2010 CENSUS: RECRUITING, HIRING AND TRAINING A DIVERSE WORKFORCE

HEARING

BEFORE THE

SUBCOMMITTEE ON INFORMATION POLICY, CENSUS, AND NATIONAL ARCHIVES

OF THE

COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

HOUSE OF REPRESENTATIVES

ONE HUNDRED TENTH CONGRESS

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2010 CENSUS: RECRUITING, HIRING AND TRAINING A DIVERSE WORKFORCE

THURSDAY, JULY 26, 2007

HOUSE OF REPRESENTATIVES,
SUBCOMMITTEE ON INFORMATION POLICY, CENSUS, AND NATIONAL ARCHIVES,
COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM,
Washington, DC.

The subcommittee met, pursuant to notice, at 2 p.m., in room 2247, Rayburn House Office Building, Hon. Wm. Lacy Clay (chairman of the subcommittee) presiding.

Present: Representatives Clay, Turner, and Maloney.

Also present: Representative Davis of Virginia.

Staff present: Tony Haywood, staff director/counsel; Jean Gosa, clerk; Alissa Bonner, professional staff member; Nick Ballen, intern; Leneal Scott, information systems manager; Jennifer Safavian, minority chief counsel for oversight and investigations; Keith Ausbrook, minority general counsel; Jim Moore, minority counsel; Allyson Blandford and Jay O'Callaghan, minority professional staff members; Benjamin Chance, minority clerk; and Bill Womack, minority assistant clerk.

Mr. CLAY. The Information Policy, Census, and National Archives Subcommittee, Oversight and Government Reform Committee will come to order.

Today's hearing will examine the Census Bureau's effort to recruit, hire and train a diverse work force in connection with the 2010 census and related issues.

Without objection, the Chair and ranking minority member will have 5 minutes to make opening statements followed by opening statements not to exceed 3 minutes by any other member of the committee who seeks recognition.

Without objection, Members and witnesses may have 5 legislative days to submit a written statement or extraneous materials for the record.

I will now start with my opening statement and welcome everyone to today's oversight hearing on Recruiting, Hiring and Training a Diverse Workforce for the 2010 census.

In its strategic plan for 2005 to 2007, the Census Bureau states that "As the Nation becomes more diverse, the Census Bureau's staff must reflect the increasing diversity of the American population if it's to do its job effectively."

The purpose of today's hearing is to help Congress evaluate whether or not the Census Bureau is on target to achieve this stat-

ed goal. We will examine the Bureau's plan to ensure a diverse work force from the enumerators to its senior level management.

Nineteen percent is African American; 5 percent is Hispanic/Latino; 1 percent is American Indian/Alaska Native; and less than 1 percent is Native Hawaiian or Pacific Islander.

Currently, the Bureau has 13,761 employees with minorities comprising 2,246 of the Bureau's total work force. The statistics are equally disappointing for the senior levels, grades 13 through the senior executive service, where minorities make up only 28 percent of this group, and there's not one Native Hawaiian or Pacific Islander according to the Bureau's recent work force profile.

We will also review the agency's record involving minority contracting. GAO estimates that of the $11.3 billion to be spent on the 2010 census, $1.9 billion or 17 percent will be spent on the 7 largest contractors. This is a significant expenditure of taxpayer dollars. Therefore, Congress is obligated to ensure that minority businesses fully participate in contracting and subcontracting opportunities for the decennial census.

I want to thank in advance all of our witnesses for appearing today and look forward to their testimony.

[The prepared statement of Hon. Wm. Lacy Clay follows:]

Opening Statement of Rep. Wm. Lacy Clay, Chairman

Hearing on "Census 2010: "2010 Census: Recruiting, Hiring, and Training a Diverse Workforce"

Information Policy, Census, and National Archives Subcommittee
Oversight and Government Reform Committee

2247 Rayburn HOB – 2:00 P. M.

Thursday, July 26, 2007

GOOD AFTERNOON AND WELCOME TO TODAY'S OVERSIGHT HEARING ON RECRUITING, HIRING AND TRAINING A DIVERSE WORKFORCE FOR THE 2010 CENSUS.

IN ITS STRATEGIC PLAN FOR 2005-2007, THE CENSUS BUREAU STATES THAT "AS THE NATION BECOMES MORE DIVERSE, THE CENSUS BUREAU'S STAFF MUST

REFLECT THE INCREASING DIVERSITY OF THE AMERICAN POPULATION, IF IT IS TO DO ITS JOB EFFECTIVELY."

THE PURPOSE OF TODAY'S HEARING IS TO HELP CONGRESS EVALUATE WHETHER OR NOT THE CENSUS BUREAU IS ON TARGET TO ACHIEVE THIS STATED GOAL.

WE WILL EXAMINE THE BUREAU'S PLAN TO ENSURE A DIVERSE WORKFORCE FROM THE ENUMERATORS TO ITS SENIOR-LEVEL MANAGEMENT.

CURRENTLY, THE BUREAU HAS 13,761 EMPLOYEES, WITH MINORITIES COMPRISING ONLY 2,246 OF THE BUREAU'S TOTAL WORKFORCE.

ACCORDING TO THE BUREAU'S RECENT WORKFORCE PROFILE OF ITS MINORITY STAFF, 19 PERCENT IS AFRICAN AMERICAN; 5 PERCENT IS HISPANIC/LATINO; 1 PERCENT IS AMERICAN INDIAN/ALASKA NATIVES; AND LESS THAN ONE PERCENT IS NATIVE HAWAIIAN OR PACIFIC PSLANDER.

WE WILL ALSO REVIEW THE AGENCY'S RECORD INVOLVING MINORITY CONTRACTORS. GAO ESTIMATES THAT OF THE $11.3 BILLION TO BE SPENT ON THE 2010 CENSUS, $1.9 BILLION WILL BE SPENT ON THE SEVEN LARGEST CONTRACTORS.

THIS IS A SIGNIFICANT EXPENDITURE OF TAXPAYER DOLLARS. THEREFORE, CONGRESS IS OBLIGATED TO ENSURE THAT MINORITY BUSINESSES FULLY PARTICIPATE IN CONTRACTING AND SUBCONTRACTING

OPPORTUNITIES FOR THE DECENNIAL CENSUS.

I THANK ALL OF OUR WITNESSES FOR APPEARING TODAY AND LOOK FORWARD TO THEIR TESTIMONIES.

Mr. CLAY. Now I will yield to the distinguished ranking member, Mr. Turner of Ohio.

Mr. TURNER. Thank you, Mr. Chairman. I want to thank you for your leadership in holding this hearing considering the Bureau's goal of recruiting, hiring and training a diverse work force for the 2010 census.

Today, we will examine a key challenge facing the Census Bureau, the importance of producing a large, diverse and qualified work force to implement the 2010 census. This is a significant step in achieving as complete and accurate a census as possible.

Hiring and training the nearly 600,000 workers needed for the upcoming census will be one of the largest and most complex tasks undertaken by any entity, public or private, in our Nation. It will make the Census Bureau temporarily one of our country's largest employers.

As the Nation is becoming more diverse, it will need a more ethnically diverse census work force especially in the so-called hard to count communities where there are varying language and cultural barriers.

One of the proven success stories from the 2000 census was the partnership and outreach program which was credited by many for helping to achieve an accurate count in culturally diverse communities. Establishing partnerships within these areas is proven to reduce costs and improve accuracy. As we prepare for the 2010 census, we will need to buildupon the successes of the 2000 program.

GAO recently issued a report outlining challenges in hiring, recruiting and training workers for the 2010 census. This report called into question many of the Bureau's plans and strategies as it pertains to the 2010 decennial work force. I am concerned that many of the recommendations made by the GAO have not properly addressed by the Bureau.

Mr. Chairman, there are many stakeholders that sit in our hearing today. As you know, the results of the decennial census will affect all levels of government and the private sector. As a result, it is important that we look at the Bureau's plan for hiring, retaining and training the 2010 work force, and I look forward to a productive hearing.

I also want to apologize in that I am participating in markup discussions in another committee, so I won't be able to stay. But I have the written testimony, and I will certainly be looking forward to reviewing the testimony.

I do appreciate the chairman's leadership in what is a very important issue. Thank you.

[The prepared statement of Hon. Michael Turner follows:]

Opening Statement of Ranking Member Michael R. Turner
"2010 Census: Recruiting, Hiring, and Training a Diverse Workforce"
Information Policy, Census and National Archives Subcommittee
2:00 PM, July 26, 2007, Room 2247 Rayburn

Mr. Chairman, thank you for holding this hearing on the Bureau's goal of recruiting, hiring and training a diverse workforce for the 2010 Census.

Today, we will examine a key challenge facing the Census Bureau - the importance of producing a large, diverse and qualified workforce to implement the 2010 Census. This is a significant step in achieving as complete and accurate census as possible.

Hiring and training the nearly 600,000 workers needed for the upcoming census will be one of the largest and most complex tasks undertaken by any entity, public or private, in our nation. It will make the Census Bureau, temporarily, one of our country's largest employers

As the nation is becoming more diverse, it will need a more ethnically diverse census workforce, especially in the so-called, "hard-to-count" communities where there are varying language and cultural barriers.

One of the proven success stories from the 2000 Census was the partnership and outreach program, which was credited by many for helping to achieve an accurate count in culturally diverse communities. Establishing partnerships within these areas is proven to reduce costs and improve accuracy.

As we prepare for the 2010 Census we need to build upon the successes of the 2000 program. GAO recently issued a report outlining challenges in hiring, recruiting, and training workers for the 2010 Census. This report called into question many of the Bureau's plans and strategies as it pertains to the 2010 decennial workforce. I am concerned that many of the recommendations made by the GAO have not been properly addressed by the Bureau.

Mr. Chairman, there are many stakeholders interested in our hearing today. As you know the results of the decennial census will affect all levels of government and the private sector. As a result it is important that we look at the Bureau's plan for hiring, retaining, and training of the 2010 workforce and I look forward to a productive hearing.

Mr. CLAY. Thank you, Mr. Turner.

We know that Mr. Davis of Virginia will be joining us shortly, and he can fill in adequately. Thank you.

The subcommittee will now hear testimony from the witnesses before us today. On our first panel, we will hear from the Honorable Charles Louis Kincannon, Director of the U.S. Census Bureau, and Mathew Scirè, Director of Strategic Issues at GAO.

Thank you, Director Kincannon and Mr. Scirè, for appearing before the subcommittee today.

I will stop there and recognize the ranking member who has joined us today, Mr. Davis of Virginia for an opening statement.

Mr. DAVIS OF VIRGINIA. Mr. Chairman, thank you very much. We just concluded another hearing downstairs. I want to thank you for holding the hearing.

At its root, the census in 2010 will be an opportunity for the Federal Government to talk to America. This is our once-in-a-decade chance to learn how many Americans there are and where they are. Congress then uses that information to apportion seats to each State for the following decade, to drive Federal grant formulas and for a myriad of other purposes.

So it is very important when the Bureau goes out to talk to Americans that they speak America's language. The Census Bureau has to understand America's neighborhoods and act in respectful and trustworthy ways in those neighborhoods. In a nutshell, that is why diversity matters in hiring and training at the census.

In some circles, diversity has taken on a bad connotation. Others see it as mired in political correctness. But the American business community has learned neither of these perspectives is accurate.

Diversity today isn't about social activism. It is about developing the best possible business strategy.

It isn't about meeting quotas. It is about providing the highest quality customer service.

It isn't just about being responsive to the community. It is about being innovative in the national marketplace.

My hope is that the Bureau is developing the best business strategy possible to reach their diverse customers. I hope they are planning to provide unparalleled customer service despite some obvious time constraints. Most important, I hope the Bureau is being innovative as they think about how to have this essential decennial conversation with America.

I look forward to hearing from these witnesses today as we discuss these important issues.

Thank you.

[The prepared statement of Hon. Tom Davis follows:]

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Statement of Rep. Tom Davis
Full Committee Ranking Member
"2010 Census: Recruiting, Hiring, and Training a Diverse Workforce"
Subcommittee on Information Policy, Census, and National Archives
Committee on Oversight and Government Reform

July 26, 2007

Mr. Chairman, thank you for holding this hearing today. At its root, the Census in 2010 will be an opportunity for the federal government to talk to America. This is our once-a- decade chance to learn how many Americans there are and where they are. Congress then uses that information to apportion seats to each state for the following decade, to drive federal grant formulas, and for a myriad of other purposes.

So it's very important when the Bureau goes out to talk to Americans that they speak America's language. The Census Bureau has to understand America's neighborhoods and act in respectful and trustworthy ways in those neighborhoods. In a nutshell, that's why diversity matters in hiring and training at the Census.

In some circles diversity has taken on a bad connotation. Others see it as mired in political correctness. But the American business community has learned neither of these perspectives is accurate.

Diversity today isn't about social activism. It's about developing the best possible business strategy. It isn't about meeting quotas. It's about providing the highest quality customer service. And, it isn't just about being responsive to the community. It's about being innovative in the national marketplace.

My hope is that the Bureau is developing the best business strategy possible to reach their diverse customers. I hope they are planning to provide unparalleled customer service possible despite some obvious time constraints. And most importantly, I hope the Bureau is being innovative as they think about how to have this essential decennial conversation with America.

I look forward to hearing from these witnesses today as we discuss these important issues.

Mr. CLAY. Thank you very much, Mr. Davis.

It is the policy of the Oversight and Government Reform Committee to swear in all witnesses before they testify.

[Witnesses sworn.]

Mr. CLAY. Let the record reflect that the witnesses answered in the affirmative.

You both will have 5 minutes to make an opening statement. Your complete written testimony will be included in the hearing record.

The yellow light, as you both are familiar, will indicate you have 1 minute remaining. The red light will indicate that your time has expired.

Thank you. Director Kincannon, you may proceed.

STATEMENTS OF CHARLES LOUIS KINCANNON, DIRECTOR, U.S. BUREAU OF THE CENSUS; AND MATHEW J. SCIRE, DIRECTOR, STRATEGIC ISSUES, U.S. GOVERNMENT ACCOUNTABILITY OFFICE

STATEMENT OF CHARLES LOUIS KINCANNON

Mr. KINCANNON. Thank you, Mr. Chairman, for this opportunity to discuss the U.S. Census Bureau's commitment to diversity.

Diversity is who we are as a Nation and underscores the fundamental cultural values of our people. It is vital to the quality of the data we produce to maintain public trust and cooperation, starting with a work force that looks and sounds like America.

To ensure the Census Bureau fulfills its commitments with regard to diversity, we have undertaken a number of organizational changes such as the establishment of a Diversity Program Office and the Diversity Council as well as other efforts.

One of the most important long term strategies of ensuring a highly qualified, motivated and diverse work force is through opportunities specifically with recruitment and internships. The Census Bureau maintains a robust college recruitment program. Annually, we visit more than 70 colleges, nearly half of which are minority-serving institutions, to recruit entry level candidates for mission critical positions. Of those successfully recruited last year, nearly one-third were from minority-serving institutions.

The Census Bureau uses internships to build a pipeline of diverse, highly qualified talent at the entry level. We have successfully worked with several organizations to reach out to minority students including Oak Ridge Associated Universities and the Hispanic Association of Colleges and Universities. This year, we recruited 35 interns. Twenty-five percent of African American, 22 percent, Hispanic, and 4 percent are Asian or Pacific Islanders.

Our goal in recruiting these interns is to give them an opportunity to contribute in a meaningful way to our mission. Many interns have been surprised by the quality of their experience and that they were given the opportunity to do real work alongside professionals at the Census Bureau.

Just as we are working to build this pipeline, we continue to recognize the importance of maintaining an increasing diversity among our current work force. As we fill vacancies, especially at higher grade levels, we are reaching out to stakeholders to promote

these opportunities. Over the past 2 years, approximately 63 percent of the vacated SES positions were filled by minorities or women.

At the Census Bureau's current headquarters, nearly 30 percent of the employees in the higher grades are members of minority communities. Of these employees, approximately 70 percent are African American and 4 percent are Latino.

It is important to buildupon the progress we have made over the past few years, especially as we begin gearing up for the decennial census. Our recruiting strategy for the 2010 census includes proven tools such as competitive pay, hiring exemptions, hiring locally from the communities we are counting and a census recruiting Web site and toll free jobs line.

It is important to emphasize the significance of local recruitment and hiring. The Census Bureau intends to advertise jobs within each community, working with partner organizations and the media. In fact, we have posted a request for information in preparation for seeking small, disadvantaged businesses to help us purchase local media in order to place recruitment advertisements throughout the country.

The Census Bureau is also working to emphasize diversity in our major 2010 census contracts. The recipients of each contract will be required to meet strong criteria for small, disadvantaged businesses which includes minority-owned businesses. For example, the requirement for the field data collection automation contract is 8 percent.

We believe these aggressive strategies along with our outreach and partnerships effort will contribute to a more accurate census, especially in hard to count communities. We are relying on our partners to help promote census jobs within their communities. Our partnership and recruiting staff will be in close contact with our partners as they seek to publicize jobs and to find convenient and safe locations for testing and training.

In an ever-changing Nation, we must continue to implement strategies that enhance our efforts to recruit a diverse and skilled work force. The Census Bureau is committed to this goal and to ensuring that we have the right work force to count every person living in America. We believe this goal is consistent with the highest ideals of our Nation and is ultimately the source of our strength as a people.

Mr. Chairman, thank you for your support of these goals, and I would be happy to answer any questions.

[The prepared statement of Mr. Kincannon follows:]

PREPARED STATEMENT OF
CHARLES LOUIS KINCANNON
DIRECTOR, U.S. CENSUS BUREAU

The 2010 Census: Recruiting, Hiring, and Training a Diverse Workforce

Before the Subcommittee on Information Policy, Census, and National Archives
U.S. House of Representatives

26 July 2007

Mr. Chairman, thank you for this opportunity to discuss the U.S. Census Bureau's commitment to diversity—a commitment implicit in our unique mission to serve as the leading source of data about the nation's people and our economy. We collect information throughout America in every neighborhood and community, from O'Fallon Park in St. Louis, Missouri to Edgemont in Dayton, Ohio. It is vital to the quality of the data we produce to maintain public trust and cooperation, starting with a workforce that looks and sounds like America. Diversity not only encourages public trust, it increases our ability to work in diverse communities by enriching our perspective. For the Census Bureau, diversity is who we are as a nation and underscores the fundamental cultural values of our people.

The primary goals of the Census Bureau's Strategic Plan are to provide benchmark and current measures of our population and economy. However, we could not accomplish these goals without first achieving our supporting goal: to" *maintain a high quality and motivated workforce and provide the environment to support them.*" One of our key objectives in meeting this goal is to "promote a culture of achievement by investing in human capital;" this includes acknowledging the need for proper planning "to ensure that the skill mix of the federal workforce will enable the Census Bureau to meet its mission. As the nation becomes more diverse, the Census Bureau's staff must reflect the increasing diversity of the American population if it is to do its job effectively," and this expectation is included as part of the performance plan for every manager.[1]

[1] U.S. Census Bureau, *U.S. Census Bureau Strategic Plan FY 2007-2012.* Washington, DC, June 2007, page 13.

For the Census Bureau, diversity encompasses the range of ways in which we differ from one another including race, gender, age, ethnicity, and physical ability, but also other less obvious characteristics such as educational background, geographic location, and work experience.

To ensure the Census Bureau fulfills its commitments with regard to diversity, we have undertaken a number of organizational changes such as the establishment of the Diversity Program Office and the Diversity Council. In addition, several initiatives have been implemented to further enhance our efforts, such as recruiting and internship programs directed at increasing diversity within the agency. The Diversity Program Office is a component of the Human Resources Division and manages the programs that promote awareness and understanding of the importance of diversity to the Census Bureau's mission. This office is responsible for implementing broad-based diversity education programs, collaborating on recruitment and retention strategies, and developing resources and initiatives to promote diversity tenets as drivers of organizational change.

This office is also responsible for supporting the Diversity Council, which is an advisory group comprised of management and union representatives. The goals of the council are to promote diversity awareness and understanding; review and evaluate policies and practices; and provide recommendations on diversity management at all levels of the Census Bureau. Diversity is more than mere inclusion; the Census Bureau views diversity comprehensively, taking diversity into consideration in every aspect of our work, from recruiting to hiring to workforce development to acquisitions. The Diversity Program Office and Diversity Council's mandates address a broad range of activities, including training, opportunity, and accessibility.

One of the most important long-term strategies for ensuring a highly qualified, motivated, and diverse workforce is through opportunity, specifically with recruitment and internships. The Census Bureau maintains a robust college recruitment program. As part of our efforts, key members of the Census Bureau's staff and management attend career fairs, conduct on-campus interviews, hold information sessions, and partnership with university officials and campus minority organizations. Annually, we visit more than seventy colleges, nearly half of which are minority serving institutions, including Historically Black Colleges and Universities, to recruit entry level candidates for mission critical positions such as statisticians, mathematical statisticians, information technology specialists, geographers, and cartographers. Of those successfully recruited into entry level mission critical positions last year, nearly one-third were from minority serving institutions, Hispanic serving institutions or institutions with considerable minority enrollment.

The Census Bureau uses internships to build a pipeline of diverse, high quality talent at the entry level; develop skills and competencies necessary for our mission critical occupations; and as a result, increase the talent pool for our future workforce. We have successfully worked with several organizations to reach out to minority students, including Oak Ridge Associated Universities (ORAU), the Hispanic Association of Colleges and Universities (HACU), Minority Access, and American Indian Science and Engineering Society (AISES). We partner with the Workforce Recruitment Program that reaches out to and places students with disabilities, encouraging them to apply for federal employment. We also effectively utilize the Federal Career Intern Program (FCIP), Presidential Management Fellows Program (PMF) and the Joint Program in Survey Methodology (JPSM), as well as a post-doctoral research program to attract candidates with particularly valuable skills. This year, we recruited 130 interns. 25 percent are African American, 22 percent are Hispanic, and 4 percent are Asian or Pacific Islanders. Our goal in recruiting these interns is to give them an opportunity to contribute in a meaningful way to the Census Bureau's mission. To that end, these are not merely summer jobs; we encourage the Census Bureau's managers and team leaders to give interns the opportunity to participate in professional activities and discussions. Many interns have been surprised by the quality of their experience and that they were given the opportunity to do "real work" alongside the professionals at the Census Bureau.

Our strategies to create opportunities and encourage interns to consider federal service and our efforts to form partnerships with organizations and universities have been quite successful. These partnerships are essential in addressing current and future needs. Two noteworthy partnerships are with the University of Puerto Rico and the University of Texas, San Antonio. The goal of these partnerships is to help increase the representation of Hispanic Americans at the Census Bureau, as well as promote research opportunities and collaboration between the Census Bureau and university faculty. We have presented a series of professional and technical lectures at each university, many conducted by senior management at the Census Bureau. These lectures and other research opportunities help promote interest in the Census Bureau and the federal statistical system, as well as encourage students to pursue opportunities at the Census Bureau. Over the last three years, our partnership efforts have yielded internship opportunities for 72 students and placements of 16 diverse, high caliber professionals into permanent positions. These partnerships have proven to be a successful strategy in attracting and hiring diverse talent.

Just as we are working to build this pipeline, we continue to recognize the importance of maintaining and increasing diversity among our current workforce. As we fill vacancies, especially at the higher grade levels, we advertise both externally (non-government) and internally (government). This ensures that we attract and yield a large diverse candidate pool. Additionally, we are reaching out to stakeholders, such as members of the Race and Ethnic Advisory Committees and professional and minority organizations. We have identified several strategic activities also intended to develop a more diverse workforce, such as conducting focus groups with current employees and attending annual conferences of minority organizations.

Just as we are looking for bright talent at the entry level, we are also looking for bright "mid-career" talent to fill higher grade positions, as well as the SES positions. Over the past two years, approximately 64 percent of the vacated SES positions were filled by minorities and/or women. The Census Bureau's current headquarters workforce, including all levels is comprised of approximately four thousand employees—nearly thirty percent are from minority communities. This proportion is largely consistent with minority participation in the civilian labor force. Once again, nearly 30 percent of the employees in the higher grades (GS13 through SES) are members of minority communities. Of these employees approximately 17 percent are African American, seven percent are Asian, four percent are Latino, and one percent are American Indian or Alaska Native.

It is important to build upon the progress we've made over the past few years, especially as we begin gearing up for the decennial census. We will hire more than 500,000 people to work in every neighborhood. As mentioned earlier, it is especially vital to our success to recruit a diverse workforce. We are building on the recruiting success of Census 2000, when we met or exceeded our recruiting goals within minority communities. Our recruiting strategy for the 2010 Census includes proven tools such as competitive pay, hiring exemptions, hiring locally from the communities we are enumerating, and a census recruiting website and toll-free jobs line. Just as in Census 2000, we have contracted with Westat, a research organization, to analyze the pay rates for each county in the United States to establish the hourly pay rates according to the local conditions. We are also seeking waivers and hiring exemptions from restrictions that would affect the hiring, benefits, or pay of certain individuals. For example, we intend to seek waivers or exemptions for persons receiving benefits from the Temporary Assistance for Needy Families (TANF).

