field Checker Training Session Kit	781	01-Nov-99					
166	PIF12 QA Field Checker Startup Kit	4,855	01-Nov-99					
167	PIF2 Trainer Interviewer Training Session	4,285	01-Nov-99					
168	PIF3 Interviewer Startup Kit	29,100	01-Nov-99					
169	PIF4 Crew Leader Training Session Kit	6,210	01-Nov-99					
170	PIF5 Trainer Crew Leader Training Session	719	01-Nov-99					
171	PIF6 Crew Leader Startup or QA Crew Leader Startup Kit	4,250	01-Nov-99					
172	PIF7 Field Operations Supervisor Training Session Kit	1,960	01-Nov-99					
173	PIF8 Trainer Field Operations Supervisor Training Session Kit	266	01-Nov-99					
174	PIF9 Field Operations Supervisor Startup or QA Field Operations Supervisor Startup Kit	538	01-Nov-99					
175	1 Trainee Kit	38,000	01-Jan-00			No FD specs		

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications		Content Quantity	Assembled?	Back-shipped items?
				Total Quantity	Kit Contents			
176	1130 Crew Leader Supply Kit	798	01-Jan-00					
177	1130 PR Crew Leader Supply Kit - PR		01-Jan-00	No FD specs	No FD specs	No FD specs		
178	1202 Enumerator Supply Kit	13,314	01-Jan-00					
179	1202 PR Enumerator Supply Kit - PR		01-Jan-00	No FD specs	No FD specs	No FD specs		
180	1204 Enumerator Trainer Kit	924	01-Jan-00					
181	1204 A Enumerator Trainee Kit	13,824	01-Jan-00					
182	1204 A PR Enumerator Trainee Kit - PR		01-Jan-00	No FD specs	No FD specs	No FD specs		
183	1204 PR Enumerator Trainer kit - PR		01-Jan-00	No FD specs	No FD specs	No FD specs		
184	1230 Crew Leader Trainer Kit	266	01-Jan-00					
185	1230 A Crew Leader Trainee Kit	950	01-Jan-00					
186	1230 A PR Crew Leader Trainee Kit - PR		01-Jan-00	No FD specs	No FD specs	No FD specs		
187	1230 PR Crew Leader Trainer Kit - PR		01-Jan-00	No FD specs	No FD specs	No FD specs		
188	13 Trainee Kit	24,000	01-Jan-00			No FD specs		
189	14 Trainee Kit - PR	450	01-Jan-00			No FD specs		
190	15 Trainer Kit	2,550	01-Jan-00			No FD specs		
191	16 Trainer Kit - PR	45	01-Jan-00			No FD specs		
192	17 Bulk Supply	511	01-Jan-00					
193	18 Bulk Supply - PR	9	01-Jan-00					
194	2 Trainee Kit - PR	670	01-Jan-00		NPC=1 add'l item	No FD specs		
195	25 Trainee Kit	55,200	01-Jan-00			No FD specs		
196	26 Trainee Kit - PR	975	01-Jan-00			No FD specs		
197	27 Trainer Kit	5,110	01-Jan-00		FD=1 add'l item	No FD specs		
198	28 Trainer Kit - PR	90	01-Jan-00		FD=1 add'l item	No FD specs		
199	29 Bulk Supply	511	01-Jan-00					
200	3 Trainer Kit	6,150	01-Jan-00			No FD specs		
201	30 Bulk Supply - PR	9	01-Jan-00					

