

NOMINATION OF ROBERT M. GROVES

HEARING

BEFORE THE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE

OF THE

ONE HUNDRED ELEVENTH CONGRESS

FIRST SESSION

NOMINATION OF ROBERT M. GROVES TO BE DIRECTOR OF THE
CENSUS, U.S. DEPARTMENT OF COMMERCE

MAY 15, 2009

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NOMINATION OF ROBERT M. GROVES

FRIDAY, MAY 15, 2009

U.S. SENATE,
COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 9:32 a.m., in room SD-342, Dirksen Senate Office Building, Hon. Thomas R. Carper, presiding.

Present: Senators Carper, Levin, Akaka, and Collins.

OPENING STATEMENT OF SENATOR CARPER

Senator CARPER. The Committee will come to order. Welcome. I just want to take a moment to talk about the agenda here today. We will start off by calling on our colleague Senator Carl Levin to introduce our nominee, and after he has done that, he is welcome to stay for as long as he would like. I know he has a lot on his plate, but if he can stay, he is welcome to stay for as long as his schedule permits.

After he has spoken, I will give an opening statement, a fairly lengthy one. We will swear in our witness. We have to ask you to stand and take an oath, and then after you have given your statement, we will break for lunch. We will take 2 hours for lunch. [Laughter.]

We will not break for lunch. We will go right into questions and answers, and we will probably be out of here, my guess, within an hour and a half. Several of our colleagues are going to be joining us, and as they come, they will have the opportunity to make statements and to join in the questioning.

We are delighted that you are here, and Senator Levin, we are especially glad that you are here to introduce Dr. Groves to us today.

OPENING STATEMENT OF SENATOR LEVIN

Senator LEVIN. Chairman Carper, thanks for your introduction, your comments, your constant goodwill, good nature, and hospitality. Thank you.

I am pleased to introduce Robert Groves to the Committee this morning. Mr. Groves is a long-time Michigan resident. He has been part of the University of Michigan community since he began his master's study in Ann Arbor in 1970. He graduated summa cum laude from Dartmouth College with a degree in sociology, and he earned master's degrees in statistics and sociology and a doctorate in sociology from the University of Michigan. He is currently a pro-

fessor in the Department of Sociology and, most significantly, I believe, is the Director of the University of Michigan's Survey Research Center.

He is, to put it mildly, a highly respected expert in survey methodology and statistics, and I want to reassure the Chairman, he is also a strong fan of the Detroit Tigers. [Laughter.]

And I say that because our Chairman is a strong fan of the Detroit Tigers.

Senator CARPER. We will go right to the confirmation at this time. [Laughter.]

Senator LEVIN. Mr. Groves' mentor throughout graduate school was Professor Leslie Kish, who is one of the greatest statisticians of our time. He was also the father of Carla Kish, who was a staffer in my office about 20 years ago. I believe that she is here today as one of his guests.

Professor Kish was his mentor through graduate school and throughout their careers. Professor Kish and Mr. Groves collaborated extensively, researching ways to improve surveys. Professor Kish was behind the idea of an annual rolling census of the population, which led to the creation of the American Community Survey. He was also instrumental in the wide acceptance of probability sampling.

The Chairman could ask our nominee what that is because I know it sounds good, but I am not sure exactly what that does mean. [Laughter.]

As head of the Institute for Social Research and the Survey Research Center, he heads one of the most important research institutes in our country. It is the largest academic-based research institute of its kind in the world. It has educated many of our Nation's scientific leaders in the field of survey statistics. And he was elected by the research faculty to lead that center in 2001. That is what his peers think of him.

He also has experience at the U.S. Census Bureau itself. In 1982, he was a visiting statistician at the Census Bureau. He returned to the Census Bureau 8 years later and served as the Associate Director for Statistical Design Standards and Methodology. He has written several books and dozens of articles and book chapters on survey methods. Much of his work has focused on increasing response rates to polls and surveys. He has used his research and expertise to help design surveys for numerous agencies, organizations, and universities, including the National Institutes of Health, the American Lung Association, Cornell University, and the National Center for Educational Statistics.