For those seeking jobs, we intend to make it easier to find the jobs. We are setting up a recruiting website that will provide key information such as local pay rates and job requirements. The toll-free jobs line will give applicants a quick, easy, and efficient way to contact the local census office (LCO) in their area, where staffers will be ready to respond to questions as well as schedule callers to take the test we require as part of the application process. It is important to emphasize the importance of local recruitment and hiring. The Census Bureau intends to advertise jobs within each community working with partner organizations and the media. In fact, we have posted a Request for Information in preparation of seeking small, disadvantaged businesses to help us purchase local media in order to place recruitment advertisements throughout the country. Of course, we will not simply rely on advertising to recruit decennial workers. We will hire recruiting assistants for each LCO to work with local community organizations to recruit census workers in the neighborhoods in which they live.

The Census Bureau also is working to emphasize diversity in our major 2010 Census contracts. The recipients of each contract will be required to meet strong goals for small disadvantaged businesses, which include minority-owned businesses. For example, the Field Data Collection Automation contract has a small disadvantaged businesses goal of eight percent, while the goal for the Decennial Response Integration System contract is ten percent. These goals will ensure that over $50 million of each contract is targeted to small, disadvantaged businesses. The goals for the communications contract we will award in September will be as strong. Finally, the award fees earned by the companies receiving 2010 contracts will be based in part on the fulfillment of the established subcontracting goals.

We believe these aggressive strategies, along with our outreach and partnership efforts, will contribute to a more accurate census, especially in hard-to-count communities. In fact, we are relying on our partners to help promote census jobs within their communities and to identify other local organizations and contacts. The partnership and recruiting staff will be in close contact with our partners as they seek to publicize jobs and to find convenient and safe locations for testing and training space, which is incredibly important both in terms of saving resources and allowing people to feel comfortable about taking jobs with the census.

In an ever-changing nation, we must continue to implement strategies that enhance our efforts to recruit a diverse and skilled workforce. A diverse workforce that looks and sounds like America is crucial to gaining the public trust and cooperation required for a successful census. The Census Bureau is committed to this goal and to ensuring we have the right workforce to count every person living in America. We believe this is a goal that is consistent with the highest ideals of our nation and is, ultimately, the source of our strength as a people.

Mr. Chairman, thank you for support of these goals, and I would be happy to answer any questions.

Mr. CLAY. Thank you so much, Mr. Director.

Mr. Scirè, you may proceed.

STATEMENT OF MATHEW J. SCIRÈ

Mr. SCIRÈ. Mr. Chairman, Mr. Davis, members of the subcommittee, thank you for the opportunity to be here today to discuss recruiting and outreach efforts of the Census Bureau.

A little over 1 year from now, the Census Bureau will embark upon a huge recruitment campaign with a goal of hiring over 70,000 temporary field workers that will go door to door, verifying addresses in community after community. In 2010, the Bureau will hire over half a million field workers to followup on households that do not return census survey forms. This represents the largest ever peacetime mobilization.

Over the next several years, the Census Bureau will also be relying on the work of contractors to provide automation and technical support, printing and other services as well as advertising and marketing. Likewise, the Bureau will promote the census in partnership with community-based organizations and others.

We have reported that high-performance organizations are inclusive, drawing on the strengths of employees at all levels and of all backgrounds. We laid out nine practices for diversity management including the need for identifying and developing a diverse pool of talent for an organization's potential future leaders and attracting a supply of qualified, diverse applicants for employment.

Our analysis of data from the Federal Personnel Data System shows that the proportion of women and minorities among the Bureau's SES ranks is in line with that for the Government as a whole. Also, the proportion of the Bureau's pool of GS–14s and 15s from which the Bureau may draw future leaders also was in line with that for the Government as a whole.

Earlier this year, we testified before this subcommittee on the Bureau's plans for recruiting and hiring of the massive work force of temporary field workers. The Bureau's priority is to reach out as broadly as possible to the diverse communities in the country because in order to have hundreds of thousands of temporary workers, it must attract several million applicants. Put simply, the Bureau plans to recruit five times as many applicants than it hires and hire twice as many people than it needs in anticipation of high levels of turnover.

We agree that the Bureau's recruiting approach should be designed to ensure it selects a sufficient number of persons to complete the census. However, we recommend that the Bureau take a more targeted approach.

For example, the Bureau could do more to study the factors that explain worker performance and willingness to stay throughout an operation. This analysis would permit the Bureau to identify the best approaches for attracting such workers, thereby reducing operational costs and recruiting and training expenditures by decreasing the need to recruit and hire additional workers. Likewise, such an approach can be undertaken while continuing to attract a diverse work force.

The Bureau also plans a public awareness campaign as it did in the previous census. This campaign has two major parts: a paid ad-

vertising campaign and a partnership program where the Bureau works with governments, community-based organizations, the media and others to elicit public participation in the census particularly among hard to count populations.

We reported that it is quite likely that the key census-taking activities such as recruiting temporary census workers and encouraging people to complete their questionnaires would have been less successful had it not been for the Bureau's aggressive partnership efforts in 2000.

Currently, the Bureau is considering proposals from contractors on carrying out a coordinated communications program. Among other things, the Bureau reports that it will consider each company's experience in reaching hard-to-count populations, as well the extent to which it promises to use subcontractors that are considered small, disadvantaged businesses, women-owned small businesses and other categories of small businesses.

In summary, Mr. Chairman, for the Bureau to leverage the benefit of its diversity and outreach efforts, it will be important for it to follow through on its intentions to recruit a diverse work force and utilize the experience of a diverse pool of partners, including community groups, State and local governments and the private sector.

As in the past, we look forward to supporting this subcommittee's oversight efforts to promote a timely, complete, accurate and cost-effective census.

This concludes my opening remarks. Thank you again for the opportunity to speak today. I would be glad to take any questions you may have.

[The prepared statement of Mr. Scirè follows:]

United States Government Accountability Office

GAO

Testimony

Before the Subcommittee on Information Policy, Census, and National Archives, Committee on Oversight and Government Reform, House of Representatives

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2010 CENSUS

Diversity in Human Capital, Outreach Efforts Can Benefit the 2010 Census

Statement of Mathew J. Scirè, Director,
Strategic Issues

GAO-07-1132T

July 26, 2007

GAO
Accountability·Integrity·Reliability

Highlights

Highlights of GAO-07-1132T, a testimony before the Subcommittee on Information Policy, Census, and National Archives, Committee on Oversight and Government Reform, House of Representatives

2010 CENSUS

Diversity in Human Capital, Outreach Efforts Can Benefit the 2010 Census

Why GAO Did This Study

For the 2010 Census, the U.S. Census Bureau (Bureau) faces the daunting challenge of cost-effectively counting a population that is growing steadily larger, more diverse, increasingly difficult to find, and more reluctant to participate in the decennial census. Managing its human capital, maintaining community partnerships, and developing advertising strategies to increase response rates for the decennial census are several ways that the Bureau can complete the 2010 Census accurately and within budget. This testimony, based primarily on past GAO work, provides information on (1) diversity in the Bureau's workforce, (2) plans for partnering with others in an effort to build public awareness of the census; and (3) certain requirements for ensuring contracting opportunities for small businesses.

What GAO Recommends

At this time, GAO is not making new recommendations.

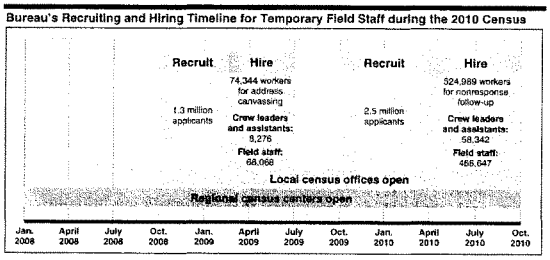
www.gao.gov/cgi-bin/getrpt?GAO-07-1132T.

To view the full product, including the scope and methodology, click on the link above. For more information, contact Mathew J. Scirè at (202) 512-6806 or sciremj@gao.gov.

What GAO Found

Diversity in senior leadership is important for effective government operations. GAO found that the racial, ethnic, and gender makeup of the Bureau's senior management and staff in grades most likely to rise to senior management is generally in line with that of the federal government as a whole. The success of the 2010 Census depends, in part, upon the Bureau's ability to recruit, hire, and train a temporary workforce reaching almost 600,000. In 2000, the Bureau used an aggressive recruitment strategy, including advertising in various languages to attract different ethnic groups and races, as well as senior citizens, retirees, and others seeking part-time employment. The Bureau intends to use a similar recruitment strategy for the 2010 Census.

Bureau's Recruiting and Hiring Timeline for Temporary Field Staff during the 2010 Census



Source: GAO analysis of U.S. Census Bureau data.

For 2010, the Bureau also intends to involve community and other groups to encourage participation in the census, particularly among certain populations, such as persons with limited English proficiency and minorities. Further, the Bureau plans to hire a contractor to develop an advertising campaign to reach undercounted populations. In its contract solicitation, the Bureau has included a requirement that the contractor establish goals for subcontracting with, amongst other groups, women-owned and small disadvantaged businesses, and a requirement that the contractor have experience in marketing to historically undercounted populations such as African Americans, Asians, Hispanics, American Indian and Alaska Natives, Native Hawaiians, and Pacific Islanders. This contract is expected to be awarded in September 2007.

For the Bureau to leverage the benefit of its diversity and outreach efforts, it will be important for it to follow through on its intentions to recruit a diverse workforce, and utilize the experience of a diverse pool of partners, including community groups, state and local governments, and the private sector.

Mr. Chairman, Mr. Turner, Members of the Subcommittee:

Thank you for the opportunity to be here today to discuss how the Census Bureau (Bureau) approaches diversity in the Bureau's human capital, community partnerships, and outreach efforts. For the 2010 Census, the Bureau faces the daunting challenge of cost-effectively counting a population that is growing steadily larger, more diverse, increasingly difficult to find, and more reluctant to participate in the decennial census. Managing its human capital, maintaining community partnerships, and developing advertising strategies to increase response rates for the decennial census are several ways that the Bureau can complete an accurate and cost-effective census.

As you know, the decennial census is a critical national effort mandated by the Constitution. Census data are used to apportion seats in the Congress, redraw congressional districts, allocate billions of dollars in federal assistance to state and local governments, and for numerous other public and private sector purposes. In addition, the census is a complicated undertaking and a substantial investment, requiring careful planning, risk management, and oversight to ensure its ultimate success. The census is the nation's largest peacetime mobilization, and the Bureau estimates the 2010 Census will cost $11.5 billion over its life cycle, making it the most expensive census in our country's history, even after adjusting for inflation. Since the 2000 Census, we have been examining how the Bureau is preparing for the 2010 Census.

Today's hearing is topical and timely because in less than 2 years, the Bureau will begin to hire thousands of workers for its address canvassing operation in preparation for the 2010 Census, where temporary field workers verify the addresses of all housing units. As requested, we are providing information about three important aspects of the Bureau's preparations for the 2010 Census: (1) diversity in the Bureau's leadership and management ranks and its plans for recruiting and hiring temporary field workers; (2) plans for partnering with others in an effort to build public awareness of the census; and (3) certain requirements for ensuring contracting opportunities for small businesses.

My remarks today are based primarily on reports that we issued from 2000 through July 2007 on the planning and development of the 2010 Census, as well as our work on diversity management, collaboration among federal agencies, and contracting with small businesses. We conducted that work in accordance with generally accepted government auditing standards.

In summary, Mr. Chairman, promoting a diverse workforce can benefit the Bureau, especially as it prepares for the 2010 Census. As we previously reported in 2005, high-performance organizations are inclusive, drawing on the strengths of employees at all levels and of all backgrounds.[1] The Bureau understands that its staff must reflect the increasing diversity of the American population if it is to do its job well. We found that the Bureau's leadership ranks currently are about as diverse as the leadership ranks of the federal government as a whole, with higher minority representation and lower representation of women. Importantly, Bureau officials emphasize the need to recruit temporary field workers locally, because such staff represent the demographic characteristics of areas being enumerated and are best able to relate to local residents and help overcome any reluctance to participate in the census. The Bureau's recruiting efforts will be accompanied by a public partnership program with local governments, Indian tribal leadership, and others that will leverage their insights and familiarity with local and diverse populations to help recruit field staff and encourage participation in the 2010 Census. Likewise, the Bureau expects that its proposed communications campaign will encourage the participation of hard-to-enumerate populations in the decennial. It will be important for the Bureau to follow through on its plans for leveraging the experiences of its workforce, partners, and contractors to help ensure the success of the 2010 Census.

Background

The decennial census is conducted against a backdrop of immutable deadlines. The census's elaborate chain of interrelated pre- and post-Census Day activities is predicated upon those dates. To meet these mandated reporting requirements, census activities must occur at specific times and in the proper sequence. The Secretary of Commerce is legally required to (1) conduct the census on April 1 of the decennial year, (2) report the state population counts to the President for purposes of congressional apportionment by December 31 of the decennial year, and (3) send population tabulations to the states for purposes of redistricting no later than 1 year after the April 1 census date.

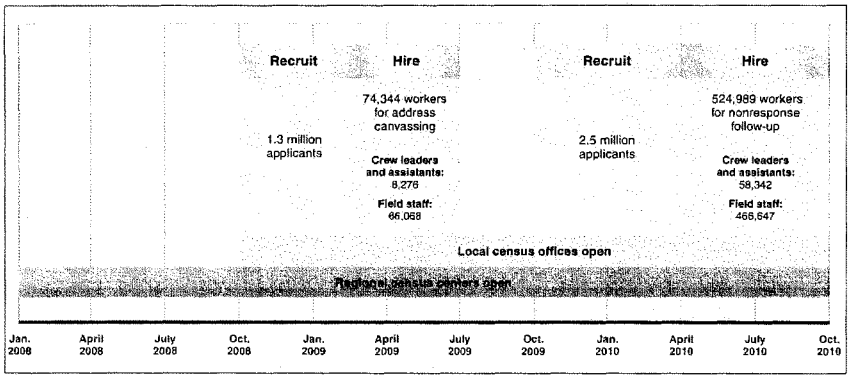
For the decennial census, the vast majority of housing units will receive paper, mailback census questionnaires delivered by mail or by census field workers before April 1, 2010. This requires a complete and accurate

[1] GAO, *Diversity Management: Expert-Identified Leading Practices and Agency Examples*, GAO-05-90 (Washington, D.C.: Jan. 14, 2005).

address list. The inventory of housing units is obtained from several sources including files from the U.S. Postal Service, partnerships established with local entities, and the Bureau's address canvassing—where temporary field workers verify and identify the addresses of an estimated 130 million housing units over the course of about 6 weeks in 2009. When housing units do not respond to questionnaires by a certain deadline, temporary field workers will follow up and collect census data through personal interviews during the nonresponse follow-up operation, which accounts for the largest single component of the field data collection workload and budget. The Bureau estimates that nonresponse follow-up will include an estimated 39 million housing units over the course of 12 weeks in 2010. The Bureau also relies on special procedures to handle areas or living quarters that are not suitable for mailing or delivering census questionnaires, such as very remote areas in Alaska and prisons.

To gather census data, the Bureau opens temporary offices across the country for approximately 2 years, and all field staff employed in these offices are considered temporary, with jobs lasting as long as the entire 2-year period or as short as a few weeks, depending on the specific operation for which they are employed. For example, one could work on address canvassing, an early operation, and then be rehired again to work on the nonresponse follow-up operation later on in the decennial. To conduct its decennial activities, the Bureau recruits, hires, and trains temporary field workers based out of local census offices nationwide. During Census 2000, the Bureau hired about half a million temporary workers at peak, which temporarily made it one of the nation's largest employers, surpassed by only a handful of big organizations, such as Wal-Mart and the U.S. Postal Service. For the 2010 Census, the Bureau expects to hire almost 75,000 temporary field workers—at a cost of over $350 million—during address canvassing in 2009 and almost 525,000 temporary field workers—at a cost of over $2 billion—for nonresponse follow-up in 2010. (See fig. 1.)

Figure 1: Bureau's Recruiting and Hiring Timeline for Temporary Field Staff during the 2010 Census



Source: GAO analysis of U.S. Census Bureau data.

Implementing Diversity Management Practices Can Help Benefit the Bureau's Current Workforce and Recruitment for the Decennial Census

High-performance organizations are inclusive, drawing on the strengths of employees at all levels and of all backgrounds. For the decennial census, having a diverse workforce is particularly important. For example, in its strategic plan, the Bureau notes that as the nation becomes more diverse, the Bureau's staff must reflect the increasing diversity of the American population if they are to do their job well.[2] In a related point, Bureau officials emphasize the need to recruit temporary field workers locally, because such staff are best able to relate to local residents and overcome any reluctance to participate in the census. In fact, the census, in many respects, is a local endeavor because the key ingredients of a successful population count, such as a complete and accurate address list and timely and accurate field data collection, are carried out by the locally recruited temporary field staff—working in and around their respective neighborhoods—collecting data through various operations.

[2]U.S. Census Bureau, *U.S. Census Bureau Strategic Plan, FY 2007 – 2010* (Washington, D.C.: June 2007).

A high-performance organization relies on a dynamic workforce with the requisite talents, multidisciplinary knowledge, and up-to-date skills to ensure it can accomplish its goals and missions. As we have previously reported, such an organization fosters a work environment in which people are enabled and motivated to contribute to continuous learning and improvement as well as to accomplishing missions and goals.[3] Such organizations promote accountability and fairness. Importantly, they take advantage of a workforce that is inclusive and utilizes the strengths and talents of employees at all levels and backgrounds. This work environment is consistent with the principles of "diversity management"—a process intended to create and maintain a positive work environment where individual similarities and differences are valued, so that all can reach their potential and maximize their contributions to the organization. As shown in table 1, in our previous work on diversity management, we identified 9 diversity management practices.

Table 1: Leading Diversity Management Practices

• **Top leadership commitment**—a vision of diversity demonstrated and communicated throughout an organization by top-level management.
• **Diversity as part of an organization's strategic plan**—a diversity strategy and plan that are developed and aligned with the organization's strategic plan.
• **Diversity linked to performance**—the understanding that a more diverse and inclusive work environment can yield greater productivity and help improve individual and organizational performance.
• **Measurement**—a set of quantitative and qualitative measures of the impact of various aspects of an overall diversity plan.
• **Accountability**—the means to ensure that leaders are responsible for diversity by linking their performance assessment and compensation to the progress of diversity initiatives.
• **Succession planning**—an ongoing, strategic process for identifying and developing a diverse pool of talent for an organization's potential future leaders.
• **Recruitment**—the process for attracting a supply of qualified, diverse applicants for employment.
• **Employee involvement**—the contribution of employees in driving diversity throughout an organization.
• **Diversity training**—organizational efforts to inform and educate management and staff about diversity.

Source: GAO

Note: Practices are from GAO, *Diversity Management: Expert-Identified Leading Practices and Agency Examples*, GAO-05-90 (Washington, D.C.: Jan. 2005).

Perhaps the most important practice for diversity management is top leadership commitment, because leaders and managers must commit the time and necessary resources for the success of an organization's diversity

[3] GAO-05-90

initiatives. Although all of these practices are important, today we discuss two of them as they relate to the Bureau: (1) succession planning—an ongoing, strategic process for identifying and developing a diverse pool of talent for an organizations' potential future leaders—and (2) recruitment for the Bureau's temporary field work—the process of attracting qualified, diverse applicants for employment which is important for maintaining high performance.

Succession Planning for Senior Managers

As we have testified earlier, the federal government is facing new and more complex challenges in the 21st century because of long-term fiscal constraints, changing demographics, and other factors.[4] The federal Senior Executive Service (SES), which generally represents the most experienced and senior segment of the federal workforce, is critical to providing the strategic leadership needed to effectively meet these challenges. Governmentwide, SES retirement eligibility is much higher than the workforce in general, and a significant number of SES retirements could result in a loss of leadership continuity, institutional knowledge, and expertise among the SES corps.

We have previously reported that the Bureau needs to strategically manage its human capital to meet future requirements.[5] For example, three senior census executives left the Bureau after the 2000 Census; in the years ahead, other key employees will become eligible for retirement. According to the Bureau's strategic plan, about 45 percent of the Bureau's current permanent employees will be eligible for regular or early retirement by 2010. Thus, human capital is a key planning area for ensuring that the Bureau has the skill mix necessary to meet its future staffing requirements.

Racial, ethnic, and gender diversity in the federal government's senior ranks can be a key organizational component for executing agency missions, ensuring accountability to the American people in the administration and operation of federal programs, and achieving results. Based on previous work identifying diversity in the federal SES corps, we compared diversity at the Bureau's senior levels with that of the Department of Commerce and the executive branch governmentwide.

[4]GAO, *Human Capital: Diversity in the Federal SES and the Senior Levels of the U.S. Postal Service*, GAO-07-538T (Washington, D.C.: May 10, 2007).

[5]GAO, *2000 Census: Lessons Learned for Planning a More Cost-Effective 2010 Census*, GAO-03-40 (Washington, D.C.: Oct. 31, 2002).

Also, because the vast majority of SES personnel is drawn from an agency's pool of GS-14s and GS-15s, we also compared the diversity of the Bureau's SES developmental pool with that of the Department of Commerce and other executive branch agencies governmentwide. (See table 2.)

Table 2: Percentage (and Number) of Women and Minorities in SES and the Developmental Pool at the Census Bureau, Department of Commerce, and Governmentwide for Fiscal Year 2002 and 2006

	Census Bureau		Department of Commerce		Governmentwide	
	2002	2006	2002	2006	2002	2006
SES						
Women	29.4 (10)	22.2 (8)	27.6 (89)	27.8 (87)	25.5 (1,585)	28.4 (1,806)
Minorities	26.5 (9)	25.0 (9)	16.4 (53)	12.8 (40)	14.9 (922)	15.9 (1,007)
Developmental pool						
Women (GS-15)	30.1 (58)	37.7 (72)	23.4 (572)	26.6 (727)	26.4 (14,549)	29.8 (18,622)
Minorities (GS-15)	17.6 (34)	20.4 (39)	14.9 (365)	18.5 (507)	16.6 (9,133)	19.0 (11,861)
Women (GS-14)	39.3 (190)	40.2 (206)	29.2 (1,519)	31.6 (1,987)	31.5 (28,794)	34.8 (34,124)
Minorities (GS-14)	20.5 (99)	24.6 (126)	22.9 (1,192)	28.8 (1,810)	19.0 (17,413)	22.2 (21,830)

Source: GAO analysis of data from the Office of Personnel Management's Central Personnel Data File.

Notes: Governmentwide includes civilian employees of all cabinet-level departments, independent agencies, commissions, councils, and boards in the executive branch except the intelligence agencies, the Postal Service, and the Foreign Service (as of 2006).

We included GS-15, GS-14, and equivalent employees. GS-equivalent employees are those in equivalent grades under other pay plans that follow the GS grade structure and job evaluation methodology or are equivalent by statute.

These data provide a demographic snapshot of career SES and the GS-14 and GS-15 grade levels that serve as developmental pools for SES positions from the end of fiscal year 2002 and fiscal year 2006.

The numbers in this table reflect permanent appointments for those on board as of September 30, 2002 and 2006.

Overall, we found that the Bureau's leadership ranks are about as diverse as the leadership ranks for the federal government as a whole, with higher minority representation and lower representation of women. Diversity in the federal government's senior leadership and developmental pools are important to developing and maintaining a high-quality and inclusive workforce. Succession planning also is tied to the federal government's opportunity to change the diversity of the SES corps through new appointments.

Recruiting for Temporary Decennial Workforce

The success of the 2010 Census depends, in part, upon the Bureau's ability to recruit, hire, and train a very large temporary workforce that works for a very short period. Over the next several years the Bureau plans to recruit 3.8 million applicants and hire nearly 600,000 temporary field staff from that applicant pool for two key operations: address canvassing and nonresponse follow-up. For the 2010 Census the Bureau plans to use a recruiting and hiring approach like the one it used in 2000.

For the 2000 Census, the Bureau used an aggressive recruitment strategy in partnership with state, local, and tribal governments, community groups, and other organizations to help recruit employees and obtained exemptions from the majority of state governments so that individuals receiving Temporary Assistance to Needy Families, Medicaid, and selected other types of public assistance would not have their benefits reduced when earning census income, thus making census jobs more attractive.[6] Further, the Bureau used a recruitment advertising campaign, totaling over $2.3 million, which variously emphasized the ability to earn good pay, work flexible hours, learn new skills, and do something important for one's community. Moreover, the advertisements were in a variety of languages to attract different ethnic groups, and were also targeted to different races, senior citizens, retirees, and people seeking part-time employment.[7] The Bureau also advertised using traditional outlets such as newspaper classified sections, as well as more novel media including Internet banners and messages on utility and credit card bills.

Through its local census offices, the Bureau plans to recruit, hire, and deploy a diverse workforce that looks like and can relate to the people being counted. Local census offices will open for the 2010 Census in October 2008. The Bureau has developed a Planning Database that local and regional offices use to prepare recruiting plans. The Bureau expects those offices to use the database to identify areas where field staff are

[6]At the start of nonresponse follow-up in 2000, 44 states and the Virgin Islands had granted an exemption for one or more of these programs.