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications		Content Quantity	Assembled?	Back-shipped items?	
				Total Quantity	Kit Contents				
202	37	Trainee Kit	12,264	01-Jan-00			No FD specs		
203	38	Trainee Kit - PR	216	01-Jan-00			No FD specs		
204	39	Trainer Kit	2,044	01-Jan-00			No FD specs		
205	4	Trainer Kit - PR	110	01-Jan-00			No FD specs		
206	40	Trainer Kit - PR	36	01-Jan-00			No FD specs		
207	41	Bulk Supply	511	01-Jan-00					
208	42	Bulk Supply - PR	9	01-Jan-00					
209	47	Maritime Operators	150	01-Jan-00			No FD specs		
210	49	Military Vessels	600	01-Jan-00			No FD specs		
211	5	Bulk Supply	511	01-Jan-00					
212	547	Enumerator Supply Kit	837,942	01-Jan-00		FD=3 add'l items	3 differences	y	3
213	548	Enumerator Supply Kit	112,013	01-Jan-00					
214	549	Enumerator Supply Kit	9,948	01-Jan-00					
215	549 PR	Enumerator Supply Kit - PR		01-Jan-00	No FD specs	No FD specs	No FD specs		
216	553	Crew Leader Supply Kit	40,867	01-Jan-00		FD=3 add'l items	1 difference		
217	555	Crew Leader Supply Kit	501	01-Jan-00					
218	555 PR	Crew Leader Supply Kit - PR		01-Jan-00	No FD specs				
219	569	Bulk Supply Kit	511	01-Jan-00					
220	569 PR	Bulk Supply Kit - PR	9	01-Jan-00					
221	6	Bulk Supply - PR	9	01-Jan-00			No FD specs for 1 item		
222	630 (L/E)	FOS Trainer Kit	214	01-Jan-00		NPC=1 add'l item			
223	630 (L/E) A	FOS Trainee Kit	196	01-Jan-00					
224	630 (NRFU) (U) (A)	Trainee Kit for FOS in Urban Areas	1,350	01-Jan-00					
225	630 (NRFU) (M)	Instructor's Kit to Train FOS for Urban Areas	880	01-Jan-00		FD=1 add'l item			
226	630 (NRFU) (M) (A)	Trainee Kit for Training FOS	2,545	01-Jan-00		NPC=12 add'l items	1 difference		

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications			Assembled?	Back-shipped items?
				Total Quantity	Kit Contents	Content Quantity		
227	630 (NRFU) (U) Trainer Kit for Training FOS	1,373	01-Jan-00		FD=2 add'l items			
228	630 (U/E) FOS Trainer Kit	217	01-Jan-00					
229	630 (U/E) A FOS Trainee Kit	244	01-Jan-00			Quantity=0 per NPC		
230	630 (U/E) A PR FOS Trainee Kit - PR??		01-Jan-00	No FD specs	No FD specs	No FD specs		
231	630 (U/E) PR FOS Trainer Kit - PR??		01-Jan-00	No FD specs	No FD specs	No FD specs		
232	647 (M) Trainer Kit for Training Enumerators	25,865	01-Jan-00		FD= 4 add'l items			
233	647 (U) Crew Leader Instructor Kit to Train Enum.	15,340	01-Jan-00		FD= 4 add'l items			
234	647 A (M) Trainees Kit for Enumerator Training	548,962	01-Jan-00		FD=1 add'l items			
235	647 A (U) Enumerator Trainee Kit for Urban Areas	289,275	01-Jan-00		FD=1 add'l items			
236	649 Enumerator Trainer Kit	709	01-Jan-00					
237	649 A Enumerator Trainee Kit	10,361	01-Jan-00					
238	649 PR Enumerator Trainer Kit - PR		01-Jan-00	No FD specs				
239	649 A PR Enumerator Trainee kit - PR		01-Jan-00	No FD specs				
240	653 (M) Trainer Kit for Training Crew Leaders	3,463	01-Jan-00		FD=4 add'l items			
241	653 (U) Crew Leader Instructor's Kit to train Crew Leader in Urban areas	1,875	01-Jan-00		FD=4 add'l items			
242	653 A (M) Trainee Kit for Training Crew Leaders	25,865	01-Jan-00		FD=2 add'l items			
243	653 A (U) Crew Leader Trainee Kit to train Crew Leader	15,340	01-Jan-00		FD=2 add'l items			
244	655 Crew Leader Trainer Kit	214	01-Jan-00		FD=1 add'l item			
245	655 A Crew Leader Trainee Kit	709	01-Jan-00		NPC=5 add'l items	6 differences		
246	655 A PR Crew Leader Trainee Kit - PR		01-Jan-00	No FD specs				
247	655 PR Crew Leader Trainer Kit - PR		01-Jan-00	No FD specs				
248	669 Trainer Kit	1,533	01-Jan-00			No FD specs		
249	669 PR Trainer Kit - PR	27	01-Jan-00			No FD specs		
250	669A Trainee Kit	6,655	01-Jan-00			No FD specs		
251	669A PR Trainee Kit - PR	117	01-Jan-00			No FD specs		
252	671 (p1) Trainer	4,600	01-Jan-00			No FD specs		