He has been endorsed for the position of Director of the Census Bureau by many scientific and professional associations, including the American Statistical Association, the American Sociological Association, and the Council of American Survey Research Organizations.

And perhaps most significantly, I believe perhaps the most significant endorsement of all, far more important surely than mine, he has been endorsed by six former Directors of the U.S. Census Bureau who were appointed by both Republican and Democratic Presidents. These include Presidents Carter and Reagan, President George Herbert Walker Bush, President Clinton, and President

George W. Bush. So the Census Bureau Directors for all those Presidents wrote a letter to the Committee, and this letter has been received, I know, by the Committee.¹ I am tempted to read from it, but I think I will not in the interest of time, other than to say it is a glowing endorsement of our nominee. And I know it will be made part of the record. And, again, to me this is the most significant endorsement that any nominee for the Census Bureau can receive—the support of Directors under Presidents of both parties for this position.

So Dr. Groves is before you today because of his expertise in survey methodology and statistics. He is driven by a desire to be of public service. His hallmarks have been and will be his belief in scientific methods and his independence. And that pursuit of science and his characteristic of personal integrity and independence are the characteristics required by the position to which he has been nominated.

So it is a pleasure of mine to be with you today, and I thank you again, Mr. Chairman, for holding this hearing and hope that this can proceed expeditiously after consideration by this Committee and the Senate because I know there is a great need to have this position filled so we can get on with the next census, which is looming before us.

I thank our Chairman. I will not be able to stay, and I know our nominee, after your comments, when it is his turn, will introduce his family and perhaps one or two of his supporting crew.

I have taken a statistical sample of the people who are with him this morning. They are 100 percent supportive. [Laughter.]

Thank you very much, Mr. Chairman.

Senator CARPER. Senator Levin, before you leave, I just want to say to Dr. Groves that we received the letter to the Committee signed by all the former Directors of the Census for 30 years or so. At first, our inclination was to be quite favorably impressed by it. On closer inspection, I became suspicious that the signatures all looked very much like Carl Levin's signature. [Laughter.]

That is probably just a coincidence. We will figure that out when we get into the hearing.

Senator Levin, thank you so much.

Welcome one and all. Dr. Groves, your nomination, as you know, comes at a critical time for the Census Bureau. While the agency is not among the largest in the Federal Government, it nonetheless plays an integral role in the day-to-day operations of our Federal Government.

Most people know that the Census Bureau is the government agency that counts the population every 10 years. Less known is that it regularly provides government, businesses, and academia with an updated picture, really a photograph, of who we are, a portrait of who we are as individuals, as communities, and as a Nation.

As one of the Federal Government's few constitutionally mandated functions, the decennial census determines how many seats each State gets in the U.S. House of Representatives and how hun-

¹The letter referenced by Senator Levin appears in the Appendix on page 112.

dreds of billions of dollars in Federal assistance will be apportioned out to State and local governments.

Earlier this week, we held a field hearing in Philadelphia at the National Constitution Center. A beautiful place. But one of the things that we learned is—in my State, we only have one congressional district, so it is not hard to figure out how to structure that district—in Pennsylvania, not only does the census help them determine how many congressional seats they will have, but where those seats will be, how to carve out the State legislative seats, and how really to carve out councilmanic seats in the City of Philadelphia. So in terms of the political structure of our States, our communities, there is a lot of input here by the census, great reliance on the census.

Finding and enumerating nearly 300 million individuals and the correct locations is, of course, an extremely daunting task. And every one of those people who signed that letter endorsing your candidacy knows full well of what I speak. But since I took over as chairman of the subcommittee with oversight over the Census Bureau, I have been struck by the complexity of the undertaking and by the amount of staff and resources needed to get this job done, to accurately count the people in our country, and to do so in a cost-effective manner.