[7]In 2000, officials of 59 of the 60 local census offices we visited provided useable responses to our question about whether their offices had the type of staff they needed to conduct nonresponse follow-up, including staff with particular language skills to enumerate in targeted areas. Officials at 54 of the 59 offices said they had the type of staff they needed to conduct nonresponse follow-up. For example, officials in the Boston North office said they hired enumerators who spoke Japanese, Vietnamese, Portuguese, Spanish, French, Russian, and Chinese, while Pittsburgh office officials said they had enumerators that knew sign language to communicate with deaf residents.

more difficult to recruit and other areas where certain skills—such as foreign language abilities—are needed. The Bureau will update the Planning Database for every census tract in the United States for the 2010 Census, using many variables from Census 2000. These variables include: Census 2000 mail return rates; household size; median household income; percentage of persons living in poverty; number of single person households; highest level of education achieved; percentage of linguistically isolated households (i.e., where no person 14 or over speaks English at least "very well"); and percentage of persons on public assistance.

One of the Bureau's approaches to recruiting and hiring is ensuring that it recruits and hires a sufficient number of field staff. For the 2000 Census the Bureau recruited 5 times the number of persons that it hired, and hired twice the number of persons that it expects to need. We recommended that the Bureau consider a more targeted approach. For example, the Bureau could analyze the factors, such as education and work status, for employees more likely to be successful at census work and less likely to leave during an operation.[8] The Bureau questioned the need for taking action, noting that its priority is to reach out as broadly as possible to the diverse communities in the country, because in order to have hundreds of thousands of temporary workers, it must attract several million applicants. We agree that the Bureau's recruiting approach should be designed to ensure it selects a sufficient number of persons to complete the census; however, we do not believe the Bureau has identified the factors most likely to predict applicants' success and that are incorporated in selection tools and procedures. Our recommendation calls for a fact-based approach to developing selection tools so that the Bureau could target recruitment to applicants who are not only more likely to perform well but also to continue throughout an operation. Recruiting such applicants could help reduce operational costs as well as recruiting and hiring expenditures by decreasing the need to recruit and hire additional workers. Likewise, such an approach can be undertaken while continuing to attract a diverse workforce.

[8]GAO, *2010 Census: Census Bureau Should Refine Recruiting and Hiring Efforts and Enhance Training of Temporary Field Staff*, GAO-07-361 (Washington, D.C.: Apr. 27, 2007).

Collaborative Partnership Efforts with Diverse Communities Can Benefit the Decennial Census

Collaboration can be broadly defined as any joint activity that is intended to produce more public value than could be produced when the organization acts alone. We have previously reported on several best practices that can enhance and sustain collaborative efforts. These include (1) establishing mutually reinforcing or joint strategies and (2) identifying and addressing needs by leveraging resources. For example, critical decennial tasks, such as building public awareness of the census, motivating people to respond, and locating pockets of hard-to-count population groups, are accomplished in large part by partnerships between the Bureau and local governments and community groups.[9] To leverage visibility, the Bureau also used partnerships with national organizations such as the Mexican American Legal Defense and Education Fund, the National Association for the Advancement of Colored People, the National Congress of American Indians, and the American Association of Retired Persons.

In a recent field hearing, held by this subcommittee in San Antonio, Texas on July 9, 2007, leaders of several national organizations called on the Bureau to continue its efforts to ameliorate factors such as apathy, fear, and distrust of government through continued partnerships for the 2010 Census. Leaders noted that within historically hard-to-enumerate communities these issues are best addressed by trusted individuals, institutions, and organizations. Consequently, these organizations' leaders believe that the significance and positive impact of partner and stakeholder networks to a community mobilization effort is critical to a region's success and to the overall success of the census. The Bureau also has met periodically with advisory committees representing minority populations to help ensure a complete and accurate census.

To take a more complete and accurate count of the nation's population in Census 2000, the Bureau partnered with other federal agencies, as well as with state, local and tribal governments; religious, community, and social service organizations; and private businesses. In previous work we found that to coordinate local partners' efforts, the Bureau encouraged government entities to form Complete Count Committees, which were to be made up of representatives from various local groups.[10] According to

[9] GAO, *2000 Census: Answers to Hearing Questions on the Status of Key Operations*, GGD-00-199R, (Washington, D.C.: May 31, 2000).

[10] GAO, *2000 Census: Review of Partnership Program Highlights Best Practices for Future Operations*, GAO-01-579 (Washington, D.C.: Aug. 20, 2001).

the Bureau, about 140,000 organizations participated in its partnership program, assisting in such critical activities as reviewing and updating the Bureau's address list; encouraging people—especially hard-to-count populations—to participate in the census; and recruiting temporary census workers. The program stemmed from the Bureau's recognition that a successful head count required the local knowledge, experience, and expertise that these organizations provide. While we concluded that it is quite likely that the key census-taking activities, such as recruiting temporary census workers and encouraging people to complete their questionnaires would have been less successful had it not been for the Bureau's aggressive partnership efforts, we also recommended that the Bureau take steps to make the partnership program more accountable and performance-oriented. The Bureau expects the program will play a key role in the 2010 Census. However, the Bureau's fiscal year 2008 budget request does not include funds for the regional partnership program. In contrast the Bureau received $5.7 million for the regional partnership program in 1998.

One of the means by which the Bureau plans for increasing response rates is an advertising and outreach campaign to promote the census. In Census 2000, the Bureau first used a paid advertising campaign to create and produce an advertising campaign to inform and motivate the public to complete and return the census form by using a variety of media to stress the message that participating in the census benefits one's community. For Census 2000, the Bureau spent about $167 million on the paid advertising campaign and a substantial portion of the advertising was directed at minority groups. For the 2010 Census, the Bureau is currently in the process of considering proposals for a similar effort. In its Request for Proposals, the Bureau required that the contractor establish goals for subcontracting with firms that are, for example, small disadvantaged businesses, women-owned, veteran-owned, or are Historically Underutilized Business Zone companies. The Bureau also included in the solicitation a requirement that the contractor have expertise and experience in marketing to historically undercounted populations, such as African Americans, Asians, Hispanics, American Indian and Alaska Natives, Native Hawaiians, and Pacific Islanders. The Bureau expects to award this communication campaign contract in September 2007.

For the 2010 Census, the Bureau will continue a program first implemented for Census 2000 in which it partners with local, state, and tribal governments. The program, the Local Update of Census Addresses (LUCA) allows participants to contribute to complete enumeration of their jurisdictions by reviewing, commenting on, and providing updated

information on the list of addresses and maps that the Bureau will use to deliver questionnaires within those communities. The Bureau has taken steps to improve LUCA for 2010. For example, to reduce participant workload and burden, the Bureau will provide a longer period for reviewing and updating LUCA materials—from 90 to 120 days. However, we recently testified before this subcommittee that the Bureau could do more to mitigate possible difficulties that participants may have with the new LUCA software and training and to help participants convert Bureau-provided address files into their own software format.[11]

Efforts to Contract with Small Business

For the 2010 Census, the Bureau is making the most extensive use of contractors in its history, turning to the private sector to supply a number of different mission-critical functions and technologies. In awarding and administering its contracts related to the 2010 Census, the Bureau will need to be mindful of its obligations to promote contracting opportunities for various categories of contractors, such as small businesses, women-owned businesses, small disadvantaged businesses, and others. In this regard, the Small Business Act contains an annual governmentwide goal for small business participation of not less than 23 percent of the total value of all prime contract awards. To achieve this governmentwide goal, the Small Business Administration negotiates annual small business contracting goals with each federal executive agency. For the Department of Commerce, the contracting goals are summarized in table 3.

[11]GAO, *2010 Census: Census Bureau Is Making Progress on the Local Update of Census Addresses Program, but Improvements Are Needed* GAO-07-1063T (Washington, D.C.: June 26, 2007).

Table 3: Small-Business Prime Contracting Goals for the Department of Commerce (Fiscal Year 2007)

Small business category	Goal percentage
Small Business	48
Small Disadvantaged Business (SDB)	12
8(a) (Socially and Economically Disadvantaged companies)	4.86
Women-Owned Business (WOSB)	8.50
Veteran-Owned Small Business (VOSB)	3
Service Disabled Veteran-Owned Small Business (SDVOSB)	3
Historically Underutilized Business Zone (HUBZone) companies	3

Source: U.S. Department of Commerce.

In terms of subcontracting, any business that receives a contract directly from a federal executive agency for more than $100,000 must agree to give small businesses the "maximum practicable opportunity to participate in the contract consistent with its efficient performance."[12] Additionally, for contracts that are generally anticipated to have a $550,000 threshold and have subcontracting possibilities, the prime contractor is required to have an established subcontracting plan, which promotes and supports small business development. For example, the solicitation for the advertising and outreach campaign requires that the contractor establish and adhere to a subcontracting plan that provides maximum practicable opportunity for small business participation in performing the contract. Contractors that do not meet subcontracting goals may face damages if the agency's contracting officer determines that a contractor did not make a good-faith effort to comply with the subcontracting plan.

Mr. Chairman, as we have recently testified, the Bureau faces challenges to successfully implementing the 2010 Census including those of a demographic and socioeconomic nature due to the nation's increasing diversity in language, ethnicity, households, and housing types, as well as a reluctance in the population to participate in the census. In fact, the Bureau recognizes that hiring a diverse workforce—especially a temporary field workforce—that is like the people that are being enumerated is one way of eliciting the cooperation of those being counted. The involvement of such a workforce in the key nonresponse follow-up

[12]FAR §19.702.

activity can help to increase productivity and contain enumeration costs. Our review of data pertaining to the racial, ethnic, and gender composition of the Bureau's upper-level management as well as the grades of those most likely to rise to that level of management shows that, the Bureau's leadership ranks are generally as diverse as the federal government as a whole. Moreover, the Bureau's strategy of recruiting temporary field staff locally is an important way of promoting a diverse field workforce that is like those being enumerated. In addition, the Bureau's outreach and partnership programs can be an important way of eliciting the participation of communities that are often said to be undercounted or may be reluctant to participate in the decennial census. As in 2000, for 2010 the Bureau intends to use an integrated communications strategy, including advertising, that is carried out by contractors and subcontractors that have the expertise and experiences in marketing to historically undercounted populations. It will be important for the Bureau to build on its efforts to ensure an accurate and cost-effective census by maximizing the potential offered by a diverse workforce and by ensuring that its contractors perform as promised. We stand ready to assist this subcommittee in its oversight efforts.

This concludes my remarks. I will be glad to answer any questions that you, Mr. Chairman, Mr. Turner, or other subcommittee Members may have.

Contact and Acknowledgements

For further information regarding this statement, please contact Mathew Scirè, Director, Strategic Issues on (202) 512-6806 or at sciremj@gao.gov. Individuals making key contributions to this statement included Betty Clark, Elizabeth Fan, Carlos Hazera, Belva Martin, Lisa Pearson, Rebecca Shea, Cheri Truett, Kiki Theodoropoulos, and William Woods.

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Mr. CLAY. Thank you so much for that testimony.

I will start with Director Kincannon.

The Census Bureau uses the Race and Ethnic Advisory Committees to advise it on decennial matters related to minority groups. The committees have made several recommendations regarding hiring, training and promotion of minority employees and contracting opportunities for the 2010 census. Some view their work with the Bureau as somewhat successful while others believe the Bureau is not moving fast enough to act on the recommendations.

Does the Bureau have a formal process for handling the recommendations of the REAC and, if so, please describe how it works?

Mr. KINCANNON. Yes, Mr. Chairman, we do have a process whereby the individual committees, making recommendations, make those recommendations in writing. They are reviewed by the appropriate staffs within the Census Bureau and up through the levels of management of the Census Bureau.

In some cases, those are recommendations that go to the Secretary of Commerce, but we pay very close attention directly to those ourselves. We respond in writing, trying to explain the best we can, limitations we may have in some cases and instances where we agree and think we can implement what they have recommended and perhaps some where we disagree and why we might disagree.

Mr. CLAY. Can you provide with examples of recommendations made by REAC committees that the Bureau cannot act on and how the Bureau communicated its determination to the REAC members?

Mr. KINCANNON. Yes, sir, we certainly can.

Mr. CLAY. Give me an example. Can you give me one?

Mr. KINCANNON. No. I can't tell you offhand one that we did not agree with, but I can provide in writing, examples where we have disagreed and the explanation that we gave back to the committee.

Mr. CLAY. Tell me this. What do you think? What would be some of the limitations then of the Bureau to meet the recommendations made by the REAC?

Mr. KINCANNON. Well, limitations might be laws or regulations regarding hiring or limitations in our ability to provide certain types of training. It is really difficult for me to say in the abstract.

I often sit in on the portions of the meetings where there is open discussion of members. I usually do not sit in on the drafting of the recommendations, but I try to catch the ideas that are being suggested and discuss those directly with staff so that they pay close attention to them.

Sometimes a rationale would be that we have tried doing that in the past and it did not work or conflicted with some other goal that we had at the same time.

Mr. CLAY. Why do you believe there is a perception, real or otherwise, among at least some REAC members that the Bureau is not responding to their concerns in a timely manner?

Mr. KINCANNON. We are not very prompt about responding to returns—that is true—to recommendations because of the process that is needed to explore the significance of them. Sometimes we have to undertake testing to see what the effect actually would be

of implementing that so that we can make sure we know the basis of our answer.

The process of going through that is lengthier than it ideally should be, I am sure, but we do get back to them in writing about what they have suggested.

Mr. CLAY. Mr. Kincannon, it is well established that GS–14 and 15 positions are in the pipeline for advancement to senior management. What actions has the Bureau taken to increase the number of minorities in management, particularly at the GS–14 through senior executive levels, and what are the retention rates for minorities in these grades?

Mr. KINCANNON. We have taken a variety of steps. First of all, making sure that our pipeline of entry level recruits is well stocked to the extent of our ability with members of minority groups so that they can gain work experience and have the evaluation of different supervisors which prepares for their evaluation and either additional training or promotion when opportunities occur.

I am glad to say that the number of minorities in GS–14 has gone up over the last 5 years from 99 to 122. That is 20.5 percent to 23.5 percent. That is a significant accomplishment, I believe.

In GS–15, the number has gone up from 34 to 46 or from 17.5 percent to 23.5 percent.

Mr. CLAY. How diverse is your organizational chart?

Mr. KINCANNON. Well, it looks pretty diverse. The organizational chart are heads of divisions or offices, a good many of whom are SES members and about a third are minorities or women and, of course, there is an overlap between minorities and women.

Mr. CLAY. How diverse is the group of regional directors?

Mr. KINCANNON. Half of the regional directors are minorities or women.

Mr. CLAY. I see. Thank you for that response.

Mr. Davis.

Mr. DAVIS OF VIRGINIA. Mr. Chairman, thank you very much.

Director Kincannon, let me just start with you.

In a July 9, 2007 field hearing on reducing under-count in the Hispanic community, the Bureau said it will encourage local hiring efforts to ensure that it hires enumerators with the relevant language skills to work in the Nation's diverse neighborhoods.

What were the challenges from census 2000 in hiring enumerators with diverse language skills and what are you doing different in 2010.

Mr. KINCANNON. Large language groups.

Mr. DAVIS OF VIRGINIA. Turn your microphone on.

Mr. KINCANNON. For numerous language groups, people who speak Spanish or other fairly widely spoken languages, I think we did not have severe barriers in hiring enough people locally to meet those needs.

For isolated language groups—a small Indian tribe or a small immigrant group concentrated in a big city—we might have more difficulty, but I believe in every case we satisfactorily were able to recruit the people needed to enumerate or explain the program to others.

We continue that same theme of trying to make sure that we recruit locally and identify people with the right language skills.

Mr. DAVIS OF VIRGINIA. You recently had dress rehearsal activities that have already taken place, is that correct?

Mr. KINCANNON. Yes, sir.

Mr. DAVIS OF VIRGINIA. In terms of hiring enough staff with relevant language skills, were any particular insights gained on how that would be applied to future hiring practices?

Mr. KINCANNON. I haven't seen the evaluation of the dress rehearsal. The only part we completed so far is the address canvassing part which does entail some interaction with the public but is not the major demand on language needs.

In the phase that occurs next spring, where we have mailed out questionnaires and then we have to respond, go back to households that do not return them by mail, that is where the major need is for language skills. I have not seen an evaluation based on the profile of those that we hired.

Mr. DAVIS OF VIRGINIA. For the 2000 census, the Bureau relied on a regional partnership program, and I know you plan such a program for 2010, but the Department of Commerce hasn't allocated funding to this program for fiscal year 2008. What is the impact of not funding the regional partnership program for fiscal year 2008?

Mr. KINCANNON. Well, one has to deal with the overall priorities of the Government and the constraints on money. If there were enough money for everything everybody wanted to do, I would say we should definitely start that program in 2008. But in the overall scheme of things, that does not seem.

Mr. DAVIS OF VIRGINIA. You are doing a good job of defending the Department. What is the impact? If you don't fund it, what does that mean?

Mr. KINCANNON. Only 6 percent of the funding for the partnership program was allocated in the year ending in 2008 for the previous cycle. So we are not about a major impact. We will just concentrate it mostly in 2009 and 2010.

Mr. DAVIS OF VIRGINIA. Thank you.

Mr. Scirè, in the GAO's April 2007 report, Census Bureau Should Refine Recruiting and Hiring Efforts and Enhance Training of Temporary Field Staff is the name of it. There were seven recommendations that were made to the Bureau to improve recruiting and training for the 2010 census. The Bureau disagreed or recommended no new action on five of them.

Where do you think the Bureau still needs improvement in this area based on its responses to the GAO's recommendations?

Mr. SCIRÈ. The principle or core recommendation of the report was that the Bureau assess the factors that explain worker performance and the willingness for a worker to stay throughout an operation. For that recommendation, we think there is more that the Bureau could do to assess those factors, to do basically a statistical analysis that might help it understand why some workers do well and why some workers stay throughout an operation.

As I was saying in the opening statement, the Bureau tries to recruit five times as many as it hires and hires twice as many as it ultimately may need because of the turnover.

My understanding in the address canvassing part of the dress rehearsal, the Bureau has had some difficulty attracting eligible

workers. So with that kind of information, with the kind of analysis that we are talking about, they could do a better job of targeting that set of workers that are most likely to be interested in census work and do well with it.

Mr. DAVIS OF VIRGINIA. My last question is if you could describe how the Bureau trains enumerators once they have hired them. How do they train them?

Do they use videos or lectures and how long does it and what did your observers say when they attended these training session?

Mr. SCIRÈ. Yes. It depends on what the operation is, how long the training. We observed training that took I believe it was 5 days worth of training, and it essentially is a verbatim technique where those that are hired first become crew leaders and they actually conduct the training. They read from a manual verbatim.

The Bureau believes it is important to maintain that sort of consistency in the training across the country. We think there is more that the Bureau can do to tailor the training to the circumstances of the local area.

For example, we understand that in Austin, TX, and we observed training there, that enumerators were being trained on how to enumerate mobile homes. Conversely, in Cheyenne, SD, enumerators are also getting training on mobile homes, but in addition to that training on how to enumerate in city blocks. So we think that they could devote more time within their training to what the local demands are.

There also, I think, is a need for a greater emphasis in training on dealing with reluctant respondents. This is particularly true for non-response followup where, at the outset, you are working with a group of persons who have decided not to return a survey form, so there is going to be some reluctance at the outset.

Mr. DAVIS OF VIRGINIA. But it is a 5-day period, right?

Mr. SCIRÈ. Yes.

Mr. CLAY. Thank you, Mr. Davis.

Mr. Scirè, you know that the Bureau's succession plan is tied to the Federal Government's opportunity to change the diversity of the SES corps through new appointments.

Were there best practices that you identified at other agencies that could be applied at the Bureau? Can they be applied to hiring activities for the 2010 census?

Mr. SCIRÈ. I think it is important to look at the permanent work force and the temporary work force differently. Some of what we have read in the Bureau's strategic plan recognizes the importance of diversity. It establishes a means for trying to improve succession planning in terms of diversity by recruiting at universities that a diverse student population.

But beyond that, so far as the plans that they have for accomplishing continuing or increases in diversity or better diversity within the SES corps and within the permanent work force, there, one would expect to see detailed plans on how you move from the strategy into accomplishing the goals that you set out for the agency.

For the temporary work force, we think the Bureau has been pretty aggressive in 2000, and their plans, their goals for 2010 are the same. I mean they really are trying to reach out within the

local communities to hire within that community for the temporary work force, and we think that is important, that does help with eliciting support in response to the questionnaires and also can be helpful in terms of recruiting.

Mr. CLAY. Thank you.

GAO recommended that the Bureau take steps to make the partnership program more accountable and performance-oriented. In your opinion, what changes are necessary to accomplish this, particularly with respect to recruitment and hiring?

Mr. SCIRÈ. Well, for the recommendations that we made on the partnership program, we are focused more on the monitoring of the individual programs that are conducted in each of the LCOs and by the regions, and so we thought there is more that the Bureau could do in terms of monitoring those activities, keeping accounts what were funded by in-kind contributions.

We also thought that there was an improvement in terms of training that they could do for the partnership specialists on what are some of the better practices that worked in the partnership program across the country.

Mr. CLAY. Let me ask you about the contracting issue. GAO has reviewed the Census Bureau's RPF for the communications contract. The Bureau believes the current requirement that a contractor have expertise in advertising to minority communities is sufficient to ensure the inclusion of minority contractors. Do you agree with that?

Mr. SCIRÈ. I think that is just a starting point. There are a couple things. One, there is that provision that there is a requirement in the contract that the prime contractor and the subcontractors have experience in marketing and reaching out to a population that is traditionally under-counted, and so I think it is important for the Bureau to carefully review and weigh what evidence these offerers have to support that argument.

The other is so far as subcontracting goals that are laid out, that is a factor that they are considering in reviewing the various proposals. So we think it important that the Bureau weigh carefully those, what the prime contractors are promising, but maybe even more importantly is to monitor what they are actually doing and to keep close track of what accomplishments the prime contractor is reaching with regard to the subcontracting goals.

Mr. CLAY. Thank you for that.

As a followup, Director, is there a process or system in place that will adequately monitor not just the advertising, the communications contract, but also other contractors, prime contractors with the census?

Mr. KINCANNON. Yes, sir. In the case where there are requirements for a certain proportion to go to smaller, disadvantaged businesses, if the contract, the prime contractor fails to achieve that goal, the amount paid to that contractor will be reduced. So their profit margin will be reduced if they fail to meet that goal.

Mr. CLAY. As you are probably aware, in the 2000 communications contract, there were instances where the prime contractor had actually established their own minority subcontractor. In some circles, that is called a front company. I would hope that there

would be any shenanigans like that in this 2010 communications contract.

If that was the case in 2000, which you had no responsibility for, I would hope that was just a one time occurrence and that it won't be a habit as far as the 2010 and future censuses are concerned.

Mr. KINCANNON. It certainly won't be. It won't be a habit of ours in overlooking that, and I will review the plans we have made to make sure that we are dealing with reality and not some kind of Potemkin firm.

Mr. CLAY. Let me ask you about the Federal acquisition regulations which require Federal agencies to measure attainment of the goals that contractors set forth in their subcontracting plans.

Generally, if a contractor award is expected to exceed $550,000, the contractor has to establish a subcontracting plan. In the plan, the contractor has to agree that small businesses, veteran-owned small businesses, service disabled veteran-owned small business, HUD-owned small businesses, small disadvantaged businesses and women-owned small businesses will have the maximum practicable opportunity to participate in contract performance consistent with this efficient performance.

The FAR also states that the contractor's failure to make this effort results in an imposition of liquidated damages.

How does the Bureau track its contractors implementation of subcontracting plans and goals?

Mr. KINCANNON. Mr. Chairman, I don't know the details of how that is tracked, but we have a very conscientious procurement office that follows the guidelines laid down by the Commerce Department and I am sure all of the FAR regulations as well. I will look into that, and if you want some followup information on that, I will make sure we get the experts down there.

Mr. CLAY. Would you provide this committee in writing with the process and procedure of how the followup will take place and how it is taking place now with the contracts that have already been let?

Mr. KINCANNON. Yes, sir, we will.

Mr. CLAY. Thank you.

Mr. Director, it has been recommended that the Bureau do an assessment of its needs and resources for the 2010 census and develop a plan that includes a recruitment plan. Has the Bureau conducted such an assessment?

Mr. KINCANNON. Well, we have assessed our planned and anticipated workload and the number of people of different types of skills in different parts of the country that we are going to need, and we have a recruiting plan that responds to that in that detail. We have to be prepared in that way. We can't just go out and start asking people if they want to work for us.

We know we have to advertise in certain kinds of channels. We know we have to get down to community groups to talk to local leaders including local elected officials about our needs so that they can encourage and direct, bring people's attention to these jobs and that they can fulfill them.

Mr. CLAY. And so, that has been integrated into your overall plan?

Mr. KINCANNON. Yes, sir.

Mr. CLAY. At the subcommittee's hearing on April 24th, you stated that to meet staffing needs for the 2010 census, the Bureau would seek a waiver for non-citizens as was done for the 2000 census.

This subcommittee has since learned that the Bureau has decided against seeking the waiver. Can you explain why, as well as how the Bureau plans to meet its recruiting and hiring goals without the waiver?

Mr. KINCANNON. I may understand this imperfectly, Mr. Chairman, but I did not think we needed the waiver if we needed, had special skill needs such as language that could not be filled without that kind of exemption.

Mr. CLAY. All right. Thank you very much.