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications		Content Quantity	Assembled?	Back-shipped items?
				Total Quantity	Kit Contents			
253	671 (p1) PR Trainer - PR	90	01-Jan-00			No FD specs		
254	671 (p1)A Trainee	31,175	01-Jan-00			No FD specs		
255	671 (p1)A PR Trainee - PR	558	01-Jan-00			No FD specs		
256	671 (p2) Trainer	90	01-Jan-00			No FD specs		
257	671 (p2) PR Trainer - PR	90	01-Jan-00			No FD specs		
258	671 (p2)A Trainee	31,175	01-Jan-00			No FD specs		
259	671 (p2)A PR Trainee - PR	558	01-Jan-00			No FD specs		
260	FHUFUF1 Interviewer Training Session Kit	7,011	01-Jan-00					
261	FHUFUF1 Q Field Operations Supervisor Startup Kit	83	01-Jan-00					
262	FHUFUF1 1 QA Field Checker Training Session Kit	1,171	01-Jan-00					
263	FHUFUF1 2 Trainer QA Field Checker Training Session Kit	204	01-Jan-00					
264	FHUFUF1 3 QA Field Checker Training Startup Kit	825	01-Jan-00					
265	FHUFUF1 4 QA Crew Leader Startup Kit	105	01-Jan-00					
266	FHUFUF1 5 QA Field Operations Supervisor Startup Kit	13	01-Jan-00		FD=4 add'l items			
267	FHUFUF2 Trainer Interviewer Training Session	905	01-Jan-00					
268	FHUFUF4 Interviewer Startup Kit	4,950	01-Jan-00					
269	FHUFUF5 Crewleader Training Session Kit	1,054	01-Jan-00					
270	FHUFUF6 Trainer Crew Leader Training Session	221	01-Jan-00					
271	FHUFUF7 Crew Leader Startup	625	01-Jan-00					
272	FHUFUF8 Field Operations Supervisor Training Session Kit	324	01-Jan-00					
273	FHUFUF9 Trainer Field Operations Supr Trng Session Kit	111	01-Jan-00					
274	FHUFUO1 Office Staff Training Session Kit	165	01-Jan-00					
275	FHUFUO2 Trainer Office Staff Training Session Kit	42	01-Jan-00					
276	ME2 Trainee - PR	500	01-Jan-00			No FD specs		
277	ME5 Bulk Supply	511	01-Jan-00					

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications			Assembled?	Back-shipped items?
				Total Quantity	Kit Contents	Content Quantity		
278	ME6 Bulk Supply - PR	9	01-Jan-00					
279	PFUF1 Interviewer Training Session Kit	32,861	01-Jan-00					
280	PFUF2 Trainer Interviewer Training Session	3,405	01-Jan-00					
281	PFUF3 Interviewer Startup Kit	26,673	01-Jan-00					
282	PFUF4 Crew Leader Training Session Kit	5,177	01-Jan-00					
283	PFUF5 Trainer Crew Leader Training Session	579	01-Jan-00					
284	PFUF6 Crew Leader Startup	3,338	01-Jan-00					
285	PFUF7 Field Operations Supervisor Training Session Kit	1,840	01-Jan-00					
286	PFUF8 Trainer Field Operations Supervisor Training Session Kit	229	01-Jan-00					
287	PFUF9 Field Operations Supervisor Startup Kit	418	01-Jan-00					
288	TNE1 Bulk Supply	511	01-Jan-00					
289	TNE2 Bulk Supply - PR	9	01-Jan-00					
290	47V Maritime Vessels	800	03-Jan-00			No FD specs		
291	ME1 Trainee	30,660	03-Jan-00			No FD specs		
292	ME3 Trainer	525	03-Jan-00			No FD specs		
293	ME4 Trainer - PR		03-Jan-00	No FD specs	No FD specs	No FD specs		
294	101 General Office Supplies	520						
295	104 Administrative Forms	520						
296	105 D Series Forms	520						
297	107 Manuals (For office use and extras) 500 series	520						
298	1122 Enumerator Supply	964		No FD specs	No FD specs	No FD specs		
299	1123 Crew Leader Supply	87		No FD specs	No FD specs	No FD specs		
300	1222 Enumerator Instructor	213		No FD specs	No FD specs	No FD specs		
301	1222 A Enumerator Trainee	1,282		No FD specs	No FD specs	No FD specs		
302	1223 Crew Leader Instructor	173		No FD specs	No FD specs	No FD specs		
303	1223 A Crew Leader Trainee	213		No FD specs	No FD specs	No FD specs		