The census requires years of planning, as you know, years of preparation, followed by lightning execution in real time without any flaws. And looking back at the 2000 census, it involved the hiring of nearly a half million temporary workers, opening over 500 local Census Bureau offices nationwide, and following up with 42 million households who had not responded.

Given the sheer magnitude of such an undertaking, a shortcoming in one area can quickly have a domino effect on other operations. For example, a low mail response rate would increase the nonresponse follow-up workload, which in turn would drive up the Census Bureau's staffing needs and drive up costs.

With each census, the challenge continues to grow in terms of cost and complexity as our population becomes larger, more diverse, and increasingly difficult to count. The cost of the 2010 census has escalated to an estimated \$14 billion, making it the most expensive census that history has seen, at least in this country so far. Put another way, it will cost our Nation an estimated \$100 to count each household in 2010, compared to \$56 in 2000 and \$13 in 1970.

The growing cost of the census at a time when the Federal Government is facing an unprecedented budget deficit highlights the importance of making sure that each additional dollar spent on our census actually improves the quality of the data.

The 2010 census is approaching rapidly with Census Day now less than a year away. The Census Bureau has faced many operational and management challenges that have jeopardized its success. These challenges include under-funding by the last Administration for outreach to minority communities and the colossal mismanagement and failure of the contract for handheld computers that led to an entire re-plan of the census very late in the game.

The Census Bureau has taken steps to get the census back on track, but it is imperative that a strong management team is in

place so that it can remain on the right track. And I might say, your predecessor, the person who has just stepped down, Dr. Murdock, served for, I think, 1 year and 5 days, and I think he did yeoman's labor in that 1 year in trying to get us back on track. I would just say here that I express my appreciation for his leadership and for his service for that 370 days.

I feel the need, though, to reiterate that although Census Day may officially last 1 day, its impact is felt over the course of a full decade. An inaccurate census count can be a major setback for millions of Americans already struggling for economic survival.

With that said, I do not have any doubt that Dr. Groves is up to the challenge and that he commands the respect both inside and outside the Census Bureau to fully restore confidence in the agency's competence and integrity.

Dr. Groves, you have a strong background in issues related to the census and statistics. You will bring a wealth of experience, as we were just reminded by Senator Levin, and service as Director of the Census. We appreciate your commitment to public service and your willingness to help the Census Bureau navigate through such challenging times.

[The prepared statement of Senator Carper follows:]

PREPARED STATEMENT OF SENATOR CARPER

Dr. Groves, your nomination, as you know, comes at a critical time for the Census Bureau. While the agency is not among the largest in the Federal Government, it nonetheless plays an integral role.

Most people know that the Bureau is the government agency that counts the population every 10 years. Less known is that it regularly provides the government, business, and academia with an updated picture of who we are as individuals, communities, and a nation.

As one of the Federal Government's few constitutionally mandated functions, the decennial census determines how many seats each state gets in the House of Representatives and how hundreds of billions of dollars in Federal assistance are allocated to State and local governments.

Finding and enumerating nearly 300 million individuals is, of course, an extremely daunting task. Since I took over as chairman of the subcommittee with oversight over the Census Bureau, I have been struck by the complexity of the undertaking and by the amount of staff and resources needed to get the job done, and done well.

The census requires years of planning and preparation, followed by lightning execution in real time. In fact the 2000 census involved hiring nearly a half million temporary workers, opening over 500 local census offices nationwide, and following up with 42 million nonrespondent households.

Given the sheer magnitude of such an undertaking, a shortcoming in one area can quickly have a domino effect on other operations. For example, a low mail response rate would increase the nonresponse follow-up workload, which in turn would increase the Bureau's staffing needs and drive up costs.