Let me thank this panel for your testimony and your responses. This panel is excused, and we will call forth the second panel.

Mr. KINCANNON. Thank you, Mr. Chairman.

Mr. CLAY. Thank you.

It is the policy of the Oversight and Government Reform Committee to swear in all witnesses before they testify.

[Witnesses sworn.]

Mr. CLAY. Let the record reflect that the witnesses answered in the affirmative.

You will each have 5 minutes to make an opening statement. Your complete written testimony will be included in the hearing record.

The yellow light in front of you will indicate you have 1 minute remaining, and the red light will indicate that your time has expired. If you don't notice the light, I will notice it for you.

On our second panel, we will hear from Rosa Rosales, national president of the League of United Latin American Citizens [LULAC], and welcome.

Ms. ROSALES. Thank you.

Mr. CLAY. Leigh A. McGee, Chair of the Census Advisory Committee on the American Indian and Alaska Native Populations, thank you for being here.

Dr. Bernie Miller, Chair of the Census Advisory Committee on the African American Population, welcome.

Deeana Jang, policy director for the Asian and Pacific Islander American Health Forum, thank you for coming today, and Stephen J. Pemberton, chief diversity officer and VP for diversity and inclusion at Monster Worldwide, Inc.

I welcome all of you and thank you for being with us today.

We will start with Ms. Rosales. You may begin.

STATEMENTS OF ROSA ROSALES, NATIONAL PRESIDENT, LEAGUE OF UNITED LATIN AMERICAN CITIZENS; LEIGH A. MCGEE, CHAIR, CENSUS ADVISORY COMMITTEE ON THE AMERICAN INDIAN AND ALASKA NATIVE POPULATIONS; DR. BERNIE MILLER, CHAIR, CENSUS ADVISORY COMMITTEE ON THE AFRICAN AMERICAN POPULATION; DEEANA JANG, POLICY DIRECTOR, ASIAN AND PACIFIC ISLANDER AMERICAN HEALTH FORUM; AND STEPHEN J. PEMBERTON, CHIEF DIVERSITY OFFICER AND VICE PRESIDENT, DIVERSITY AND INCLUSION, MONSTER WORLDWIDE, INC.

STATEMENT OF ROSA ROSALES

Ms. ROSALES. Mr. Chairman and representatives of the subcommittee, my name is Rosa Rosales. I am the national president for the League of United Latin American Citizens [LULAC], and I am very honored to appear before you today to testify on behalf of the LULAC members nationwide to discuss the Census Bureau's efforts to prepare the 2010 decennial census and achieve a diverse work force.

LULAC is the oldest and the largest membership-based organization, civil rights organization in the United States. It was founded in 1929.

LULAC advances the economic condition, educational attainment and political influence, health and civil rights of the Hispanic Americans through community-based programs, operating more than 700 councils nationwide, concentrated in 32 States. In its 78 years of history, LULAC has worked to bring about many of the positive social and economic changes that Hispanic Americans have witnessed.

Throughout history, LULAC has fought for voting rights and full access to the political process and equal educational opportunities for Hispanic children. It has been a long and often struggle, but LULAC's proud record of activism continues to this day as LULAC councils across the Nation hold voter registration drives and citizenship awareness sessions, sponsor health fairs and tutoring, and raise money for LULAC's National Scholarship Fund.

LULAC has also actively been involved in the Latino community outreach for the 1990 and the 2000 censuses and has participated in the Congress policy development and public education. LULAC served as a designated partner for the Census Hispanic Advisory Committee and provided advice at the development of the 1990 and the 2000 census programs and promotional campaigns including the Spanish questionnaire.

Since 2000, LULAC members and leadership have continuously participated in voter registration drives across the country and especially within the States with growing Latino populations.

Throughout its existence, LULAC has forged together exceptional nationwide partnerships with the Latino grassroots community and with local, State and national political leadership. Specifically, our lasting relationships with key government agencies, such as the Census Bureau, have familiarized us with the types of social, political and economic difficulties that arise in data collected and undercounting segments of the Latino community.

Mr. Chairman, I have been asked to speak to you today regarding the Census Bureau's plan to diversify their partnerships and work force, and provide recommendations as to how they can improve their efforts.

To begin with, the 2010 census must provide the most accurate count possible for Latinos and other under-served communities. As you are aware, the census not only serves to apportion congressional seats, but it also establishes billions of dollars in Federal funds that set the level of services that are available for local and Statewide.

The 2000 census counted 35.5 million Latinos in the United States, an increase of 13 million from 1990. Since the release of the last census, the Latino population has surged, becoming the largest minority group at 44.3 million people. Our community also remains the fastest growing segment of the American populace. By 2050, the Latino population is expected to top 102.6 million people, constituting a quarter of our Nation's population.

Now, more than ever, the Census Bureau must develop an accurate and effective method of counting to ensure that our Nation's largest minority group is properly represented in government, that our voting rights are secure, that our community receives an appropriate allocation of government funding for schools, for hospitals, for housing, veterans benefits and other urban and regional planning programs.

For that purpose, LULAC proposes that the following concrete steps must be taken: No. 1, the Bureau must fully engage communities that are hard to reach such as migrants and non-speaking Spanish populations.

I fear that the anti-immigrant rhetoric, large-scale raids and local targeted legislation that have been taking place in the last year have created an additional challenge that the Bureau must take into account. Unfortunately, tens of thousands of migrant families have been broken apart and millions more continue to live every day as it might be their last day in the United States.

Local immigration ordinances have denied a wide range of government services including medical care, the right to schooling and, even closer to home in Prince William County, the access to libraries. Restrictions such as these inevitably lead to more discrimination against Latino citizens and undocumented populations.

In a climate of fear and mistrust of all government agencies, the Census Bureau must respond by doubling its efforts to reach out to the most vulnerable members of our community.

No. 2, in order for the Census Bureau to regain the trust of the Latino migrant community and attain an accurate count, it must develop effective written messaging and public service announcements in Spanish that raise awareness of the census and its importance and guarantees confidentiality and privacy mandates throughout the process.

If the community is alerted that they are protected by the Federal statutes, then it will be far more likely to fully participate in the census count. This message must be spread through radio and television programs. It must also create easy to read materials for appropriate under-counted populations and languages.

Community-based organizations such as LULAC can provide the extra assistance to the development of culturally sensitive tools and written materials.

No. 3, the Bureau must also negotiate with the Secretary of Homeland Security and the U.S. Immigration and Customs Enforcement [ICE], to halt its enforcement raids throughout the census process.

The raids will dramatically undermine the counting process. ICE's predecessor, INS, committed itself during the last two censuses to adapt their enforcement in the appropriate manner. LULAC calls on ICE to do the same for the 2010 census.

No. 4, part of the Bureau's to partner with the community-based organizations must consist of strategies to eliminate the undercounting of minority communities.

The Census Bureau has estimated that it under-counted at least 3 million Latinos in the 2000 census. While we commend the Census Bureau for improving its performance on the 1990 under-count by 4.9, the under-count still varies dramatically in troubling ways between geographic areas, particularly in the areas of predominantly minority neighborhoods. Such was the case in the city of Los Angeles, CA, as investigated by Paul Ong and Doug Houston in their Center for Regional Policy Studies.

[The prepared statement of Ms. Rosales follows:]

League of United Latin American Citizens

Testimony

by

Rosa Rosales, National President
The League of United Latin American Citizens (LULAC)

before

The United States House of Representatives
Committee on Oversight & Government Reform
Subcommittee on Information Policy, Census, and National Archives

July 26, 2007

Chairman Clay, Representative Turner, and members of the Subcommittee, I am Rosa Rosales, National President for the League of United Latin American Citizens (LULAC). I am honored to appear before you today to testify on behalf of LULAC members nationwide to discuss the Census Bureau's efforts to prepare for the 2010 Decennial Census and achieve a diverse workforce.

(LULAC) is the oldest and largest membership-based Hispanic civil rights organization in the United States. LULAC advances the economic condition, educational attainment, political influence, health and civil rights of Hispanic Americans through community-based programs operating at more than 700 councils nationwide, concentrated in 32 states. In its 78 years of history, LULAC has worked to bring about many of the positive social and economic changes that Hispanic Americans have witnessed.

Throughout history, LULAC has fought for voting rights and full access to the political process, and equal educational opportunity for Hispanic children. It has been a long and often difficult struggle, but LULAC's proud record of activism continues to this day, as LULAC councils across the nation hold voter registration drives and citizenship awareness sessions, sponsor health fairs and tutorial programs, and raise money for the LULAC National Scholarship Fund.

LULAC was also actively involved in Latino community outreach for the 1990 and 2000 Census, and has participated in Census policy development and public education. Since 2000, LULAC members and leadership have continuously participated in voter registration drives across the country, especially within states with growing Latino populations.

Throughout its existence, LULAC has forged together exceptional nationwide partnerships within the Latino grassroots community, and with local, state, and national political leadership. Specifically, our lasting relationships with key government agencies, such as the Census Bureau, have familiarized us with the types of social, political, and economic difficulties that arise in data collection and undercounting segments of the Latino community.

Mr. Chairman, I have been asked to speak to you today regarding the Census Bureau's plans to diversify their partnerships and workforce, and provide recommendations as to how they could improve their efforts.

To begin, the 2010 Census must produce the most accurate count possible for Latinos and other underserved communities. As you are aware, the Census not

only serves to apportion congressional seats, the information also establishes billions of dollars in federal funds that set the level of services that are available locally and statewide.

The 2000 Census counted 35.3 million Latinos in the United States, an increase of 13 million from 1990. Since the release of the last Census, the Latino population has surged, becoming the largest minority group at 44.3 million people. Our community also remains the fastest growing segment of the American populace. By 2050, the Latino population is expected to top 102.6 million people, constituting a quarter of our nation's population.

Now, more than ever, the Census Bureau must develop an accurate and effective method of counting to ensure that our nation's largest minority group is properly represented in government, that our voting rights are secured, and that our community receives an appropriate allocation of government funding for schools, hospitals, housing, veterans benefits, and other urban and regional planning programs. For that purpose, LULAC proposes that the following concrete steps must be taken:

I. The Bureau must fully engage communities that are hard to reach, such as immigrant and non-English-speaking populations.

I fear that the anti-immigrant rhetoric, large scale raids, and local targeted legislation that have taken place in the last year have created additional challenges that the Bureau must take into account. Unfortunately, tens of thousands of immigrant families have been broken apart, and millions more continue living every day as if it might be their last day in the United States. Local immigration ordinances have denied a wide range of government services, including medical care; the right to schooling; and, even closer to home, in Prince William County, access to libraries. Restrictions such as these inevitably lead to more discrimination against Latino citizens and undocumented populations, and exacerbate a climate of fear and mistrust of all government agencies. The Census Bureau must respond by doubling its efforts to reach out to the most vulnerable members of our community.

II. In order for the Census Bureau to regain the trust of the Latino immigrant community and attain an accurate count, it must develop effective written messaging and public service announcements in Spanish that raise awareness of the Census and its importance, and guarantees confidentiality and privacy mandates throughout the process.

If the community is alerted that they are protected by federal statutes, then it will be far more likely to fully participate in the Census count. This message must be spread through radio and television programming, and must also create easy to read materials for appropriate undercounted populations and languages. Community-based organizations such as LULAC can provide extra assistance to the development of culturally sensitive tools and written materials.

III. The Bureau must also negotiate with the Secretary of Homeland Security and the U.S. Immigration and Customs Enforcement (ICE) to halt its enforcement raids throughout the Census process.

The raids will dramatically undermine the counting process. ICE's predecessor, INS, committed itself during the last two Censuses to adapt their enforcement in an appropriate manner. LULAC calls on ICE to do the same for the 2010 Census.

IV. Part of the Bureau's efforts to partner with community based organizations must consist of strategies to eliminate the undercounting of minority communities.

The Census Bureau has estimated that it undercounted at least 3 million Latinos in the 2000 Census. While we commend the Census Bureau for improving its performance based on the 1990 undercount of 4.9%, the undercount still varies dramatically and in troubling ways between geographic areas-- particularly in areas of predominantly minority neighborhoods. Such was the case in the city of Los Angeles, California as investigated by Paul Ong and Doug Houston at the Ralph & Goly Lewis Center for Regional Policy Studies at UCLA.[1]

In their 2000 analysis of the Los Angeles County Census, the undercount rate of each neighborhood varied depending on socioeconomic characteristics and demographic composition. Within the county, the neighborhoods with the highest undercounted rates generally tended to be poorer, less educated, less proficient in English, and primarily inhabited by people of color. In cases where neighborhoods were undercounted by more than 1% but less than 2.5%, 44% of the community tended to be Latino, 10.5% African-American, and 13.9% Asian/Pacific Islander. Even more disconcerting is the finding that in neighborhoods that were undercounted between 2.5% and 3%, Latinos and African-Americans constituted the largest majority by far, at 68.2% and 14%, respectively.

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[1] Paul Ong and Doug Houston. The 2000 Census Undercount in Los Angles County. The Ralph & Goly Lewis Center of Regional Policy Studies at UCLA. Los Angeles, CA: December 2002. http://lewis.spa.ucla.edu/publications/workingpapers/LACensusUndercount.pdf

Latinos and African Americans are disproporationately at risk of living in the most vulnerable and undercounted neighborhoods-- and consequently, in areas that receive fewer public resources than they require.

In order to ensure an accurate account of our most under-served communities, the Census Bureau has already begun to implement new, innovative programs that could potentially eliminate the adverse effects of the differential undercounting that is found in Los Angeles minority communities.

Bureau field activities are underway to address this issue, specifically through the Census Partnership Program that addresses some of our nation's diverse neighborhoods. LULAC applauds the Partnership and LUCA Programs as they both try to develop effective outreach and affiliation with community-based organizations and local/tribal communities.

V. It is imperative that the Census build on existing partnerships with major community organizations, to increase diversity within the Census Bureau. Recruitment must not solely be done at conventions and other large-scale events, but must also be done organically within the designated undercounted communities.

I would be remiss without recognizing the Census Bureau's participation in the 2007 LULAC National Convention held in Chicago, IL, July 9-14th. Bureau representatives were on hand at the event to recruit LULAC members and other Latinos to join the Census Bureau staff. This was an opportunity for the Bureau to identify not only potential community partners, but also potential employees with language skills and cultural familiarity that could help increase the accuracy of the next Census. Though large scale venues continue to provide a strong opportunity for the Bureau to reach its goals and initiate new and lasting relationships with the Latino community, additional methods should also be explored.

Part of the success of the 2000 Census was the Bureau's ability to target new partner organizations. While LULAC worked successfully with other national and local organizations during the 2000 Census, we were most effective when we specifically identified leaders from the marginalized communities that we were trying to reach out to, specifically with civil rights grassroots advocates and religious leaders. These community leaders helped us reach out to even more people that otherwise may not have trusted the Census Bureau staff.

For many Latino neighborhoods, Spanish is the primary language that is used, and many of the individuals that the Census will be trying to reach out to are also non-citizens. In Southern states with large growing Latino populations like North

Carolina, Georgia, and Tennessee, it is critical that the Census Bureau hire full-time bilingual staff with experience working within the Latino immigrant community. The Bureau must make a long-term systemic effort to hire enumerators that are familiar with the local community in which they will be working.

VI. Finally, in order to increase cultural competency and mitigate marginalized communities' mistrust of federal government employees, the Bureau must seek out indigenous community leaders for full-time positions at both the local Census offices and regional offices.

Unfortunately, Latino representation in the federal workplace continues to woefully lag behind other groups. The OPM's FY 2005 FEORP report documents that Latino employment at the federal workforce was only 7.4%, compared to the Latino civilian labor force total of 13.5%. If the Bureau is to improve its enumeration efforts within marginalized communities,-- and specifically, within the Latino migrant and undocumented populations-- it will rest on a successful effort to increase the representation of Latinos within their local and regional offices.

The under-representation of Latinos impacts the development and implementation of Latino community programs and policies everywhere. The lack of participation inhibits the efficiency of these government programs and tools from top to bottom, which subsequently leads to mistrust and miscommunication within large segments of the Latino population. With a fully representative staff of Latino managers, supervisors, and enumerators, working in both Washington, D.C. and the local community, the level of apathy, underparticipation, and undercounting will decrease.

The League of United Latin American Citizens remains fully committed to working with the Census Bureau, as well as this Subcommittee, to ensure that all Latinos are counted in the 2010 Census. In closing, I would like to thank the LULAC National Staff for their assistance in preparing this testimony-- particularly our Legislative Director, Javier Dominguez, to whom you may direct any further inquiries on this matter.

I would like to thank the Chairman, Ranking Member, and this Subcommittee once more for allowing me to participate, and for your consideration of our recommendations.

Mr. CLAY. Ms. Rosales, we are going to stop you there, OK, and I appreciate it.

Ms. ROSALES. Oh, I am sorry.

Mr. CLAY. I appreciate it.

Mr. DAVIS OF VIRGINIA. Your statement is in the record.

Mr. CLAY. We have your entire statement, and I want to give the rest of the panel a little time to present theirs.

Ms. ROSALES. Yes, that is fine. I want to thank this committee, and I didn't realize I was taking so long. My apologies.

Mr. CLAY. I realize you have to leave early, but thank you so much for that testimony.

Ms. McGee, you may proceed.

STATEMENT OF LEIGH A. MCGEE

Ms. MCGEE. Good afternoon, Chairman Clay and members of the committee.

My name is Leigh Ann McGee, and I am honored to represent my committee as the chairman of the Alaska Native and American Indian Populations Advisory Committee.

I thank you for this opportunity to share our perspectives regarding the Bureau's recruitment, training and hiring strategies for 2010. These strategies have consequences vital to the successful national enumeration of our population.

We are compromised of unique peoples and cultures. This requires unique strategies in achieving an accurate count. No other group of U.S. citizens has a comparable relationship with the Federal Government. The diverse cultures, languages, geography and socioeconomic situations of our people reflect the complexity and challenges faced by the Bureau in 2010.

Our committee recognizes work force diversity as a vital component to achieving an accurate count of our population, and we appreciate today's focus.

I have three keys points. First, our committee has made recommendations to the Bureau concerning staffing and partnership strategies for the 2010 census. I highlight a few of those key ones.

Presently, the Bureau's total work force is just over 13,000 of which 146 or 1.1 percent are American Indian/Alaska Native. This level has been increasing slightly since 2005. Our committee recommends an increased American Indian/Alaska Native staffing at all levels of the organization.

During two studies, the Bureau gained information directly from tribal representatives about the partnership program and about enumerators and interpreters. I highlight those two studies.

First, the Denver region's 2003 focus group study found consensus that communication between the Bureau and tribes could be improved by making the partnership specialist a permanent position and more tribal consultation. Next, the Bureau's findings in a 2006 census test at the Cheyenne River Reservation aided in a better understanding of the need for tribal liaison specialists in hiring and training Native enumerators and interpreters.

This information informed our committee's recommendations which follow: Our committee recommends the hiring of partnership specialists no later than the beginning of 2008. Our committee recommends an increase of Native enumerators for 2010. We believe

that the enumerators and the partnership specialists are the critical link and without them the work of the Bureau is largely ineffective in our communities.

Our committee recommends regional office hiring of interpreters as a top priority for the 2010 census, especially on Indian reservations and in rural villages.

Our second key point is that the Bureau has worked conscientiously with our committee, demonstrating responsiveness to our concerns, requests for information and suggestions for strategies. Key evidences are the leadership commitment that we have seen, the highest level of the organization has informed our committee's work, and they are personally involved in the link between the Bureau and the tribes.

Tribal consultations, the Bureau has planned at least 12 consultations that are going right now in preparation for 2010 and also the Bureau's American Indian/Alaska Native policy statement which recognizes tribal sovereignty and focuses the Bureau's commitment to work with federally recognized tribes.

My last key point is that our committee recommends that the Bureau utilize multiple networks, old and new, to recruit, hire and train qualified American Indian/Alaska Native enumerators who know the local Native communities and know them culturally, socially and linguistically.

Our first point under that area is to begin targeted recruitment efforts now. It takes time to build staff in our hard to reach communities.

Next, work with established and new partners on a national, regional and local level. For census 2000, the Bureau successfully used outreach efforts and partnership relationships to reach our communities. Many of these relationships have been sustained, and now is the time to renew the efforts.

The census resources at regional and local levels should be committed now for planning, implementing and monitoring the hiring of Native qualified individuals. Tribal consultation should be followed up. The Bureau should use the tribal consultation meetings to ask how to best find qualified enumerators and followup on these recommendations.

And, finally, use an ongoing communication channel about the opportunities available through local media and contacts.

In conclusion, I hope that my testimony is helpful to this committee's oversight of the Bureau's hiring practices. We have accomplished many objectives by working together, but much work remains.

Thank you, Mr. Chairman. This concludes my remarks.

[The prepared statement of Ms. McGee follows:]

Testimony

HOUSE COMMITTEE ON OVERSIGHT
AND GOVERNMENT REFORM
SUBCOMMITTEE ON INFORMATION POLICY, CENSUS,
AND NATIONAL ARCHIVES

"U.S. Census Bureau's recruitment, training, and hiring strategies
for the 2010 Census"

Rayburn House Office Building
July 26, 2007

Leigh A. McGee, Chairman
United States Census
American Indian Alaska Native Advisory Committee

Testimony before the House Committee on Oversight and Government Reform
Subcommittee on Information Policy, Census, and National Archives

"U.S. Census Bureau's recruitment, training, and hiring strategies for the 2010 Census"

July 26, 2007

Introduction

Good afternoon Chairman Clay and Members of the Committee. My name is Leigh Ann McGee, and it is my privilege to serve as Chairman of the U.S. Census Bureau (Bureau) Advisory Committee on the American Indian Alaska Native Advisory Populations (AIAN). Thank you for the opportunity to share the Committee's perspectives regarding the Bureau's recruitment, training, and hiring strategies for the 2010 Census. These strategies have consequences vital to the successful national enumeration of the AIAN U. S. population.

As you know, the Bureau began seeking advice from the Race and Ethnic Advisory Committees (REAC) beginning in 1970 as a means of communication between the Bureau and race and ethnic communities. REAC advice and recommendations are reported directly to the Census Director focusing primarily on: strategies to reduce the undercount, data collection and enumeration strategies, geographic and data products for American Indian and Alaska Natives, Native Hawaiians and Other Pacific Islanders, tabulation of race and ethnic data, data dissemination and outreach/promotion.

Although the AIAN Advisory Committee (Committee) does not speak for tribes, as they are sovereign Nations, our Committee is essential to the public interest and the Bureau's commitment and responsibility to conduct an accurate count of our people. The Committee consists of nine members (Dr. Ronny Bell, Ms. Mary Jane Fate, Dr. Juliet King, Mr. Don Loudner, Dr. Carol Lujan, Ms. Gloria O'Neill, Dr. John Tippeconnic, Mr. Albert Yazzie, and myself) appointed by the Secretary of Commerce and comprised from the public and private sectors. The Bureau continues to grow in understanding and appreciation of the challenges in collecting data from AIAN people and communities due in no small part to the work of these individuals and those who served before us.

My comments reflect the work of the Committee which is based on information and requests received from the Bureau and our collective experience and knowledge of Indian Country. Also, assisting in the development of my comments are past Committee recommendations to the Bureau, the Bureau's responses to those recommendations during 2003-2006, and public information provided on the Bureau's AIAN webpage. The Committee's May 2007 recommendations to the Bureau are attached to this testimony as Attachment A. The Committee's 2003 – 2006 recommendations relevant to these issues and the Bureau's response to each recommendation are attached to this testimony as Attachment B.

Bureau's Workforce Diversity Is Critical To AIAN U.S. Population Enumeration

Today's discussion is very important as the inclusion of AIANs in the Census workforce through recruitment, training, and hiring will help increase the Bureau's understanding of AIAN people resulting in a more accurate count in 2010.

No other group of U.S. citizens has a comparable relationship with the federal government; therefore, it is important to provide a brief background and characteristics of the AIAN population. The federal government has a unique government-to-government relationship with American Indians and Alaska Natives which is defined by the US Constitution, treaties, Supreme Court cases, and legislation. The Federal Register, March 22, 2007, reported 561 federally recognized tribes. There are also approximately 36 additional state recognized tribes.

AIAN people live throughout the 50 states, some on their traditional homelands, some in urban cities, and others in rural settings. The AIAN population struggles with challenges, such as, poverty, health care, education, and housing. According to the Census 2000, the following are key statistics about the AIAN population:

Geography of AIAN -

- There are approximately 275 American Indian land areas in the U.S. administered as reservations.
- 40% of AIAN live in the Western states; 30% of AIAN live in the states of California, Oklahoma, and Arizona; and the three largest cities with AIAN populations are New York, Los Angles, and Phoenix.
- 36% of AIAN live in rural areas while 64% live in urban or suburban areas.

Population and Socioeconomics of AIAN –

- 4.1 million people or 1.5% of the U.S. population self-identify as AIAN.
- AIAN have the second lowest median household income among racial categories which is $11,395 below the national average.
- Unemployment among AIAN is 12.3% (twice the national average).
- 1 in 4 AIAN live below the poverty line which is the highest poverty rate of any racial category.