Kit Specifications/Schedule Data as of November 2, 1999

Kit No.	Description	Quantity	Scheduled Ship Date	F.D. vs. NPC Specifications			Assembled?	Back-shipped items?
				Total Quantity	Kit Contents	Content Quantity		
304	517 Testing and Selection	520						
305	630 (UU/L) FOS Instructor	174		No FD specs	No FD specs	No FD specs		
306	630 (UU/L) A FOS Trainee	174		No FD specs	No FD specs	No FD specs		
307	697.3 Facility Quest. Personal Visit (FQPV) Training - Instructor			No FD specs	No FD specs	No FD specs	y	5
308	697.3 A Facility Quest. Personal Visit (FQPV) Training - Trainee			No FD specs	No FD specs	No FD specs	y	6
309	BCC1			No FD specs	No FD specs	No FD specs		
310	BCC2			No FD specs	No FD specs	No FD specs		
311	FFO1			No FD specs	No FD specs	No FD specs		
312	PGCV1			No FD specs	No FD specs	No FD specs		
313	PI1 Office Staff Training Session Kit	756						
314	PI2 Trainer Office Staff Training Session Kit	42						
315	PI3 QA Office Staff Training Session Kit	166						
316	PI4 Trainer QA Office Staff Training Session Kit	42						
317	UAA1			No FD specs	No FD specs	No FD specs		
318	G-1 Basic Supplies for Crew Leader Supply			No FD specs			y	
319	G-2 Basic Supplies for Crew Leader Instructor Kits			No FD specs			y	
320	G-3 Basic Supplies for Crew Leader Training Kits			No FD specs			y	
321	G-4 Basic Supplies for Enumerator Supply			No FD specs			y	
322	G-5 Basic Supplies for Enumerator Instructor Kits			No FD specs			y	
323	G-6 Basic Supplies for Enumerator Training Kits			No FD specs			y	

SUMMARY

No FD Specifications					28
Partial FD Specifications					74
FD vs. NPC Specification Differences	2	36	10		48
Kits Assembled					68
Kits With At Least 1 backshipped item					19
Total Backshipped items					48



UNITED STATES DEPARTMENT OF COMMERCE
Bureau of the Census
Washington, DC 20233-0001
OFFICE OF THE DIRECTOR

MEMORANDUM FOR Mary L. Casey
Acting Assistant Inspector General for Auditing

Through: Robert J. Shapiro *RJS*
Under Secretary for Economic Affairs

From: Kenneth Prewitt
Director

Subject: *Decennial Census Warehousing Operations Need Attention*
Draft Audit Report No. DEN-11950-0-XXXX

This is in response to your memorandum transmitting the above-referenced draft audit report, which made the following recommendations:

Recommendation 1:

Finalize all kit specifications as soon as possible and aggressively pursue acquisition of all understocked items.

Action Taken or Planned:

The U.S. Census Bureau concurs and is working aggressively to finalize all kit specifications as soon as possible. Systems have been in place since October 1999 to alleviate any shortfall of understocked items. It is important to note that the Office of Inspector General based many conclusions in the audit report on assumptions derived from a previous kit shipment strategy that has since been updated. The previous strategy called for four shipments to the Local Census Offices (LCOs), each shipment containing materials for a number of operations starting within a common time frame. Later than expected delivery of kit materials to the National Processing Center (NPC) made the four-shipment strategy unfeasible. Field Division therefore shifted the strategy so that shipments would coincide with whole operations. For this new approach, Field Division provided NPC with a revised shipping schedule that helps ensure LCOs will receive the necessary materials in time for training and conducting major operations. Additionally, since early October 1999, Field Division has instituted weekly telecommunications meetings and visits to NPC by headquarters personnel to assess progress and problems in the ordering and delivery of materials and the assembling and shipment of kits.

To date, the revised strategy has been very successful. For example, in Update/Leave—the first major Census 2000 enumeration activity—all kits arrived on or prior to the scheduled December 8, 1999, deadline. Because of the delay in completing materials for Special Place/Group Quarters (SP/GQ) enumeration, kits arrived very close to the start of operations. However, Field Division was able to send a limited, but sufficient, supply of materials to each LCO to prepare for SP/GQ Crew Leader training. Despite some late deliveries due to printing delays, Field Division continues to have success with the new shipping strategy. For Nonresponse Follow-up—scheduled to begin April 27, 2000—the Census Bureau is confident that all kits will arrive in the LCOs on schedule.

Recommendation 2:

Reconcile the differences between the Field Division's kit specification/kit schedule lists and the center's kit specification/kit schedule system and have Field Division enter updates to kit specifications directly to the system developed by the center.

Action Taken or Planned:

While the Census Bureau can appreciate the need to have compatible systems, this recommendation cannot be implemented at this time. Reconciliation between the two existing systems would require the development, testing, and implementation of an entirely new, nationwide system. Given the very large workload for upcoming field operations, the Census Bureau cannot commit to such an undertaking. The Census Bureau believes the revised strategy and oversight systems outlined in Recommendation 1 are sufficient for meeting supply and materials requirements for remaining Census 2000 operations. The development of a new system should be postponed until such time as it will not interfere with critical decennial operations.