The diverse cultures, languages, and socioeconomic situations of AIAN people reflect the complexity and challenges faced by the Bureau in conducting the 2010 Census. Presently, our Committee is focused on the Bureau's outreach to the AIAN populations during the planning and implementation of the 2010 Census and the American Community Survey. We have one primary goal: an accurate count of the AIAN population.

Achieving a Diverse Workforce

Our Committee has had productive discussions with the Bureau regarding the goal of achieving a diverse workforce and more specifically increasing the number of AIAN staff at all levels of the organization. Presently, the Bureau's total workforce is 13,082 of which 146 or 1.1% are AIAN. Our Committee recommends this percentage be increased to reflect the 1.5% of the total U.S. population of AIAN. The Bureau has been responsive to our concerns in this area, requests for information, and suggestions for strategies to increase diversity. The following paragraphs reflect recent work between our Committee and the Bureau.

In 2003, our Committee recommended that "the Census Bureau aggressively recruit for AIAN employees at all levels…" The Bureau responded to this recommendation by noting their progress and challenges in this area. (Please see Attachment B – Relevant AIAN Recommendations from 2003-2006.)

In May, our Committee reinstituted our concern for a Bureau workforce that better reflects the U.S. population. The Committee recommended that "the Census Bureau recruit, retain, and promote individuals who are knowledgeable of the tribal cultures and the social, educational, economic conditions in the local geographic areas for all Census activities such as contracts, alliances, partnerships, and internships." (Please see Attachment A – May 2007 AIAN Recommendations.)

At the request of our Committee, the Bureau began the practice of sharing employment numbers during our regular meetings. The Bureau's Human Resources Director typically presents this information followed by a question and answer period. Our Committee maximizes this time to clarify the information and provide the Director with advice on recruiting and hiring of AIAN individuals. During our most recent meeting, our Committee recommended that the report provide comparisons from the previous year in order that we can easily analyze whether the number of AIAN staff is increasing or decreasing. (Please see Attachment A – May 2007 AIAN Recommendations.)

Another past Committee recommendation was Bureau notification to Committee members of higher grade staff openings in order that we might share the opening with AIAN tribes, organizations, and individuals. Responding to our request, the Bureau began the practice of emailing AIAN members current employment opportunities with the U.S. Department of Commerce. We generally receive such emails twice per week. The email includes the job title, link to the announcement website, opening and closing dates, and contact information is provided. We are encouraged to forward, by email, the announcement in order to share the opportunity with others.

The Bureau's strategic recruitment plan includes working with various Minority Serving Institutions in order to address issues of underrepresented populations within their work force. On our Committee's recommendation, the Bureau widened its net for such institutions in order to include the tribal colleges and universities represented by the American Indian Higher Education Consortium (AIHEC). This is evidenced by the May 10, 2005, meeting between Tyra Dent Smith, Chief, Human Resources Division (HRD), and other HRD staff, with Carrie Billy, Deputy Director of the AIHEC. The discussion concerned the curriculum currently in place at Tribal Colleges and how it might be modified to ensure that graduates of these institutions have

a solid background in those disciplines and skills in demand at the Census Bureau. It is the hope of our Committee that the discussions between the Bureau and AIHEC will lead to more frequent interactions and ultimately in increasing the AIAN talent pool for Census Bureau recruitment. (Please see Attachment B – Relevant AIAN Recommendations & Responses 2003-2006.)

I would be remiss in failing to mention the stellar AIAN Bureau staff who frequently present information formally or informally at our REAC meetings. Our Committee believes that these individuals are vital links for the Bureau to our AIAN communities. We value the sensitivities and uniqueness that they understand about our Native populations, and we hope to see more AIAN staff at their levels and higher. I name below a few of the AIAN Bureau staff and their recent specific contributions to our Committee and the AIAN community:

Ms. Jan Jacobs, a key contributor in our quest to resolve geography issues;
Ms. Joanna Stancil, organizing and implementing the 2010 Tribal Consultations which are occurring now;
Ms. Dee Alexander, who is drafting the AIAN policy statement for the 2010 Census, and;
Ms. Sydnee Chatin Reynolds, recently promoted as Assistant Regional Director for the Kansas City Regional Office (the first AIAN in this role), and who played a very prominent role throughout Census 2000 with American Indian Tribes.

Hire and Train Enumerators within the Hard-to-Count Communities

The Bureau conducted a 2006 Census Test at the Cheyenne River Reservation, providing good insight into the unique issues (Geographic, cultural, language, etc.) to be considered in the enumeration of American Indians. Although the findings of this test were not published, the Bureau may have garnered a better understanding of the need for hiring and training AIAN enumerators and interpreters. Our Committee discussed this very issue at our recent meeting and recommended "that the Census Bureau Regional Offices hire interpreters as a top priority …" (Please see Attachment A – May 2007 AIAN Recommendations.)

According to the Bureau's Denver Region webpage, the Region represents 76% of all American Indians living on reservation lands and has the ten largest American Indian Reservations in the country. The Denver Regional Director, Cathy Lacy Illian, spent a significant amount of her time with the AIAN Committee during our last meeting. She was asked by our Committee to comment regarding the issue of hiring and training AIAN enumerators. Although paraphrasing significantly, I can report that Ms. Illian stated that she understood the importance of hiring and training AIAN enumerators in order to get a good AIAN count in 2010. Furthermore, Ms. Illian commented that as a Regional Director, she has the authority and would hire AIAN interpreters immediately and literally on-the-spot if the need arises during the 2010 Census.

The need to hire and train enumerators as well as interpreters from the AIAN community cannot be overstated. It is vital to the success of the 2010 Census' count of AIAN populations. Our Committee can only make recommendations to the Bureau and then trust that a) the Bureau responds affirmatively, and b) AIAN qualified individuals make application for such positions.

Conduct Effective Outreach to Small Businesses Regarding Contracting Opportunities

There are very few reports from the Bureau regarding contracting opportunities during the REAC meetings, and I do not have the Bureau's statistics on small business contracting awards. Therefore, I cannot make many informed comments in this area.

I can report; however, that during the May 2007 REAC meetings, the Bureau reported the quickly approaching award of a large communications contract. There was much discussion during the REAC general assembly as well as in our AIAN Committee meeting about ensuring that small minority-owned businesses were included in, at a minimum, the sub-contracting portion of the contract.

Our Committee strongly believes that the uniqueness of the AIAN population and communities thereof cannot be reached successfully with a mass produced campaign. Our recommendations included that "REAC members be allowed to sit-in and provide input on the communications contract finalists' oral presentations." Furthermore, the following joint REAC Committee recommendations reflect our collective desire for the Bureau to reach out to small businesses regarding contracting opportunities. (Please see Attachment A – May 2007 AIAN Recommendations & Joint Recommendations.)

- "The Race and Ethnic Advisory Committees (African American, American Indian and Alaska Native, Asian, Hispanic, and Native Hawaiian and Other Pacific Islander) recommend funding for advertising and critical buys utilizing media at the local level to cover audiences not otherwise reached."

- "The Race and Ethnic Advisory Committees (African American, American Indian and Alaska Native, Asian, Hispanic, and Native Hawaiian and Other Pacific Islander) recommend that minority owned businesses be assured of adequate representation in contracting processes."

In the future, I hope to increase the AIAN Committee's requests for information regarding the Bureau's outreach to small businesses for contracting opportunities.

Utilization of the Partnership Program to Facilitate Aforementioned Objectives

The Denver Region's 2003 focus group study to obtain insights and ideas from federally recognized tribal government representatives found consensus from 31 participants representing 30 tribes from 20 states that "communication between the Census Bureau and tribes could be improved by making the Partnership Specialist a permanent position and having more tribal consultation." (The American Indian and Alaska Native Population: 2000 (PDF - 453 KB) - Census 2000 Brief, can be found on the AIAN Data and Links webpage: factfinder.census.gov/home/aian/index.html.)

Our Committee consistently supports utilization of the Partnership Program and frequently requests information from the Partnership team during our regular meetings. We believe that the Partnership Program is vital to the successful count of the AIAN population as the program supports the better understanding of needs between the Bureau and tribes. In May, our Committee was advised that the 2010 Census will reinstitute the Tribal Liaison Program as a part

of the Partnership effort and utilize American Indian Partnership Specialists to work one-on-one with Tribal Leaders to obtain an accurate count.

Recently, our Committee was not pleased to learn of potential budget cuts regarding this successful and vital Bureau program. We want this program to be funded appropriately. In fact, we believe that the Bureau should begin hiring partnership specialists in early 2008; therefore, the Bureau needs funding to do that now. Furthermore the joint REAC recommended that "Bureau activate {sic} partnership program and make funding an immediate priority." (Please see Attachment A – May 2007 AIAN Recommendations & Joint Recommendations.)

The Bureau has actively sought partnerships and better communications with tribes and has a good record of doing so. An example of this was Director Kincannon's meeting in early 2006 with representatives from the Great Plains Tribal Association. This tribal consultation meeting was hosted by the Cheyenne River Sioux Tribe in conjunction with the 2006 Census Test and future 2010 AIAN planning efforts. It should be noted that in preparation for the meeting, the Director's office coordinated a conference call with our Committee to formulate the agenda and to discuss how the meeting should be conducted in order to receive the best attendance and input. (Please see Attachment B – 2003-2006 Recommendations and Response.)

Conclusion

The American Indian Alaska Native Advisory Committee members hope to reflect the unique people and Tribal Nations from which we come. Many of our population have dual citizenship: we are a citizen of our Tribal Nation, and we are a citizen of the United States. We are unique and require unique strategies in achieving an accurate 2010 Census count.

I hope that my testimony is helpful in this Committee's oversight of the Census Bureau and their practices for recruitment, training, and hiring strategies for the 2010 Census. Furthermore, I hope my remarks reflect that the Bureau has worked conscientiously with the AIAN Committee in our joint goal of accurately counting the AIAN population. Although we have accomplished many objectives by working together, much work remains toward achieving the best AIAN count possible.

Thank you, Mr. Chairman for the opportunity to speak before you and the Committee today. This concludes my testimony. I will be glad to answer any questions from the Committee.

ATTACHMENT A

RECOMMENDATIONS OF THE CENSUS ADVISORY COMMITTEE ON THE AIAN POPULATION MADE AS A RESULT OF MEETING ON May 3-4, 2007

The American Indian and Alaska Native REAC committee members recognize that they do not sit on the committee to represent any tribe and support the government-to-government relationship of the federal government with the tribes. Committee members sit as AIAN individuals to work with the Census Bureau to improve mail response, overall accuracy and cooperation with respondents and thereby ensure the Native count.

Recommendation 1

Tribal Consultation Participation

The AIAN committee strongly supports the Census Bureau's Tribal Consultations program and recommends that the AIAN committee members are notified and invited to participate in their respective regional tribal consultations. In addition, the committee recommends that the committee be provided updates promptly on the status and results of the consultation program.

Recommendation 2

Tribal Consultation Agendas

The AIAN committee recommends that the consultation agendas clearly establish joint expectations for the effective outcomes of the meetings and that the agendas devote time to discovering the key obstacles to getting an accurate count of the AIAN population and the key strategies for overcoming those obstacles.

Recommendation 3

Hiring of Interpreters

The REAC recommends that the Census Bureau Regional Offices hire interpreters as a top priority in addition to using CDs and other expensive tools, given that many AIAN populations do not have access to computers.

Recommendation 4

Recruitment and Retention of AIAN Individuals

The AIAN committee recommends that the Census Bureau recruit, retain, and promote individuals who are knowledgeable of the tribal cultures and the social, educational, economic

conditions in the local geographic areas for all Census activities such as contracts, alliances, partnerships, and internships.

Recommendation 5

Provide Requested Information

The AIAN committee recommends that the Census Bureau provide the committee all relevant information. For instance, from this session, provide:

- Albert Barros' plan on working with the AIAN population as the 2010 Census approaches that the Customer Liaison Office is using.
- The population division's report from their focus groups with the AIAN populations.
- In the next AIAN workforce update, provide year-by-year employment statistic comparisons by race and show the number of positions available by grade levels at headquarters and in the regional offices.
- The list of colleges and universities from which the Census Bureau recruits.

Recommendation 6

Privacy Issues Focus Groups

The AIAN committee recommends that focus groups be held with the AIAN populations concerning privacy issues. The committee gave a recommendation that the Census Bureau's privacy office follow-up with the National Congress of American Indians to facilitate the focus groups.

Recommendation 7

American Community Survey

In recognition of the unique opportunity the American Community Survey presents, the AIAN committee recommends that a formal process be developed for determining the content and methods test for the American Community Survey. This should include testing variants of the race question.

Recommendation 8

Communications Contract

The AIAN committee recommends that REAC members be allowed to sit-in and provide input on the communications contract finalists' oral presentations.

Recommendation 9

Hiring of Partnership Specialists

The AIAN committee recommends that the Census Bureau begin hiring partnership specialists in early 2008.

Recommendation 10

Fall REAC Meeting

As we approach the 2010 Census, the AIAN committee recommends that the REAC section of the Fall Advisory Committee meetings be extended for a second day in order to more fully understand, engage and respond to pressing issues, while developing effective strategies to facilitate an accurate count and meaningful involvement of the AIAN communities.

[JOINT RECOMMENDATIONS OF THE AFRICAN AMERICAN, AMERICAN INDIAN AND ALASKA NATIVE, ASIAN, HISPANIC, AND NATIVE HAWAIIAN AND OTHER PACIFIC ISLANDER COMMITTEES.]

The Race and Ethnic Advisory Committees (African American, American Indian and Alaska Native, Asian, Hispanic, and Native Hawaiian and Other Pacific Islander) commend the Director Kincannon for his close working relationship with all committees and long dedicated services to the Bureau.

The REAC request that the Director of the Census Bureau forward the following recommendation to the appropriate congressional committees and to the Secretary of Commerce.

Recommendation 11

Full Budget Approval

The Race and Ethnic Advisory Committees (African American, American Indian and Alaska Native, Asian, Hispanic, and Native Hawaiian and Other Pacific Islander) are concerned with the budgetary process, particularly the continuing resolution process which would impede the 2010 census operations. Hence we jointly recommend that an exception be made and full budget be approved.

Recommendation 12

Recommend Funding for Advertising and Critical Buys

The Race and Ethnic Advisory Committees (African American, American Indian and Alaska Native, Asian, Hispanic, and Native Hawaiian and Other Pacific Islander) recommend funding for advertising and critical buys utilizing media at the local level to cover audiences not otherwise reached.

Recommendation 13

Adequate Representation in the Contracting Process

The Race and Ethnic Advisory Committees (African American, American Indian and Alaska Native, Asian, Hispanic, and Native Hawaiian and Other Pacific Islander) recommend that minority owned businesses be assured of adequate representation in contracting processes.

Recommendation 14

Active Partnership Program

The Race and Ethnic Advisory Committees (African American, American Indian and Alaska Native, Asian, Hispanic, and Native Hawaiian and Other Pacific Islander) recommend that the Bureau activate partnership program and make funding an immediate priority.

Recommendation 15

Two Day REAC Meetings

As we approach the 2010 Census, the REAC recommends that the Fall 2007 advisory committee meetings be extended for a 2nd day in order for the REAC to more fully understand, engage, and respond to pressing issues, while developing effective strategies to facilitate an accurate count and meaningful involvement of the communities.

ATTACHMENT B

RECOMMENDATIONS OF THE CENSUS ADVISORY COMMITTEE ON THE AIAN POPULATION
2003 - 2006

2003 – AIAN Recommendation #10

Aggressively Recruit AIAN Employees; Expand AIAN Participation in Summer Intern Program

The AIAN Committee recommends that the Census Bureau aggressively recruit for AIAN employees at all levels. The AIAN Committee further recommends that the Summer Intern program facilitated by Ms. Thelma Stiffarm be continued and expanded. The AIAN Committee is concerned that Census Bureau workplace diversity is an ongoing issue and that AIAN college students should be encouraged to pursue careers in statistics and demography.

Census Bureau Response

College Recruiting Program

The Census Bureau currently recruits from a number of colleges and universities that have representative numbers of AIAN students. Additionally, we have worked collaboratively with the American Indian Science and Engineering Society (AISES) in support of the Department of Commerce's internship program since 1998. The colleges and universities listed below are included in the Census Bureau's College Recruiting Program:

	Percentage/Total AIAN Students	Total Enrollment
Arizona State University	2%/720	36,000
New Mexico State University	3%/360	12,000
University of Arizona	2%/560	28,000
University of New Mexico	7%/1190	17,000
University of North Carolina-Pembroke	23%/897	3,900

Currently, the curriculum of most tribal colleges does not support the academic requirements for our mission-critical positions, so our recruitment visits to these colleges have been limited to feeder colleges. At the feeder colleges, we have received minimal interest and response from the faculty and students. However, we continue to send our recruitment materials to these tribal and feeder colleges.

Conferences and Associations - from 2000 to present, the Recruitment Office has partnered with the U.S. Department of Commerce to recruit prospective AIAN candidates at conferences and meetings of various associations. During conferences, the Census Bureau recruiter interviews potential applicants for full-time employment and provides guidance and instruction

on the application process. In addition, resumes are collected from students interested in working for the Census Bureau during the summer.

AISES - The Census Bureau's Recruitment Office works actively with the AISES to encourage American Indian students to consider the Census Bureau as an employer through student programs or full-time employment opportunities. Students are especially encouraged to apply through the AISES Summer Intern Program.

Student Intern Program - Since 1998, the Census Bureau has participated in the Post-Secondary Internship Program, sponsored by the Department of Commerce. One of the organizations that provides applications for students is the AISES. Each summer since 1998, students from the AISES have worked at the Census Bureau.

The Recruitment Office will continue the strategic recruitment efforts outlined above to improve the recruitment and hiring of AIAN individuals.

2004 – AIAN Recommendation #8

Meet with the AIHEC to Facilitate Execution of Agreements with Tribal colleges

The AIAN Committee recommends that the Census Bureau meet with the American Indian Higher Education Consortium (AIHEC) to facilitate the execution of agreements with tribal colleges for staff recruitment and internships. The AIAN Committee is willing to host a meeting at the November 8-10, 2004, REAC meetings.

Census Bureau Response

As evidenced in the Census Bureau's strategic recruitment plan, we are committed to working with various Minority Serving Institutions to address issues of underrepresented populations within our work force. Currently, our recruitment efforts are limited at the tribal colleges, because their course work does not support the academic requirements for our mission critical positions. Accordingly, we welcome the opportunity to meet with the AIHEC to discuss curriculum development that will support the requirements for our mission-critical job series and maximize our recruitment efforts at tribal colleges.

2005 – AIAN Recommendation #2

Requests Report on Meetings with the AIHEC and Educational Institutions

The American Indian and Alaska Native (AIAN) Committee recommends that the Census Bureau make a written report to the Committee about its meetings with the American Indian Higher Education Consortium (AIHEC) and any other efforts to improve recruitment from tribal colleges and other institutions serving significant numbers of American Indian and Alaska Native (AIAN) students such as University of Alaska, UNC-Pembroke, University of South

Dakota, Oklahoma colleges and universities, University of Arizona-Tucson, and University of New Mexico.

Census Bureau Response

The Census Bureau recently engaged in discussions with the American Indian Higher Education Consortium (AIHEC), American Indian Higher Education Consortium which is assisting us in identifying tribal community colleges that have entered into articulation agreements with colleges and universities. On May 10, 2005, Tyra Dent Smith, Chief, Human Resources Division (HRD), and other HRD staff, met with Carrie Billy, Deputy Director of the American Indian Higher Education Consortium (AIHEC). The discussion concerned the curriculum currently in place at these institutions and how it might be modified to ensure that graduates of these institutions have a solid background in those disciplines and skills in demand at the Census Bureau. It is our hope that these discussions with AIHEC will lead to more frequent interactions resulting, ultimately, in qualified pool and pipeline of previously untapped American Indian and Alaska Native talent.

2006 – AIAN Recommendation #7

Include AIAN Partnership Consultations

The AIAN committee recommends that the Census Bureau include AIAN partnership consultations with American Indians and Alaska Natives during the development of the 2010 Census program.

Census Bureau Response

The Census Bureau recognizes the importance of consulting with both federally and state recognized tribes as we plan for the 2010 Census. Currently, funding has been requested in FY 2008 for consultation meetings. However, the Census Bureau is investigating the possibility of reprioritizing some FY 2007 funding so that these efforts can begin sooner. In the meantime, the Census Bureau continues to look for opportunities to meet with and consult with American Indian and Alaska Natives. For example, Director Kincannon met with representatives from the Great Plains Tribal Association on March 15, 2006. This tribal consultation meeting was hosted by the Cheyenne River Sioux Tribe in conjunction with the 2006 Census Test and future 2010 AIAN planning efforts.

A Census Bureau American Indian and Alaska Native policy statement is being prepared with guidance from the AIAN REAC members. This policy statement focuses on the Census Bureau's commitment to work with federally recognized tribes. The Census Bureau's 2010 American Indian and Alaska Native Implementation Team is also working on how we might document the Bureau's commitment to work with state recognized tribes. The team is planning to gain input from REAC Chair, Greg Richardson on this issue.

Mr. CLAY. Thank you so much, Ms. McGee.

Dr. Miller, you may proceed.

STATEMENT OF BERNIE MILLER

Dr. MILLER. Mr. Chairman, thank you for the opportunity. Good afternoon to you and also the Ranking Member Turner, who I think he stepped out, and other distinguished members of the subcommittee.

My name is Bernie Miller. I am the pastor of New Covenant Fellowship Church in Chattanooga, TN, as well as chairman of the Census Bureau's African American Advisory Committee.

I am honored to have the opportunity to testify before the Subcommittee on Information Policy, Census and the Committee on Oversight and Government Reform on the critical issue related to the challenges and the opportunities that we face implementing the Census Bureau's recruitment, training and hiring strategies for the 2010 census that promotes development and the advancement of minorities within the U.S. Census Bureau.

Winston Churchill, Prime Minister of Great Britain during World War II, earned a reputation as the king of the verbal comeback. He loved verbally sparring with his main political adversary, Lady Astor.

On one occasion, Lady Astor told Churchill, "Sir, if I were your wife, I would put arsenic in your tea" to which Churchill responded, "Lady Astor, if I were your husband, I would drink it." [Laughter.]

No one was armed with a better comeback than the Census Bureau's Director, Mr. Louis Kincannon. At our 2007 May meeting, I personally asked Mr. Kincannon why wasn't Marvin Raine's position, Associate Director of Field Operations, filled with another African American. His comeback was there was no one qualified that was Black available.

His comeback was shocking and incomprehensible. Why are there no qualified Blacks?

The Bureau prides itself in its recruiting abilities. If no one is qualified to fill the lowest level senior position, whose fault is it? Who is responsible for preparing the work force for these openings?

If the Bureau wanted to fill vacancies with qualified Blacks, they need not look any further than from within. Inside the Bureau, there are over 25 Blacks qualified and classified rather as GS–15 employees. There are 186 male and 390 female employees in the GS–7 through 12 category.

I applaud the Bureau for having an African American in charge of the Bureau's facilities. I applaud the Bureau for having an African American in charge of human resources. I applaud the Bureau for having an African American in charge of budgets.

These are great support positions, but unfortunately these heads have no say in what goes on in the major programming areas of the census such as the 2010 decennial, the ACS, the community partnerships, demographics or geography. There are currently no Blacks in leadership positions in those areas. Those are programming areas.

The lack of African Americans representing the interests and concerns of our community in these decisionmaking positions with

the Census Bureau has long-term consequences for the quality of life of our population. The implications of the situation are much larger than quotas or racial balance, and are the benchmark by which all discussions, decisions and policies are made that will impact our people for decades.

The need for the recruitment and promotion of minorities into decisionmaking roles, outreach, as well as the need for contracting opportunities that help small, Black-owned businesses was raised at our 1991, 1994, 1995, 1997, 2004, 2005, 2006 and again at our 2007 spring meeting in May.

Like Winston Churchill, the Bureau has always been armed with a quick comeback.

The Bureau has devised a great strategic plan that calls for maintaining a highly qualified and motivated work force. Unfortunately, many Blacks are not motivated to apply for various executive level positions because the perception is they will not be seriously considered.

The FBI has a little motto within its ranks of members and it said, it is this: Better a hook than five in the book.

They may have a five rating, but unless they have a hook on the executive level, someone that they know that can bring them into the Bureau, they will not be hired. I believe that is the same case that is permeating the Census Bureau.

There is a saying, cream rises to the top. Regrettably, at the Census Bureau, the cream of the crop African Americans employees aren't rising as fast and/or as far as their White counterparts or Hispanic counterparts. There seems to be a glass ceiling of some sort.

The Bureau also stated that it wanted to recruit, inspire, manage and retain a highly qualified diverse work force at entry level, mid career and senior levels. If that is true, why didn't they find a Black to replace Mr. Raines?

I have much more to say, but it is in the record.

I would like to conclude with this. To achieve an objective and a strong work force, we are asking that the Bureau hire qualified African Americans in decisionmaking positions in the following areas: the community partnerships program, senior executive service or manager on the 2010 decennial and the ACS, American Community Survey staff.

Thank you, Mr. Chairman.

[The prepared statement of Dr. Miller follows:]

Opening Statement of Dr. Bernie Miller
Chairman, U.S. Census Bureau's African American Advisory Committee
Appearing Before the Sub-Committee on Information Policy,
Census, and National Archives
July 26, 2007

Good morning, Mr. Chairman, Ranking Member, Turner, and other distinguish members of the subcommittee. My name is Bernie Miller. I'm the pastor of New Covenant Fellowship Church in Chattanooga, TN as well as the Chairman of the Census Bureau's African American Advisory Committee.

I am honored to have an opportunity to testify before the Sub-committee on Information Policy, Census, and the Committee on Oversight and Government Reform on the critical issue related to the challenges and the opportunities that we face implementing the Census Bureau's recruitment, training and hiring strategies for the 2010 Census that promotes the development and advancement of minorities within the U.S. Census Bureau.

Winston Churchill, Prime Minister of Great Britain during World War II, earned a reputation as the king of the verbal comeback. He loved verbally sparring with his main political adversary, Lady Astor. On one occasion, Lady Astor told Churchill, "Sir, if I were your wife, I'd put arsenic in your tea." to which Churchill responded, "Lady Astor, if I were your husband, I would drink it."

No one was armed with a better comeback then the Census Bureau's Director, Mr. Louis Kinacannon. At our 2007 May meeting, I personally asked Mr. Kincannon why wasn't Marvin Raines' position, associate director of field operations, filled with another African American? His comeback was, "There were no qualified blacks available." His comeback was shocking and incomprehensible. Why are there no qualified blacks? The Bureau prides itself in its recruiting abilities. If no one is qualified to fill the lowest level senior position, who's fault is it? Who's responsible for preparing the workforce for these openings?

If the bureau wanted to fill vacancies with qualified blacks, they need not look any further than from within. Inside the bureau there are twenty-five blacks classified as GS15 employees. There are 186 male and 390 female employees in the GS7-12 category. If the bureau needed to go outside of its walls, they should have looked in their very own community, Prince George County; a county Ebony Magazine called "America's wealthiest black country."

"The county" wrote, Kevin Chappell, "ranks in the top 2 percent in the nation in income level, and in people who are employed in executive jobs. Two-thirds of its work force are in white-collar professions, many of whom have plunked down huge sums of money to live in the county where the average price for a new home is more than $700,000, with many fetching more than $1 million."

The truth is, the bureau has a vast pool of qualified blacks that they could have easily elevated from within, but instead, the bureau chose a Hispanic from the Department of Interior who had not been at the bureau in ten years.

There's an old saying, "Where there's a will, there's a way." The bureau has a way to effortlessly solve the disparity problem, but I wonder if they really have the will?

I applaud the Bureau for having an African American in charge of the Bureau's facilities. I applaud the Bureau for having an African American in charge of human resources. I applaud the Bureau for having an African American in charge of budgets. These are great support positions, but unfortunately, these heads have no say in what goes on in the major program areas of the Census, such as the 2010 Decennial, the ACS or the Community Partnerships demographics, and economics. There are currently no blacks in leadership positions in those areas.

The lack of African Americans representing the interests and concerns of our community in these decision-making positions at the Census Bureau has long-term consequences for the quality of life of our population. The implications of this situation are much larger than quotas or racial balance and are the benchmark by which all discussions, decisions and policies are made that will impact our people for decades.

The need for the recruitment and promotion of minorities into decision-making roles, outreach, as well as the need for contracting opportunities that help small black owned businesses was raised at our 2004, 2005, 2006 and again at our 2007 spring meeting in May. Like Winston Churchill, the bureau has always been armed with a quick comeback.

In 2004 we recommended that the bureau "Formalize and Expand the Recruitment Program with HBCUs"

"We recommend that U.S. Census Bureau formalize and expand its recruitment program with Historically Black Colleges and Universities (HBCUs), through dedicated staff and resources for students to participate in career and other employment and academic opportunities, facilitating the Bureau's diversity mandate."

Census Bureau Response

The Census Bureau has developed a Strategic Recruitment Plan with the principal objective of aligning all critical hiring and employment initiatives to support Enabling Goal 5 of the Census Bureau's Strategic Plan: **Maintain a highly qualified and motivated work force**. The initiatives developed to facilitate this alignment address a series of objectives identified as critical to recruitment and retention. Several of the objectives most relevant to diversity are the following:

- Recruit, inspire, manage, and retain a highly qualified, diverse work force at entry, mid-career, and senior levels.
- Address unique challenges related to recruiting, supporting, and communicating with underrepresented minorities.
- Focus on internal workplace diversity through respect and tolerance for social, ethnic, and racial differences.

Several of the Census Bureau's work force diversity initiatives include building upon our established recruitment programs at select HBCUs.

In broadening diversity within the accounting and financial management programs at Census Headquarters, for example, the Census Bureau will continue to aggressively recruit the most talented accounting majors from a defined list of Minority Serving Institutions (MSIs) for internships at Census Headquarters with the possibility of permanent placement upon graduation. The defined list of seven MSIs includes two HBCUs–Howard University and North Carolina A&T University.

Since 1998, the Census Bureau has fostered a relationship with Norfolk State University (NSU) to introduce and attract African American students to opportunities at the Census Bureau. We provided a liaison to represent the Bureau at its annual cluster meetings, introduced our data by providing CD-ROMs for their library, and hired several students as permanent employees. As

we further develop this relationship with the university, we expect to identify and place NSU students into our summer intern program, STEP, and Student Cooperative Education Program.

To ensure that our outreach efforts to HBCUs are sustained as we recruit across occupations, we have a dedicated resource assigned as the African American Employment Coordinator in the Recruitment and Diversity Branch of the Human Resources Division who works with targeted HBCUs to facilitate recruitment and hiring efforts and to increase the visibility of the Census Bureau on campus.

The bureau's comeback was elaborate, but diversity in critical programming areas of the bureau is still non-existent. They have devised a great Strategic Plan that calls for maintaining a highly qualified and motivated work force. Unfortunately, many blacks are not motivated to apply for various executive level positions because the perception is, they will not be seriously considered.

There's a saying, "Cream rises to the top." Regrettably, at the Census Bureau, the "cream of the crop" African American employees aren't rising as fast or as far as their white and Hispanic counterparts. There seems to be a glass ceiling.

The bureau also stated that it wanted to "Recruit, inspire, manage, and retain a highly qualified, diverse work force at entry, mid-career, and senior levels." If that's true, why didn't they find a black to replace Mr. Raines? *W.H. Auden* said,

"Civilizations should be measured by "the degree of diversity attained and the degree of unity retained." If this trend should continue, it will be the first time in four decades that there has not been a black senior executive/manager retained at this level.

That's why our committee is very passionate about this issue. 36.4 million people, who reported themselves as Black or African American, and the 1.8 million who reported themselves as Black in combination with one or more other races are depending on our committee to advise the U.S. Census Bureau on ways to reduce the differential undercount of hard-to-enumerate populations within the African American community.

To achieve this objective, we strongly suggest that the bureau promote and/or hire qualified African Americans in decision-making positions in the following areas:

1) The Community Partnerships Program;
2) Senior executive/manager on the 2010 Decennial, and;
3) ACS (American Community Survey) staffs.

There was a significant and unexplainable 700,000 undercount of African Americans in the 2000 Census, and that was with a sufficiently staffed Census. Today, the number of blacks working in those same strategic areas as in the 2000 census staff has decreased. The undercount may be greater in the 2010

Decennial due to an inadequate number of African Americans employed in these decision-making positions.

As a nation, we are blessed with ethnic diversity. According to the U.S. Census 2003 report, there are approximately 3.5 million foreign born from the Caribbean region living in the U.S. Additionally, there are several languages spoken in this region, Haitian Creole being the predominant language after English. Without an African American in a decision-making position on the Community Partnerships, or the 2010 Decennial or the ACS staff, many of these individuals, I'm afraid will fall be undercounted. It is imperative that the bureau hires and train enumerators from within these hard-to-count communities. As you well know, an incorrect count has an adverse impact on the amount of federal dollars each state, county and city receives from the federal government as well as congressional redistricting.

The bureau has always had a quick comeback when asked about personnel matters as well as recommendations for them to explain their outreach philosophy.

At our 2005 REAC meeting, we recommended the bureau: Provide Census 2000 Contract Agreements/Rules and also Evaluations/Studies on Advertisement and Outreach/Provide Decision-making Dates for Census 2010

"The Census Advisory Committee on African American Population is interested in business opportunities for minority advertising firms in the 2010 Census. We recommend the Census Bureau do the following:

a. Present the REAC with a complete review of the contractual agreements regarding the advertisement and outreach campaign for the 2000 Census. It is important that the information provided REAC not only include the large master contract, but the Bureau's knowledge of how the contract was broken down to subcontractors hired by the lead agency or the Bureau itself. It would also be helpful to review the RFP including any special stipulations that may have been given to lead contractors regarding minority subcontracting. The African American Advisory Committee is particularly interested in the Bureau's thoughts on the appropriateness of lead contractors subcontracting with subsidiaries of its own corporation.

b. Present the REAC with a review of what rules/laws the Bureau had to follow regarding minority contracting for the 2000 Census and any changes to these rules or laws for Census 2010.

c. Present the REAC with all studies and evaluations of the Census 2000 advertising and outreach campaign.

d. Present the REAC with a calendar of important dates and decision making points regarding advertising for 2010 Census."

Census Bureau Response

The Decennial Management Division's Communications Research and Development Group are drafting a plan for 2010 outreach and promotions activities. When the plan is finalized, it will be shared with the African American and other Race and Ethnic Advisory Committees. Businesses and agencies should monitor FedBizOpps at the following Web site: www.fedbizopps.gov. FedBizOpps is the government point-of-entry for federal government procurement opportunities over $25,000. The Census Bureau will provide more details at the next Advisory Committee meeting.

Our committee is still waiting on the bureau to provide us with those details.

At our April 27-28, 2006 meeting, we recommended the bureau: Grant Multiple Awards for the Advertising Contracts/Identify Minority-Owned Businesses

Census Bureau Response

The 2010 Census Communications Acquisition Team explored the possibility of awarding multiple contracts for the communications contract, examining the experiences of other federal agencies with large communications campaigns, as well as the communications vendors we met with during the market research phase. The team concluded from this research that it would not be feasible for the Census Bureau to serve as an integrator of separate contracts for various components of such a time-sensitive campaign (i.e., public relations, advertising, multimedia, interactive marketing, etc.). The projected tasks are so integrally

related, and the administrative/contracting burden so complex, that only a single prime contractor with expertise in carrying out such projects will be able to ensure a timely delivery of the campaign. The Census Bureau has decided that including the integration activities as a requirement of the contract, to be performed by a firm with the required knowledge, expertise, and staffing to pull together the different components, would make for a more concordant and seamlessly integrated campaign. The Census Bureau will rely on the expertise of a prime contractor with demonstrated experience integrating projects that are similar in size, scope, and complexity to the 2010 Census Communications campaign. The Census Bureau understands from the Census 2000 advertising contract and current market research activities, the value of using firms with demonstrated experience in communicating to minority populations. The Census Bureau will include evaluation criteria in the upcoming Request for Proposal (RFP) to compel interested prime contractors to develop value-added subcontracting relationships with companies with expertise in reaching minority populations. During the mark Congressional research phase we used the Department of Commerce' (DOC) Office of Small and Disadvantaged Business Utilization (OSDBU) trade magazines and the Internet to identify minority-owned firms that may have an interest in the campaign. The Acquisition Division will add the NMSDC and Black Enterprise' BE 100 to our resource list for future mass communications for the 2010 Communications Campaign.

Once again, the bureau has another great comeback, but no real concerted effort to solve the problem of the lack of diversity and participation by minority contractors. In light of diversity, even when we work hard to expand our awareness, we may still not see the full picture. There is always more to learn.

Maya Angelou said, "We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color."

I see the Census Bureau as a strong piece of cloth with each individual employee, division chief, associate director, deputy and director representing the threads of that cloth. These threads are fine and beautiful but individually they are easily broken, however when woven together properly they become many times stronger than that of each standing alone. I see this cloth as a beautiful, multicolored tapestry made up of threads of all types.

I believe it is the job of the chairs of the congressional subcommittees to become weavers of these threads; in order to build a Census that's built on consensus at all levels.

Mr. Chairman, these issues are of grave concern to our committee and I thank you, on behalf of the African American Advisory Committee, for holding these hearings so that our committee's concerns can be heard and recorded into the Congressional record.

I sincerely hope that a decision will be made soon to correct the lack of participation from African Americans in decision-making positions on the 2010 Decennial, ACS and the Community Partnerships staffs. We have been waiting far too long. "For years now I have heard the word "Wait!" wrote the late Dr. Martin Luther King, Jr. "It rings in the ear of every Negro with a piercing familiarity. This "wait" has almost always meant "never." It has been tranquilizing

Thalidomide, relieving the emotional stress for a moment, only to give birth to an ill-formed infant of frustration."

Many blacks at the bureau have been waiting for more than 30 years for an opportunity to rise to a senior executive level position. "I guess it is easy for those who have never felt the stinging darts of segregation to say wait" said Dr. King.

"This is not a time for passivity or complacency. This is a time for vigorous and positive action." Alai Stevenson said, "On the Plains of hesitation bleach the bones of countless millions who, at the dawn of victory, sat down to wait, and waiting died."

To coin another phrase from Dr. King, "The sweltering summer of the African American's legitimate discontent will not pass until there is an invigorating autumn of freedom and equality.

Mr. CLAY. Thank you so much, Dr. Miller.

Ms. Jang, you may proceed.

STATEMENT OF DEEANA L. JANG

Ms. JANG. Thank you, Mr. Chairman and committee members, for the invitation to comment on the Census Bureau's recruitment, hiring and training for the decennial census.

My name is Deeana Jang, and I am the policy director for the Asian and Pacific Islander American Health Forum, a national advocacy organization based in San Francisco, whose mission is to improve the health and well-being of Asian Americans, Native Hawaiians and Pacific Islanders.

The Census Bureau in conducting census 2000 worked hard on outreach initiatives in collaboration with many national community education outreach projects. While these efforts proved to be effective and are to be commended, there are lessons to be learned from implementation of those initiatives.

Planning and preparation for the census 2010 will also have to address the changing demographics the United States has experienced since the last census, including the rapid growth of recent immigrants particularly in areas of the country where there were none before. These emerging communities of recent immigrants will be particularly hard to reach.

Another challenge to consider is in the aftermath of September 11th and the growing number of States and local governments seeking to further restrict immigrants from accessing government services; many immigrants are reluctant to seek services or disclose personal information to the government. The Census Bureau will need to affirmatively address these factors in its planning and preparations for census 2010. We, therefore, make the following recommendations for the Census Bureau.

First of all, strong leadership with a commitment to a diverse work force, community partnerships and building trust with hard-to-count communities is absolutely necessary.

The Census Bureau should establish national staff positions to act as liaisons to the Asian American and Native Hawaiian and Pacific Islander communities as well as the other minority groups. Similar positions were created during the 2000 census for Latinos, including a position that served as the primary liaison between the Bureau and the Latino community.

The Census Bureau should be commended for establishing the Racial and Ethnic Advisory Committees. These advisory committees are extremely useful in establishing a relationship and mechanism for these communities to interact with the Bureau and share information.

The Census Bureau needs to ensure that the communications contractor for the 2010 census includes ethnic media outlets and subcontracts with community-based organizations, small businesses and individuals experienced in outreach to diverse racial and ethnic communities for recruitment and hiring of census personnel for the 2010 census.

We are concerned that the Bureau has decided to use a single communications contractor. While requirements that the contractor utilize subcontractors with experience in reaching diverse racial

and ethnic communities can be written into the contract, the Bureau will have limited ability to monitor whether the contractor is effectively utilizing these subcontracts.

Having direct contracts with community-based organizations, small businesses and individuals with demonstrated experience and established trust with hard to count communities, including ethnic and racial minority groups, will be much more effective.

The Census Bureau should immediately request a waiver from the Office of Personnel Management to allow the hiring of work-authorized non-citizens to meet the need for bilingual personnel. Given the challenges of reaching recent immigrant communities, including language barriers and lack of trust with government agencies, it is essential that the Bureau make efforts to reach out to a large pool of potentially qualified applicants from these communities, who have the necessary language skills.

The Census Bureau should ensure that the test required to be taken by applicants for census jobs are translated to the primary languages spoken most frequently by limited English-proficient persons in the United States, taking into account regional needs for specific languages.

In order to ensure a diverse and culturally competent work force, the Bureau should conduct an assessment of its needs and resources and develop a plan that includes strategies to recruit a work force to meet these needs. The Bureau should consider the demographics of the populations most under-counted in the 2000 census and the demographics of each community.

Recruitment and hiring plans should be developed and monitored by senior officials in consultation with the advisory communities and minority-serving organizations that take into account the needs and current resources of each region, and identify local community partners to help identify the most effective ways to reach qualified individuals from the targeted communities.

Community partnership is essential in the development of the outreach and recruitment plans, and the Census Bureau needs to begin these partnerships now. We support robust funding of the community partnership programs starting in fiscal year 2008 to ensure that the Census Bureau's recruitment and hiring goals are met.

The Census Bureau acknowledges the value of a strong partnership program. However, it has not provided a specific plan other than to say it will be addressed in fiscal year 2009. Waiting until fiscal year 2009 is unacceptable as the relationships that need to be built need to be created immediately in order to have the most successful recruitment and hiring of local workers especially in emerging communities.

In conclusion, while the Census Bureau has built a basis for an improved count in 2010 from its experience in 2000, it needs to step up immediately to address the changing demographics and environment of fear and mistrust of government that will jeopardize the goal of full participation by all persons in America.

Thank you.

[The prepared statement of Ms. Jang follows:]

APIAHF
ASIAN & PACIFIC ISLANDER AMERICAN HEALTH FORUM

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Statement of
Deeana L. Jang
Policy Director, Asian & Pacific Islander American Health Forum

Before the
Subcommittee on Information Policy, Census, and National Archives
Committee on Oversight and Government Reform
United States House of Representatives

Oversight Hearing on the Census Bureau's Preparation for the 2010 Decennial Census Survey
July 26, 2007

Introductory Statement

The U.S. Census Bureau in conducting Census 2000 worked hard on outreach initiatives in collaboration with many national community education outreach projects to improve its count of the American population. These initiatives helped reduce the undercount of populations such as racial and ethnic minorities, children, and immigrants that were disproportionately undercounted in Census 1990 due to language and cultural barriers. While these efforts are to be commended, there are lessons to be learned from implementation of those initiatives that can inform the Census Bureau's planning and preparation for the 2010 Decennial Census.

Planning and preparation for Census 2010 will also have to address the changing demographics the U.S. has experienced since the last Census. As Director Charles Kincannon in his prepared statement to you submitted a few weeks ago,[1] following Census 2000, the evaluation showed that among those populations missed or undercounted are children, especially young children, adult African American males, *recent immigrants*, and persons living in large households, complex households, or in group quarters. In the five years since Census 2000, the Asian American population has grown significantly. The majority of the growth in the Asian American population is attributed to immigration. Twenty-one percent of the Asian American population arrived in 2000 or after. Census estimates from the 2005 American Community Survey show that the Asian American community has grown from the 11.9 million reported in Census 2000 to 14.4 million or a 21 percent increase. In Census 2000, for the first time Native Hawaiians and Other Pacific Islanders were reported separately from Asian Americans. Native Hawaiian and Pacific Islander populations also grew significantly by 13.3 percent or from 874,000 reported in Census 2000 to an estimated 990,000 in 2005.

[1] Prepared Statement of Charles Louis Kincannon, Director, Census Bureau, Coverage Improvement Plans for the 2010 Census, Before the Subcommittee on Information Policy, Census, and National Archives, U.S. House of Representatives, Field Hearing, San Antonio, Texas, July 9, 2007.

In addition to the rapidly growing and changing demographics of the United States, other factors will provide challenges to ensuring a complete and accurate count of Asian Americans, Native Hawaiians, Pacific Islanders and other racial and ethnic minority groups. In the aftermath of September 11 and the growing number of states and local governments seeking to further restrict immigrants from accessing government services, many immigrants are reluctant to seek services or disclose personal information to the government. Coupled with concerns raised since then that the Census Bureau has inappropriately shared information with government agencies,[2] many people, particularly minorities, are fearful of providing even the basic information requested by the Census. The Census Bureau will need to affirmatively address these factors in its planning and preparation for Census 2010 including in its recruitment, training and hiring strategies. We believe that the key elements needed for a diverse and culturally competent workforce necessary to achieve the goal of a complete and accurate count of all persons in the U.S are:

- Leadership
- Assessment and Planning
- Community Partnerships
- Adequate Resources

Organizational Background

The Asian & Pacific Islander American Health Forum (APIAHF) is a national advocacy organization dedicated to promoting policy, program, and research efforts to improve the health and well-being of Asian American, Native Hawaiian and Pacific Islander communities. Founded in 1986, APIAHF advocates on health issues of significance to AANHPI communities, conducts community-based technical assistance and training, provides health and U.S. Census data analysis and information dissemination, and convenes regional and national conferences on Asian American, Native Hawaiian and Pacific Islander health. APIAHF has five policy priority areas:

- Expand access to health care for uninsured and under-insured Asian Americans, Native Hawaiians, and Pacific Islanders;
- Improve quality of health care by promoting cultural and linguistic competency;
- Ensure a diverse and culturally competent health care workforce;
- Increase research and improve data collection of health and health care needs of Asian Americans, Native Hawaiians, and Pacific Islanders; and
- Increase investment in community-based health promotion programs.

Ensuring that the Decennial Census includes a complete and accurate count of Asian Americans, Native Hawaiians and Pacific Islanders is critical to achieving the policy goals outlined above in terms of helping to identify needs and advocate for allocation of resources on the community, local, and state levels.

[2] It was discovered recently that the during World War II the Census Bureau turned over confidential information including names and addresses to help identify Japanese Americans. See Haya El Nasser, *Papers show Census role in WWII camps*, USA Today, March 30, 2007.

In 1992, the Asian & Pacific Islander American Health Forum was designated by the Census Bureau as the official national census information center (CIC) for Asian Americans, Native Hawaiians and Pacific Islanders. As a CIC, APIAHF provided Census 1990 and 2000 data, analysis and training to community organizations concerned with identifying and serving AANHPI communities throughout the United States. APIAHF also became involved in all aspects of Census 2000, especially to ensure linguistic access and outreach to AANHPI communities. APIAHF assisted in the translation of the Census 2000 questionnaires and accompanying materials into Vietnamese, Chinese, Tagalog and Korean and conducted focus groups to ensure the quality, accuracy and comprehension of the translations in New York and California. APIAHF participated in planning meetings and outreach efforts to increase the response rate among AANHPIs. Many of the organizations that APIAHF partnered with became official census information centers in 2000. APIAHF served on the CIC steering committee from 2000-2004, serving as chair from 2001-2003.

In addition, APIAHF is a member of the National Council of Asian Pacific Americans (NCAPA), a coalition of 21 organizations nation wide. Based in Washington, DC, "NCAPA serves to represent the interests of the greater APA community and to provide a national voice for APA issues."[3]

APIAHF is pleased to provide these comments related to the Census Bureau's recruitment, training and hiring strategies for the 2010 Census.

Leadership

We are very concerned about the resignations of Director Louis Kincannon and Deputy Director Hermann Habermann at the same time last Fall. These positions must be filled as soon as possible as they impact the on-going preparations for the 2010 Census. The position of Director needs to be filled by someone who is a skilled statistician with superior management expertise and experience, especially with respect to the operational components of the decennial Census, the American Community Survey, and other activities of the Bureau. The Director needs to be someone who will be able to work during the change in Administration that will be occurring before the 2010 Census to ensure that preparations are not disrupted. Policies and allocation of resources are directed from the leadership of the Census Bureau and the Department of Commerce. Related to the hiring, recruitment and training for the 2010 Census, the leadership of the Census Bureau needs to consider the policies and leadership needed to ensure that historically undercounted minority and immigrant communities are targeted for Census outreach and that it employs individuals from these communities at all levels of the Census Bureau from the leadership to the local level.

The Census Bureau should establish national staff positions to act as liaisons to the Asian American and Native Hawaiian and Pacific Islander communities as well as the other minority groups. Similar positions were created during the 2000 Census for Latinos, including a position that served as the primary liaison between the Bureau and the Latino community. The

[3] See http://www.ncapaonline.org/default1.asp for more information and list of members.

Census Bureau also hired a Latino media specialist and marketing staff who could respond to concerns of the Latino community. Providing similar positions for other minority communities including Asian Americans and Native Hawaiian and Other Pacific Islanders would assist in making the Bureau's outreach, recruitment, and hiring strategies more effective and coordinated. The Census Bureau should be commended for establishing the Racial and Ethnic Advisory Committees (REAC). The Advisory Committees for the Asian American population and the Native and Hawaiian and Other Pacific Islander populations are extremely useful in establishing a relationship and mechanism for these communities to interact with the Bureau and share information.

The Census Bureau needs to ensure that the communications contractor for the 2010 Census includes ethnic media outlets and subcontracts with community-based organizations, small businesses and individuals experienced in outreach to diverse racial and ethnic communities for recruitment and hiring of Census personnel for the 2010 Census in addition to outreach to promote a complete count. Director Kincannon stated his intention to incorporate the lessons and successes of Census 2000, which included both paid advertising and reliance on partnerships. The communications plan must include paid advertising in ethnic media outlets and partnerships with community and faith-based organizations and individuals who are leaders in minority communities including Asian American, Native Hawaiian and Pacific Islander small businesses.

The Census Bureau should immediately request a waiver from the Office of Personnel Management to allow the hiring of work-authorized noncitizens to meet the need for bilingual personnel. During the 2000 Census, the Census Bureau Regional Offices hired Community Partnership Specialists who targeted specific racial and ethnic communities for outreach. This proved to be an effective way to conduct outreach to these communities. However, the efforts to hire sufficient bilingual personnel were frustrated by the confusion about the Bureau's policy concerning the hiring of noncitizens. The Census Bureau had a policy of only hiring citizens until July of 1999. At that time the Bureau announced that it would waive the citizenship requirement and reproduce all its recruitment materials to include the change.[4] However, a provision in the Commerce Department's 1999 appropriations legislation restricted the Bureau to hiring noncitizens from Allied nations on a list produced by the State Department.[5] The non-Allied list included India, Bangladesh, Pakistan and other countries in the Middle East. The law allowed some exemptions including hiring of noncitizens from non-Allied nations for jobs requiring bilingual ability.

Not until January 2000 did the Bureau issued a directive to its regional offices that work-authorized noncitizens from any country could be hired as long as they had the necessary bilingual skills. However, because of misunderstanding about the policy among the regional offices and the discretion of individual managers, there were reported many inconsistent and arbitrary applications of the policy. For example, in March, following the issuance of the directive, one New York Asian American civil rights organization reported that Indian, Pakistani noncitizens who passed the test for employment were declared ineligible after the computer

[4] 2000 Decennial Regional Census Center Administrative Memorandum No. 99-113 (July 23, 1999).
[5] PL 105-277, Section 606.

rejected them due to their country of origin.[6] Asian American community organizations also found advertisements for census enumerators that included citizenship requirements. The Bureau's policy needs to be established from the beginning of the recruiting and hiring process and communicated to all the regional and local census offices. In addition, advertising of positions such as enumerators and telephone questionnaire assistance operators should include clear statements that noncitizens with work authorization and skills in languages other than English are encouraged to apply.

The Census Bureau should ensure that the tests required to be taken by applicants for census jobs are translated into the primary languages spoken most frequently by limited-English proficient persons in the United States, taking into account regional needs for specific languages. Many potential applicants for census jobs could not take the test because it was only available in English and Spanish. A significant number of Asian Americans are limited-English proficient. More than a third of Asian Americans and 12 percent of Pacific Islanders reported that they speak English less than very well on the 2000 Census. A majority of six Asian American groups speak English less than very well including Vietnamese, Hmong, Cambodian, Lao, Bangladeshi and Taiwanese. Over 25 percent of Tongans and Fijians reported speaking English less than very well.[7] Providing tests in languages spoken by significant numbers of limited English proficient individuals and in languages spoken in specific communities with high percentages of LEP persons will increase the pool of qualified persons with language skills to address the needs of hard-to-count communities.

Assessment and Planning

In order to ensure a diverse and culturally competent workforce that will help the Census Bureau's goal of achieving a complete and accurate count of all persons in the U.S., the Bureau should conduct an assessment of its needs and resources and develop a plan that includes strategies to recruit a workforce to meet those needs. The Bureau should consider the demographics of the populations most undercounted in the 2000 Census and the demographics of each community. When considering the demographics of the Asian American, Native Hawaiian and Pacific Islander communities, it is important to look at whether specific ethnic subgroups were undercounted. Looking at whether Asian Americans were undercounted as a group masks the fact that many subgroups were undercounted while some subgroups were not. Consulting with the REAC and national AANHPI and other minority serving organizations can help identify which communities are likely to be undercounted if resources dedicated to outreach are not specifically directed to their community. The Bureau should assess its current workforce including racial and ethnic diversity and proficiency in languages other than English. The analysis needs to disaggregate Asian Americans from Native Hawaiians and Pacific Islanders, in accordance with the Office of Management and Budget's Standard on the Collection of Data on Race and Ethnicity, and if practicable, also identify the needs of specific ethnic groups within the aggregated racial category. According to the Bureau's Equal Employment Opportunity Office (EEO), Asian Americans currently comprise 3.23 percent of the Census

[6] See Asian Pacific Americans and Census 2000: Findings and Recommendations for Census 2000, Asian American Justice Center, September 2001.
[7] Asian American Justice Center and Asian Pacific American Legal Center, 2006.

Bureau's total workforce.[8] We support the Asian Advisory Committee's recommendation that the Bureau focus on recruitment, retention, management opportunities and promotion of qualified Asian candidates, particularly at grade levels 14, 15, and SES. A recruitment and hiring plan should be developed, in consultation with the REAC, that takes into account the needs and current resources of each region and identify local community partners to help identify the most effective ways to reach qualified individuals from the targeted communities. A senior official within each regional office should be assigned to ensure that the appropriate recruitment and targeting is occurring and to monitor the implementation of the hiring and recruitment plan.

Community Partnerships

Community partnership is essential in the development of outreach and recruitment plans, and the Census Bureau needs to begin these partnerships now. In response to a recommendation from the Census Advisory Committee on the Asian Population, the Bureau said that it planned to hire Partnership and Data Services Specialists in the 12 regional offices to build partnerships and conduct outreach and promotional activities in support of the 2010 Census. The Bureau noted that while the program is designed to reach all segments of the population, special emphasis is placed on working with many different racial and ethnic groups, hard-to-count, and hard-to-reach populations and acknowledged that the best way to reach these populations is through trusted organizations and individuals.[9] It is therefore critical that the persons hired for these positions have the experience and expertise in reaching one or more of these communities and the ability to identify the partnerships needed to reach other communities. The specialists need to be able to assess the best ways to reach a diversity of communities including whether face-to-face contact by trusted community members is the most effective. The Partnership and Data Services Specialists should also have knowledge of and develop partnerships with ethnic media outlets.

Director Kincannon testified that an important component of the Bureau's language assistance program will be recruiting locally for temporary workers.[10] Given the diversity of communities that the Census must reach and the need to identify the diversity of ways to reach them, this component is crucial for ensuring that the Census Bureau uses workers who have the trust and local knowledge of the communities in which they live. Community partners such as community-based and faith-based organizations as well as individual government leaders, school leaders, religious leaders, union leaders, community activists and other kinds of community leaders will be an obvious source of assistance to communicate with their constituents not only about the importance of completing the census information, but to recruit individuals for temporary jobs with the Census. The Census Bureau should consider contracting with community and faith-based organizations and small businesses to assist with these efforts including those representing AANHPI and other minority communities.

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[8] See Recommendations of the Census Advisory Committee on the Asian Population Made as a Result of Meeting on April 27-28, 2006, Census Bureau Response to Recommendation 5.

[9] See Recommendations of the Census Advisory Committee on the Asian Population Made as a Result of Meeting on April 27-28, 2006, Census Bureau Response to Recommendation 3.

[10] Hearing on Economic and Statistics Administration, Census Bureau, Bureau of Economic Analysis, Before the Subcommittee on Commerce, Justice, Science and Related Agencies of the H. Comm. On Appropriations, 110th Congress, March 7, 2007 (testimony of Census Bureau Director Louis Kincannon).

The experience of Census 2000 demonstrates how establishing partnerships with communities that are harder to count reduces non-response follow-up costs and improves accuracy. The local recruitment is particularly needed for hard-to-reach Asian American, Native Hawaiian and Pacific Islander communities. AANHPI communities are concentrated in specific regions and states. Asian Americans continue to be concentrated in the Western states. However, within each racial group there are different areas of concentration for individual ethnic subgroups. For example, 68% of Filipinos live in the West, while South Asians are concentrated in the Northeast, and there are significant Hmong and Laotian populations in the Midwest. Pacific Islanders are found in areas around San Francisco, Southern California and Utah. In addition, there are emerging AANHPI communities in areas that may not have established community-based organizations or other institutions that serve these communities. There has been a rapid growth of Asian Americans in Nevada, Georgia and North Carolina. Washington, Utah and Texas has the highest rate of growth of Pacific Islanders.[11] In some of these emerging communities, the Census Bureau will need to use local contacts to identify appropriate individual community leaders. Since these leaders are not always easily identifiable, it is even more imperative that the Census Bureau start doing its homework and making contact with national and local organizations that may be able to assist.

Adequate Resources

We support robust funding of the Community Partnership program starting in Fiscal Year 08 to ensure that the Census Bureau's recruitment and hiring goals are met. The Census Bureau acknowledges the value of a strong partnership program.[12] However, it has not provided a specific plan, other than to say that it will be addressed in Fiscal Year 09. There are no plans to increase the funding for partnership workers in the regions in Fiscal Year 08. There is no funding for the partnership program in Fiscal Year 2008. Waiting until Fiscal Year 09 is unacceptable as the relationships that need to be built need to be created immediately in order to have the most successful recruitment and hiring of local workers. Director Kincannon testified that the Census Bureau had in fact requested $18 million for the partnership program in Fiscal Year 08 from the Office of Management and Budget (OMB), but that OMB zeroed out that request. Therefore, no request for funding the partnership program was included in the President's budget. The House Appropriations bill on Commerce, Justice, Science includes $13 million to support partnership and outreach efforts in preparation for the 2010 Census. The report language designates that the funds should be used to hire additional personnel who have experience in developing partnerships for the 2010 census, provide other support for Regional Partnership and Data Services Programs, and not less than $1,000,000 for a national partnership program administered from Census headquarters. We are disappointed that no funds were included for the partnership program in the Senate bill. Advance planning is necessary for an effective partnership and outreach program. The Census Bureau will particularly need time to

[11] Asian American Justice Center and Asian Pacific American Legal Center, 2006.

[12] "{The Census Bureau] firmly and profoundly believe[s] that the partnership program in the regions helped us get a better census, which we did have in 2000. And even the normally hard nosed GAO and the IG and the Commerce Department shared that opinion even though they could not put out the facts that said this activity has resulted in three-tenths of an increase and response rate. So the opinion is universal that it is valuable." Hearing on Economic and Statistics Administration, Census Bureau, Bureau of Economic Analysis, Before the Subcomm. on Commerce, Justice, Science and Related Agencies of the H. Comm. on Appropriations, 110th Congress, March 7, 2007 (testimony of Census Bureau Director Louis Kincannon).

identify appropriate partners in communities with emerging immigrant populations and to recruit, hire and train the partnership specialists. Even in communities with a history of community partnerships with the Census Bureau, local organizations and leaders will need time to gear up their campaigns and seek other support from private and public foundations and state and local governments.

Conclusion

On behalf of the Asian & Pacific Islander American Health Forum, I want to thank the Committee for the opportunity to provide a written statement on the Census Bureau's preparations for the 2010 Decennial Census. While the Census Bureau has built a basis for an improved count in 2010 from its experience in 2000, it needs to step up immediately to address the changing demographics and environment of fear and mistrust of government that will jeopardize the goal of full participation by all Americans.

Mr. CLAY. Thank you so much, Ms. Jang.

Last but not least, Mr. Pemberton of Monster, Inc., and it is pretty evident that he is not a member of REAC or within government, but we wanted to present this perspective from outside of government to hear just how the private industry tackles these issues. Please proceed.

STATEMENT OF STEPHEN J. PEMBERTON

Mr. PEMBERTON. Thank you, Mr. Chairman and distinguished members of the subcommittee, for the opportunity to testify before you this afternoon.

My name is Steve Pemberton. I am chief diversity officer of Monster.com, the leading global online careers property. I also serve as vice president of diversity inclusion for the company and in that capacity have full operational responsibility for the diversity and inclusion business unit specifically focused on helping employers diversity their work force.

I have been specifically asked to describe private sector best practices in the hiring, training and utilization of human capital resources. In my dual role at Monster, I have the wonderful opportunity to see how organizations approach this very important topic but an equally valuable opportunity to represent how the diverse work force itself approaches this topic, and certainly that is one of the first best practices I can share.

Successful organizations do not look at the issue of diversity and inclusion simply in the context of who they must serve but in the transcendent nature of becoming a better and stronger organization.

When I consider the context of our discussion today, I am mindful of a great debate that occurred in these hallowed halls in 1874. It was regarding the constitutionality of this Nation's first civil rights bill, a bill so important in its time that we would not see another for over 80 years. It was a source of great anxiety in a Nation still struggling to come to terms with the debilitating effects of slavery, and yet there was one voice that rose above the din.

His name was Robert Elliott, a Representative from South Carolina. By those in opposition, he was charged with self-interest, believing that his ardent support of the civil rights bill could quite possibly only stem from the fact that he was of African descent. His response was the following: "I regret, sir, that the dark hue of my skin may lend a color to the imputation that I am controlled by motives personal to myself in my advocacy of this great measure of national justice. Sir, the motive that impels me is restricted by no such narrow boundary but is as broad as the Constitution. I advocate it, sir, because it is right."

We don't talk that way very much anymore, but the lesson the Representative was trying to import upon us has not lost its relevance. What we discuss here today is fundamentally a matter of internal consistency, a message that might be reflected in a simple question. Are we in deed what we say we are in purpose?

Were he living in today's time and if he worked in the private sector, Representative Elliott would surely have amended this observation. One of the strongest realizations the private sector has come to in the last 5 years is that securing and maintaining a di-

verse work force is not simply a matter of the right thing to do. The right thing to do is indeed a powerful axiom, eloquent in its nature, timeless and boundless in its calling.

However, there is a more practical question. When hasn't diversity and inclusion been the right thing to do? When haven't the issues of access, equality and opportunity been important?

They have always been here in this great Nation of ours, and yet we clearly have lost our way.

The private sector no longer sees diversity and inclusion through the narrow and blinding lens of corrective action but through the broader and more detailed view of competitive advantage. As the CEO of Procter and Gamble observed, "My 30 years in business and my 23 years of Procter and Gamble have convinced me that a diverse organization will out-think, out-innovate, and out-perform a homogenous organization every single time."

The 21st century has brought with it a new reality for corporate America. They are in the business of diversity whether they want to be or not. If they intend to maintain and acquire new customers, if they intend to extend shareholder value and increase market share, they will have to learn how to reach this emerging consumer segment that is more diverse and has greater purchasing power than any generation before it. Any organization ignores these realities at their own peril.

Private sector organizations that succeed with diversity and inclusion start simply by talking about it differently. Those that are progressive see a diverse work force as necessary. Those that do not treat it as optional.

Progressive organizations believe this should be owned by the collective, regardless of whether or not diversity is in their title or responsibility. Those who do not believe that progress lay with a singular individual who often has little resources.

Those who succeed see diversity as a strategy for which there is significant accountability. Organizations that struggle see diversity and inclusions primarily as a matter of tolerance for which there is little accountability.

And perhaps most importantly, successful organizations see diversity as a way of achieving maximum productivity and innovation, for while it has always been true that great minds think alike, it is equally true that one of those minds is redundant.

You will not hear a successful company in the private sector say there is not diverse talent available. Indeed, most will do the primary and secondary research that shows this is a myth. Even if they believe this to be true, they will go create the pipeline that they feel they need as one company in the banking industry did when they launched a new scholarship for undergraduate students that rewards those who can create the most practical and inspirational ideas for innovation and improvement in the fields of business, science or visual arts.

In other words, private sector best practices aren't really best practices at all. They are next practices.

This concludes my oral statement. Again, I thank you for the opportunity to testify before the subcommittee today, and I look forward to answering any questions you might have regarding commercial best practices.

[The prepared statement of Mr. Pemberton follows:]

Testimony of Stephen J. Pemberton
Chief Diversity Officer and Vice President, Diversity and Inclusion
Monster Worldwide
Appearing Before the Subcommittee on Information Policy, Census, and National
Archives, Committee on Oversight and Government Reform
July 26, 2007

monster
today's the day

Good afternoon, Mr. Chairman, Ranking Member Turner and distinguished members of the subcommittee. Thank you for the opportunity to testify this afternoon before the House Oversight and Government Reform Committee Subcommittee on Information Policy and the Census.

My name is Steve Pemberton and I am Chief Diversity Officer of Monster.com, the leading online careers property. I also serve as Vice-President of Diversity & Inclusion for the Company and in this capacity have full operational responsibility for the Diversity and Inclusion business unit, specifically focused on helping employers diversify their workforce. As Chief Diversity Officer, I lead Monster's internal commitment to diversity and inclusion focused on five critical areas: programs and communication, culture of inclusion, fairness and equal opportunity, composition and retention of a diverse workforce, and community outreach. I have the humble distinction of being the first Chief Diversity Officer of an Internet company.

I have been specifically asked to describe private sector best practices in the hiring, training and utilization of human capital resources. In my joint role at Monster, I have the wonderful opportunity to see how organizations approach this very important topic but an equally valuable opportunity to see how the diverse workforce itself approaches this topic. Certainly that is one of the first 'best practices' I can share: successful organizations do not look at the issue of diversity and inclusion in the context of their own environment but in the broader sense of who they must serve.

Whenever I consider the context of our discussion today, I am mindful of a great debate that occurred in these hallowed halls in 1874. It was regarding the constitutionality of this nation's first civil rights bill, a bill so important in its time that we would not see another for over eighty years. It was, true to its time, a source of great anxiety in a nation still struggling to come to terms with the

after-effects of slavery. Yet there was one voice that rose above the din. His name was Robert Elliott, a representative from South Carolina. By those in opposition, he was charged with self-interest believing that his ardent support of the civil rights bill could quite possibly only stem from the fact that he was of African descent. His response was the following:

"I regret, sir, that the dark hue of my skin may lend a color to the imputation that I am controlled by motives personal to myself in my advocacy of this great measure of national justice. Sir, the motive that impels me is restricted by no such narrow boundary, but is as broad as the Constitution."

"I advocate it, sir, because it is right."

We don't talk that way very much anymore but the lesson the Representative was trying to import has not lost its relevance: what we discuss here today is fundamentally a matter of internal consistency, a message that might be reflected in a simple question: are we in deed what we say we are in purpose? This message of internal consistency was perhaps best reflected in Marin Luther King's *I Have a Dream* speech. It is ironic that we have come to refer to this as such because in the prepared speech Dr. King took to the podium that day, we cannot find the words **I Have a Dream.** Rather his intent was to convey the fierce urgency of now, the disconnect between what we as a nation aspire to and the reality of the 'shameful condition' in which so many African-Americans had found themselves. Yet we need not simply look to Dr. King for guidance, of whom such direction might be expected; the federalist system of government under which we live today was largely a reflection of the founding father's biggest concern: a lack of diverse thought. In yet another example, one of the few times that diversity is used as a verb is in the context of investing principles: we all understand the danger of investing hard-earned

resources in a single place. In both instances, diversity is seen as insulation against risk not as a purveyor of it.

I mention this because one of the strongest realizations the private sector has come to in the last 5 years is that securing and maintaining a diverse workforce is not simply a matter of 'the right thing to do.' The right thing to do is a powerful axiom, eloquent in its nature, boundless in its calling. However, I humbly submit a more practical question: when **hasn't** diversity been the right thing to do? When haven't the issues of access, equality and opportunity been important? They have always been here in this great nation of ours, from the very beginning, yet still we lose our way.

The private sector no longer sees diversity and inclusion through the narrow-and blinding-lens of corrective action but through the broader-and more detailed-view of competitive advantage. As the CEO of Procter & Gamble observed:

'My 30 years in business and my 23 years of Procter and Gamble have convinced me that a diverse organization will out-think, out-innovate, and out-perform a homogenous organization every single time.'

Performance is not the only driving factor for these organizations: consider some of these numbers for a moment:

- 45% of the people under the age of 10 are culturally diverse
- Women and culturally diverse populations are creating small and medium-sized businesses 6 times faster than the rest of the population
- The purchasing power of women globally is 3.3 trillion dollars

The 21 century has brought with it a new reality for corporate America: they are in the business of diversity-whether they want to

be or not. If they intend to maintain and acquire new customers, if they intend to extend shareholder value and increase market share, they will have to learn how to reach this emerging consumer segment that is more diverse and has greater purchasing power than any generation before it. Organizations ignore these realities at their own peril.

That is not to say that this new direction has not come with trial and error. Nearly every week there are new stories of corporate mea culpas: some illicit a smile, like the soft drink company that literally translated a new ad slogan into Japanese, not realizing that they were communicating to these hard-to-win consumers that their product would 'bring their ancestors back from the dead'. Others are less humorous; the clothing company that found itself in the midst of public relations fiasco when they caricatured a cultural icon. Such economies of learning, as the private sector calls them, (which is really just a clever way of saying we made a mistake) have been directional and transformative for many organizations.

They have also learned that not only is the customer always right but in this day and age of transformative technology like the Internet, instant messaging, text messaging and blogging, they have the ability to tell other customers whether or not an organization is right.

Private sector organizations that succeed with diversity and inclusion start simply by talking about it differently. Those that are progressive see a diverse workforce as necessary; those that do not treat it as optional; progressive organizations believe this should be owned by the collective, regardless of whether diversity is in their title or responsibility; those who do not believe that progress lay with a singular individual with little resources; those who succeed see diversity as a strategy, for which there is significant accountability; organizations that struggle see diversity and inclusion as a matter of tolerance for which there is little

accountability; perhaps most importantly successful organizations see diversity as a way of achieving maximum productivity and innovation, for while it has always been true that great minds think alike, it is equally true that one of them is redundant.

They also seek to link the often-times disconnected worlds of branding, recruiting, hiring and retaining, realizing that this concentric circle is interwoven and interconnected; an organization that does not promote diverse talent stands very little chance of creating a robust pipeline, realizing that the diverse talent pool they are looking to attract will immediately recognize the glass ceiling, take it as indication of their potential within that organization and pursue other options.

You will not hear a successful company in the private sector say that there is not enough diverse talent available; indeed most will do the primary and secondary research that shows this is a myth. Even if they believe this to be true, they will go **create the pipeline** as one company in the banking industry did when they launched a new scholarship for undergraduate students that rewards those who can create the most practical and inspirational ideas for innovation and improvement in the field of business, science or visual arts. In other words, private sector best practices aren't really best practices at all but 'next practices'.

This concludes my oral statement. Again, thank you for the opportunity to testify before the Subcommittee today. I look forward to answering any questions you may have commercial best practices for recruiting, hiring and retaining diverse candidates.

Mr. CLAY. Thank you so much, Mr. Pemberton, and I want to thank the entire panel.

Ms. ROSALES. I have to excuse myself. I have plans.

Mr. CLAY. You may. I am sorry you couldn't stay around, but thank you.

I will defer to my friend from Virginia, the ranking member. He has a previous engagement. Proceed.

Mr. DAVIS OF VIRGINIA. Thank you. I have to leave, but I did want to take this opportunity to ask a couple questions.

Let me ask Mr. Pemberton. How many resumes do we have on USA Jobs or on the OPM lists that we have, any idea how many resumes?

Mr. PEMBERTON. I do not and don't have that data available to me.

I can tell you that through the Monster.com Web site, again it is one of the strategies I think that we see a lot of corporations undertake, simply mainstreaming diversity into core processes.

Mr. DAVIS OF VIRGINIA. How many resumes do you have on Monster.com?

Mr. PEMBERTON. We will have anywhere from 5,000 to 7,500 diversity resumes a day. Twenty-five percent of the traffic coming to Monster is diverse, one the most diverse online career properties.

Mr. DAVIS OF VIRGINIA. That is on a day. So if you search it from a list, how many diverse resumes would you have on there total?

Mr. PEMBERTON. Three point six million.

Mr. DAVIS OF VIRGINIA. Any knowledge why the Census Bureau isn't utilizing and tapping into this for particularly temporary hiring but for some of the other positions we talked about?

Mr. PEMBERTON. I do not know.

I can tell you that perhaps that is a reflection of Monster. We have a recently just mainstreamed diversity and created that resume data base.

Mr. DAVIS OF VIRGINIA. I think the reason we wanted you to be here today to show diversity is good business. It is not an entitlement. It is just good business. It is good business for the census if we want an accurate count. Doing the same old, same old isn't going to get us where we need to be.

If you have that many resumes on there at one time, diverse resumes, you ought to be able to find somebody somewhere to do the job almost anywhere in the country, wouldn't you think?

Mr. PEMBERTON. I would particularly when we consider why the diverse work force itself goes to Monster. The Internet provides a level of anonymity and opportunity and equality, so.

Mr. DAVIS OF VIRGINIA. Has Monster had to work with national organizations and companies to do like a national and local hiring project before?

Mr. PEMBERTON. It is our business. Our corporations hire Monster specifically to help them find the qualified and talented work force, and we have seen in the last couple of years in particular a specific focus on diversity.

Mr. DAVIS OF VIRGINIA. You have heard the testimony from the Census Bureau, and you have heard from some of the other groups that are up here that want to get an accurate census and recognize

the only way to doing that is to get a diverse work force for a number of different reasons.

Drawing from your experience with Monster, what steps do you think the Government and the Census Bureau in particular could be taking to accomplish and enable our goal of getting a more diverse work force?

Mr. PEMBERTON. Certainly, the perspective perhaps I have not heard so far in the testimony is going online in particular. If we looked at the Hispanic population, they are migrating online faster than any other segment of the population, particularly when we look at the objectives that are before the Bureau around scale and in particular trying to find a passive candidate.

Those that will go to Monster.com are looking for an opportunity. It has been part of our strategic initiative to make sure that we find those who might not necessarily be thinking about opportunities and provide them contextually relevant.

Mr. DAVIS OF VIRGINIA. I was intrigued by your drawing the distinction between having equal employment opportunities and having a diverse work force. They are two different things. One is hey, you come in, we will give you a fair shake. The other is going out and actively recruiting in different communities.

In the case of the census, it is only good business to do that. We have to communicate with a wide array of people that we are not going to be able to do it with just an average work force. It is going to have to be diverse. It is going to have to be multilingual. It is going to have to be able to talk to people.

Does Monster work with private sector companies who grow a work force and maintain a diversity pipeline on a routine basis?

Mr. PEMBERTON. We do. We do.

Mr. DAVIS OF VIRGINIA. Do you think these same strategies could work with the Federal Government? Any reason that you know of why they couldn't?

Mr. PEMBERTON. I do not.

Whether it is an earlier strategy of working, starting as early as the eighth grade which is when we really ought to start talking about career progression, I think education, branding, awareness. Some of those strategies that have worked in the private sector, particularly in the last five to 7 years, when they have gone through a phase of things simply not working and once they undertook, I think, a bit more tactical approach, becoming much more grassroots, having measurability and accountability, things changed for them. A lot of that was driven by their business opportunities as well.

Mr. DAVIS OF VIRGINIA. Thank you.

Mr. Chairman, it just looks to me if it is to be a 21st century census, we need to get 21st century technology and practices to get it in. Once again, being an equal opportunity employer isn't enough. We need to outreach. It is going to mean the net and all these others.

I thank you for your testimony. I thank the other witnesses too. You have underscored something that I think on both sides of this, we recognize, and that is we need to have a very, very diverse work force, very multilingual work force to identify if we are really going

to get people to, in some cases, come out of the shadows and be identified for an accurate census.

So thank you very much.

Mr. CLAY. Thank you too, Mr. Davis, for your participation in today's hearing.

Mr. Pemberton, as you may know, a GAO examination of diversity management practices found nine leading practices including top leadership commitment to the vision of diversity, accountability of leaders through the linking of performance assessment and compensation, and succession planning to identify a diverse pool of candidates for future leadership positions.

How much weight would you assign to each of these factors and how do you think they impact the Federal Government?

Mr. PEMBERTON. Mr. Chairman, to the degree that I can represent not just the private sector and their best practices but also the work force that we are trying to attract, the factors that you just listed are, from their standpoint, the primary questions they have.

I can tell you that in my own hiring within my own company, I would not sit in front of an Hispanic applicant whom I was looking to attract to my work force without talking with them, to them about how their career could advance within my organization. They are coming to me with that question already, and my failure to answer that is in essence opening the door for another.

I think there is a tendency at times to look across agencies, look across businesses for best practices. I really think we ought to go to that work force we are looking to attract and have them tell us what matters to them.

So an organization that does not have diversity in the senior levels of the organization is, in essence, making a statement to that work force that they are trying to attract, and succession planning is a natural companion to that.

Mr. CLAY. How successful do you think Monster, Inc. could be in matching up not just at the Census Bureau but I guess throughout the Federal Government—and maybe you do this now—applicants that have the requisite skills at the Bureau and other agencies require for core positions?

How successful could Monster, Inc. or a company like yours be in matching up these individuals with positions in the Federal Government?

Mr. PEMBERTON. As perhaps you might expect, I am gong to say unequivocally. Prior to Monster, the notion of going online and looking for a job simply did not exist.

I think it is part of the culture and the character of the organization that anyone in the world can come to Monster, looking for an opportunity. What we find is that the actual diverse work force is one of the primary reasons they come to Monster. If you are concerned that you are not going to be counted or that your gender or race is going to be held against you, you can be as anonymous as you choose to be online.

So our intention and motivation has been now to not only present the diverse work force but to convince them that organizations, be it the Bureau or other companies, are genuine in their commitment to diversity. We have succeeded at that. That is not

philosophical or theoretical on my part. It is simply what we do every single day.

Mr. CLAY. I guess you have had to deal with the issue of hard to employ populations where the unemployment rate tends to be higher than within the general population, and I guess you have to be sensitive to that too.

Mr. PEMBERTON. We have to for a couple of reasons. When you consider the business that Monster is in, that is exactly what our clients, in all candor, pay us to do, to provide, to convince and to inform.

Mr. CLAY. So they come looking for diverse work forces now?

Mr. PEMBERTON. They absolutely do.

Mr. CLAY. Really?

Mr. PEMBERTON. As does the work force itself. We look within specific industries who know. They do their own availability analysis of populations. They, like the Bureau, are really trying to locate. Well, where are these individuals? What is motivating them in particular?

Conversely, I think there is a tendency to equate diversity online and perhaps assign that primarily to issues of access, but if you think about what being online provides you. Any of us here can access just about anything that we want, any type of information. Opportunity exists online which is why it attracts a diverse work force and particularly coming to Monster because you come there to look for a job.

Mr. CLAY. I do an annual career fair in my home district in St. Louis, and I think I will engage Monster, Inc. in the concept of a year-round way to help those hard to employ constituents. We will take that up at another day, but thank you so much for your responses.

Ms. McGee, the advisory committee recommended that the Bureau hire interpreters as a top priority.

You stated that Cathy Lacy Illian, the Denver Regional Director, in responding to this recommendation at a meeting, said she understood the importance of hiring and training American Indian and Alaska Native enumerators and interpreters, and that she had the authority and would hire the AIAN interpreters immediately if the need arises during the 2010 census. Does the AIAN have a plan for monitoring this effort?

Ms. MCGEE. No, sir, we don't have a plan to monitor it. It did come up in our May discussion, and of course our committee was very concerned that during the census that you cannot wait when you need an interpreter. You have to have them now.

So she did assure us that she had the authority and would hire them on the spot and that was throughout the census, all regional directors would have such authority to do so. But we do not have a way of tracking that.

Now we do have a meeting hopefully coming up, all REAC committees in October, and we plan to followup on each of the recommendations we made in May. So that would be one way to followup.

Mr. CLAY. I would hope that you all would develop evaluation criteria by which to measure the success of the Bureau's strategy

and share that success or whatever the outcome with this subcommittee.

Also, in response to the AIAN recommendation that the Bureau work with colleges to recruit AIAN employees, the Bureau stated in part that most tribal colleges do not support the academic requirements for the Bureau's mission critical positions. So the Bureau's recruitment visits have been limited to feeder colleges.

Has the advisory committee worked with the Bureau to identify those tribal colleges that have the academic requirements set by the Bureau?

Ms. MCGEE. Yes, sir, we have followed up. We recommended that the Bureau work with the organization that oversees the tribal colleges—I am looking for that now to get the name right—and the census did followup and meet with that organization of tribal colleges. We have not followed up, though, since then to see if progress has been made on changing the curriculum or adding to the curriculum at those colleges.

However, we did also ask the census to expand the net. There are several other colleges that have populations of Native students, and we have asked them to recruit at those as well where the curriculum was what the census needed.

Mr. CLAY. You were informed by the Bureau that it will reinstate the tribal liaison program for the 2010 census as part of the partnership effort and utilize American Indian specialists to work one on one with tribal leaders.

How successful was the tribal liaison program for the 2000 census. Can you comment on it?

Ms. MCGEE. Mr. Chairman, I was not on the committee at that time. However, several of our committee members worked directly with the census and census numbers and so forth. What has been part of the discussion during the committee meetings was that in 2000 many of our members that the partnership was the most critical of all programs that the census utilized.

Also in the 2003 focus group that the Denver region did, there were 31 individuals that represented 30 tribes that stated that the partnership program was what they thought was key to the connection to the tribes in the Denver region. So that is why we have focused a lot on the partnership program, and that is also why we emphasized at our last meeting, we don't want the census waiting to hire these partnership specialists. They are key to our success.

Mr. CLAY. They need to ramp up now then?

Ms. MCGEE. We want them to ramp up now.

Mr. CLAY. Thank you for that response.

Ms. Jang, I share your concern about the impact of the data breach of confidential information about Japanese Americans during World War II. I have expressed my concern about this indiscretion to Director Kincannon and the Bureau.

Let me ask you. What impact do you think the data breach could have on the Bureau's recruitment efforts when it comes to the data breach and how it impacted that segment of our population?

Ms. JANG. I am not sure how much impact. I am not sure how much impact it may have on the recruitment for the personnel, but I think it will have an impact on the responses from the commu-

nities because unless they are assured of confidentiality, they are going to be suspicious.

The incident with World War II is just one of many instances where confidentiality has been breached in the government context. For example, in the Chinese Confession Act during the fifties, it was like an amnesty program where people were invited to come forward and legalize their status, and people were deported as a result of applying for that program. So once word spreads, the community is less likely to want to have contact with the Government, and that could impact the recruiting as well.

Mr. CLAY. To your knowledge, has the Bureau reached out to national organizations that provide services for Asian American communities for advice on how to address any potential adverse impact that what the Bureau does has on these communities?

Ms. JANG. Not to my knowledge.

Mr. CLAY. That would probably be a good recommendation to the Bureau then, wouldn't it?

Ms. JANG. Yes, I would agree. I would agree that outreach should include addressing that issue.

Mr. CLAY. We will address that through this committee with the Bureau, that they make an effort to the Asian American community because apparently there has been a serious breach of trust here on the part of Bureau toward that community. I have not witnessed much apology either in all of this or at least saying the Bureau is sorry or that it admits that it made a mistake.

Ms. JANG. Yes, Mr. Chairman. I think it has broader impact beyond the Asian American community because as I said because of the events of September 11th, similar fears exist in the Muslim community, the Arab community, etc. So I think that concern goes beyond the Asian American community.

Mr. CLAY. Thank you for that.

Dr. Miller, in your statement, you spoke of an encounter or statement that Director Kincannon made about the replacement of Marvin Raines. Was that a direct quote from the Director?

Dr. MILLER. Yes, sir.

Mr. CLAY. That was a direct?

Dr. MILLER. The Director said there was no one. The exact statement, exact quote was, there was no one; "There was no qualified Black available."

That is what he said, and I repeated it to him, and I immediately repeated it to a chief that was there. I said this is what the Director said, and is that true? They started laughing at me, and then they got angry.

Mr. CLAY. Well, this committee will make inquiry with the Director for him to explain to us in writing just what the contents of that statement were about and perhaps give us a clear explanation.

Dr. MILLER. We were at lunch. He had all the REAC chairs. They have a private lunch during our spring meeting, and he brings us in. We can talk very candidly about things, and I raised the race issue then. He pulled me aside after we were dismissing, and he walked with me out. He just unloaded and very candidly said, well, you know, there were no Blacks qualified.

Mr. CLAY. Has the advisory committee worked with the Bureau to find or locate qualified African Americans and recommended them to it.

Dr. MILLER. We don't get that opportunity. We get e-mail blitzes regarding openings, but we don't have an opportunity per se to advise anyone directly because they have to go online and they have to fill out an application online which prevents us from intervening.

I did at one time ask for one of the Bureau executives if they would look at an applicant for me who happened to be African American, a very qualified young lady, and I introduced them. He told her to go online again and fill out an application.

Well, I mean if I am on the advisory committee and I am coming to you, asking you to interview this person, at least talk to them about a possibility of an opening to get to know the person. I thought it disingenuous that you would send them online.

I could have sent them online, but I thought that because I knew someone at the Census Bureau in a capacity that could help her, that she could be helped.

Mr. CLAY. Let me ask. Has the African American advisory committee recommended that the Bureau formalize and expand the recruitment program with historically Black colleges and universities? The Bureau's response was that it is working with HBCUs to facilitate enabling Goal 5 of the Bureau's strategic plan to maintaining a highly qualified and motivated work force.

However, you believe this goal is not being met because African Americans at the Bureau are not motivated. How did you arrive at the conclusion that African Americans at the Bureau were not motivated?

Dr. MILLER. Simply because when you bring somebody into the system, into the Bureau, it takes 15 years for that new recruit to come in, learn and then be in a position to excel. They have a great recruitment program, but the folks that are there, for instance, Teresa Anqueira.

Teresa Anqueira came in at the same time as another African American who his name is Jimmy Scott. Both of them were employed at the very same time, but Teresa Anqueira, she is now the associate on the associate level. Jimmy has never had an opportunity.

They have taken Teresa Anqueira, sent her out to various places to help her learn her job so that she could be in a position to advance. That is great. I mean that is great for Teresa, and I am glad that they did that for her.

But why just do it for Teresa Anqueira? Why not do it for Jimmy Scott?

Why not do it for other African Americans? Why not do it for others that are minorities serving?

I think that the whole idea here is to get more people that look like America on the executive levels, and they do this for some select people. It seems that you have to have an inside with someone on the executive level in order to be considered, be sent to seminars to learn more, so that when they do promote you, you already have.

They have an opportunity to fail more than we do. Several of them have failed several times. Teresa, if you look at her record,

several times she has failed, but they kept picking her up, giving her another opportunity to succeed.

But they have not done that for African Americans. When we fail at the Bureau, we are not given an opportunity. We are not picked up and given another opportunity to succeed on the level that other folks are.

Mr. CLAY. You also stated in your testimony that the Advisory Committee on the African American Population requested information from the Bureau on the 2000 census contract agreements and rules and evaluations or studies on decisionmaking dates for census 2000.

You made a request in 2005 but have not received any information. Was more than one request made?

Dr. MILLER. Yes, another request was made in 2006 which probably will come out soon. The Bureau will respond to it.

They did respond in particular. I don't know if I have that in my notes here.

In 2006, we recommended that the Bureau grant multiple awards for advertising contracts, identify minority-owned businesses. Is that the one you are referencing?

Mr. CLAY. No. It was another one, but anyway that was my next question.

Here is what I want you to do is to get with committee staff and tell us what they have not responded to, and we will make the official request for the information as you requested initially.

On the communications contract, Dr. Miller, what explanation did the Bureau give you about separating the contract?

Dr. MILLER. They said it wasn't feasible is what I concluded for the outreach. Let me see here. Yes, the outreach.

Basically, they said that the 2010 Census Communications Acquisitions Team concluded that it would not be feasible for the Bureau, Census Bureau to serve as an integrator of separate contracts for various components such as a time-sensitive campaign, i.e., public relations, advertising, multimedia, interactive marketing, etc.

It says that the Census Bureau will rely on the expertise of a prime contractor with demonstrated experience integrating projects that are similar in size, scope and complexity to the 2010 census communication campaign.

Great comeback, great. I mean it sounds great.

There is a term that they use within the Bureau that I think you may be familiar with called critical buy. A critical buy is when I, as a person on my advisory committee, can call the Bureau and say, look, in my community if you would do a critical buy with this minority newspaper, I believe that we can get them to maybe put in a story that would be geared toward helping the census get an accurate count from the hard to reach population. That is called a critical buy. They will, in turn, take some moneys and direct it to that minority businessman.

Right now, we don't have that pipeline. We don't have that two-way communication to make that happen right now for various reasons, one, because the money has not been appropriated and, two, the partnership program is kind of up in the air. It takes 15

months in order to get the partnership program off the ground, and to start in 2009, you know we are behind the eight ball.

It takes 15 months to develop these relationships. I believe that Deeana had the best suggestiion, and that was to make those partnership positions, partnership specialist positions permanent, a permanent piece of the Census Bureau. Why go out every year and try to find a partnership specialist when you know you are going to need them even during the ACS?

I mean we are taking a snapshot every year of about 3 million people. You do need somebody out there that can go into the community to reach the hard to count persons. So why just wait every 10 years?

Mr. CLAY. Thank you for that.

Ms. Jang, the Asian advisory committee has made several recommendations to the Bureau regarding the recruitment and hiring of Asian American candidates including collaborating with strategically selected higher education institutions with high Asian enrollment to establish a work force diversification pipeline program. This recommendation was made in April 2005.

In your opinion, has the Bureau made significant progress in implementing the recommendation?

Ms. JANG. Again, not to my knowledge. According to their response to that advisory committee report, they said they had. I believe they said they had gone to three colleges with significant Asian American populations.

Mr. CLAY. Three colleges.

Ms. JANG. Yes.

Mr. CLAY. What factors are essential to the Bureau's efforts to recruiting and retaining Asian American employees? What do you think is a successful formula for the Bureau at this point?

Ms. JANG. Well, I think if they did have a permanent community partnerships program, that would really help in bringing members of the community into the Bureau. That would definitely be a significant step in that direction.

Mr. CLAY. So that would help with the diversification of that work force at the Bureau at all levels?

Ms. JANG. Yes, and they also need better data on the Asian American populations. I am not. I haven't seen their data, but I know as presented in the testimony earlier, we are very concerned about the Native Hawaiians and Pacific Islanders and the lack of even any kind of representation at all.

In terms of Asian Americans, I think they also need to even disaggregate further into specific ethnic groups that are not being reached by the census. So there may be an overabundance of Filipino or Chinese census workers, but in terms of some of the other newer populations, Southeast Asians and South Asians, for example, they may not have good representation.

So I think they need to do a better work force analysis of their Asian American as well as Pacific Islander work force.

Mr. CLAY. Thank you for that.

Mr. Pemberton, in the Census Bureau's strategic plan, they state that in order to meet with major strategic objectives, they must first accomplish their enabling goal to maintain a high quality and

motivated work force, and provide the environment to support them.

Drawing from your experience with Monster, what steps should the Bureau take to accomplish the enabling goal and what pitfalls should the Bureau and Congress be looking to avoid as the staffing-up process begins for the 2010 census?

Mr. PEMBERTON. Certainly, what we see through the private sector is a linking of the four steps that organizations go through in securing a diverse work force. You brand yourself as an employer of choice to a specific community.

From those branding activities, you have a measure, return on investment. I have spent these dollars, and I expect this to have specifically contributed to the diverse slate of candidates.

The third stage is then hiring. So I branded myself and from that has come an applicant pool. Now the third phase is, well, how effective have I been in hiring these individuals? I have heard that referenced several times here in the testimony.

Then the last stage is perhaps arguably the most critical one because it does influence and impact all others which is retention because one's ability to retain a diverse work force, I think, has a direct correlation and impact upon recruitment. Clearly, if you have, regardless of background, if you have a very satisfied work force, they become a source of employee referrals and can therefore recommend others.

In terms of pitfalls, I said this quickly prior, but I do think jumping right to recruitment and retention without gaining an understanding and an assessment of the environment itself. Corporations frequently will, and to me it is perhaps a very simple question. If I were to walk into any organization or agency and just picked out anyone and said and asked them a simple question: Why does diversity matter in this organization? What is your story?

What would I hear? Would I hear the same things regardless of who I ask or would I hear different things?

I think often times just jumping immediately to recruitment without getting an understanding of how receptive the environment is to diversity, whether or not they are on the same page relative to diversity.

I think a companion to that is obviously the lens of corrective action. That is perhaps the single biggest change we have seen in corporate America. They have, regrettably so. They call this an economies of learning which is just a very clever way of saying we have made mistake.

They have been down the road of looking at things simply through corrective action, and they have been burned quite a few times. Like the soft drink company that decided to literally translate a new ad slogan into Japanese, not realizing that they were promising these hard-to-win consumers that their product would be bringing their ancestors back from the dead. That elicits a smile. Some aren't so humorous.

So they have been down this path, and they have learned the hard way that there is a difference between diversity and inclusion. Diversity is simply a reflection of how many people are in the organization. Inclusiveness is a reflection of whether or not those individuals are at the table, making decisions and in the private sector

whether they are at the product table, the sales table, the marketing table. Certainly, that is where the diverse work force is looking as well.

Mr. CLAY. Thank you so much for that.

We have been joined by our colleague from New York, Mrs. Carolyn Maloney, a member of this subcommittee.

Mrs. Maloney, proceed if you have questions.

Mrs. MALONEY. Thank you very much, Mr. Chairman. I apologize. We were in a markup in Financial Services.

I want to applaud your leadership and for working hard to get us an accurate count. Nothing is more important in terms of proper allocation of funds to State and local governments and really redrawing the seats, apportionment seats for Congress. It is a major investment that we make, and it takes place every 10 years.

I want to congratulate the leadership of the chairman. I told him he had a $40 million day. Yesterday, was it? He had a $40 million on the floor when we worked to restore to the census $40 million that is being cut out of it, and we achieved that in defeating one amendment and getting a consensus on both sides of the aisle to restore another $30 million that had been cut out in the committee processes.

So I want to commend the chairman. I haven't had many $40 million days, but that was an important day for the census, and we worked hard together to make that happen.

I want to be here to support his efforts on an accurate census and on having a diverse and inclusive one. Another area that we have labored together on is discrimination against women and minorities. To the extent that we can control that in terms of Federal agencies, particularly one that is as important as the census that must go out and count so many people and be sensitive to so many communities to get them to work with us to get the most accurate count possible.

I just commend him for calling this hearing and for having this GAO report.

I appreciated the gentleman's comments that there is a big difference between inclusive and diverse. I just would like him to elaborate further. We can go out and demand the census and other agencies be diverse. That is right. But how can we make it inclusive so that women and men and minorities are all at the same table and equally at those tables and that their voices are equally heard?

What are some initiatives that we could do to foster inclusiveness? We can demand a head count. We have done that.

But how can we foster a management mentality that includes and then strengthens themselves by having the viewpoints of everybody at the table?

Mr. PEMBERTON. Yes, I think for the private sector, they have answered that question by saying they will make ownership of this issue collective.

I have the humblest distinction of being the chief diversity officer for Monster, but as my wife and daughter often remind me, I am not quite the feminist that I think I am. So while I have an ability perhaps to represent the African American population and even then not be wholly so, I think this notion somehow that you can

hire a single individual and expect them to speak to all things diverse is a perilous path.

I think accountability being broadly dispersed starting from the top, which is how organizations themselves operate, there is a very high level of accountability.

I also think that they are very aggressive about creating environments where individuals who are perhaps not familiar with a particular culture, gender, language have the ability to say simply, I do not know. I think that there is a distinction between simply not knowing and then acting on a certain level of ignorance.

So aggressive training is how I would quickly answer that.

Mrs. MALONEY. I would invite every member of the panel if they would like to speak up on this issue. Thank you.

Dr. MILLER. Yes, I would.

Mrs. MALONEY. Dr. Miller.

Dr. MILLER. If you have an opening at a company and you know that you need an African American or Hispanic or whatever, get the six qualified folks in the room, the top, the last or the six qualified people that have risen to the top for that particular position. Get them in the room. You know that if you choose one of those six people that one of them will be great for that position.

If you know you need an African American, have six in the room. Have one African American, have one that happens to be female or whatever the persuasion, and I think you can really put somebody in a place without really offending anyone. You know that all six are qualified, and you can choose from the six.

You can have HR send me the top six and make sure that I have the top six look like this. If the top six look like that, then you can choose from the top six.

You can say, well, look, I need to have an African American. Well, here are the top six. Well, from that six, you know you can choose that African American or you can choose an Asian or Hispanic or whatever. I don't think it is rocket science. There is a way you can do it.

Mrs. MALONEY. Any other comments?

Now if the women don't speak up, I am going to be disappointed.

Ms. JANG. I just want to say I am really glad people made the distinction between equal employment opportunity and inclusion because I think you have to be intentional if you are going to meet your goals of diversity. Just saying everyone has equal opportunity is not going to work.

So I think strategies that really are intentional and designed to welcome that pool of qualified applicants because there are qualified applicants out there who are from communities of color is really an important ingredient.

I want to correct something I said on the record earlier. I found the notes about which colleges that the Census Bureau has been to, and they responded to the Asian advisory committee that they visited over 70 colleges and universities each semester to recruit for their core occupations and that includes 13—I missed the first one—13 schools that have significant Asian American student populations.

Mr. CLAY. I see. Thank you.

Mrs. MALONEY. Thank you, Mr. Chairman.

Mr. CLAY. Thank you.

Just one last question for Ms. McGee. One last question, in your testimony, you cite several examples of how the advisory committee is working with Bureau staff to facilitate the recommendations of the committee.

One was the sharing of information about higher grade staff openings. The Bureau sends announcements to the members of the committee, and committee members pass along the information to individuals and organizations who might be interested in the positions.

Have you received any feedback on how successful this effort has been?

Ms. MCGEE. No, sir, I have not received any information back, and in fact these questions about the feedback and followup, I have made several notes.

I think that it is definitely a problem for our REAC committees and our conversations with the census. We really don't have a good process for doing this followup, and we try to get our former recommendations and go through them, but so much happens so quickly. I have made a note to make sure that we set a process and do better followup.

I was wondering when I was preparing that testimony. Has anybody been hired from the census that we forwarded information to? Has anything ever come of this? And I do not know the answer to that.

Mr. CLAY. We should probably explore that.

Let me thank the entire panel for your participation in this hearing.

Ms. MCGEE. Thank you.

Mr. CLAY. As you heard the bells go off, this is like school. That is an indication that we have to change classes now. We are going to vote. [Laughter.]

I want to thank the panel again for shedding light on what I think is an important subject, which if we are successful with our efforts to actually diversify and include in the Bureau's structure throughout, we will have a more successful 2010 census than 2000. This will not be the last that you hear of this issue.

So thank you very much for your participation today.

That concludes this hearing.

[Whereupon, at 4 p.m., the subcommittee was adjourned.]

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