With each census, the challenge continues to grow in terms of cost and complexity as our population becomes larger, more diverse, and increasingly difficult to enumerate. The cost of the 2010 census has escalated to an estimated \$14 billion, making it the most expensive census history by far. Put another way, it will cost the nation an estimated \$100 to count each household in 2010, compared to \$56 in 2000 and \$13 in 1970.

The growing cost of the census at a time when the Federal Government is facing an unprecedented budget deficit highlights the importance of making sure that every dollar spent on the census improves the quality of the data collected.

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The Census Bureau has taken steps to get the census back on track, but it is imperative that a strong management team is in place so that it can remain on the right track. I feel the need to reiterate that although Census Day may officially last one day, its impact is felt over a decade. An inaccurate census count can be a major setback for millions of communities already struggling for economic survival.

With that said, I do not have any doubt that Dr. Groves is up to the challenge and that he commands the respect necessary both inside and outside the government to restore confidence in the agency's competence and integrity.

Dr. Groves, you have a strong background in statistics and issues related to the census, and you will bring a wealth of experience and service as Director of the Census. I appreciate your commitment to public service and your willingness to help the Bureau navigate through such challenging times.

Senator CARPER. Now, if there were other Members here, I would recognize them for their opening statements at this point. But no Members have arrived yet.

I understand, Dr. Groves, that you filed responses to a biographical and financial questionnaire. I actually read through most of it, and you have done a lot of research and writing. You have also answered pre-hearing questions submitted by the Committee. I read most of those, too. I do not know how long it took to answer. I know it took a long time to read. But I thought we asked a lot of good questions, and I thought your answers were actually quite good.

In addition, your financial statements have been reviewed by the Office of Government Ethics, and without objection, the information will be made a part of the hearing record. The financial data, however, will remain on file for public inspection in our Committee's offices.

Committee rules require that all witnesses at nomination hearings give their testimony under oath, and from time to time when we have witnesses before us that are new to the game, they are not required to be testifying under oath. But I will just kid them and say, "Normally we do not swear in our witnesses, but you look pretty questionable, my friend, so we will ask you to take this oath." [Laughter.]

In your case, you do not look that questionable, but the rules of the Committee require us to administer this oath, and I am going to ask you to stand and raise your right hand, please. Do you swear that the testimony you are about to give to the Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. GROVES. I do.

Senator CARPER. Thank you very much. You can be seated. With that said, Dr. Groves, please proceed with any opening statement that you have. I had a chance to meet some members of your family and others who have come with you, special guests, and feel free as you begin or end your statement to introduce them, too. As the father of two sons, one of whom came home from college last night, I am delighted one of your boys was able to join you as well.

Mr. GROVES. Thank you, Senator. Indeed, I would like to begin by introducing some of my guests. Behind me is my wife, Cynthia, who is the president of a Washington-based consulting firm specializing in retail real estate and financial markets. I thank her deeply for her love and support throughout our 39-year marriage.

Next to her is my son, Andrew, who is completing his freshman year at Northwestern in the famous Integrated Science Program at the university. We are very proud of him.

We are missing our son, Christopher, who is a senior at Purdue University and is on his way to becoming one of the world's best flight instructors and commercial pilot.

Next to Andrew—well, let me go behind first to other parts of my family. My sister, Carrie, and her husband, Gary—

Senator CARPER. As your names are called, would you just raise your hand, please? Thank you.

Mr. GROVES. They constitute the Vermont delegation.

Next to Carrie is my younger sister, Joan, and her son, Russell, the Pennsylvania delegation.

These are my family members, but I actually have another family, my intellectual and research family, and Cathy Thibault, who is next to Andrew, is the Assistant Director at the Michigan Survey Research Center. And Carla Kish, who is there, is the daughter of Leslie Kish, one of my great mentors, and I know he is here today. I feel his presence.

And out in the audience are scattered throughout various faculty members and Ph.D. students from the Joint Program in Survey Methodology located here at the University of Maryland.

So this collectivity, my family and my research network, is really the joy of my existence, and I thank them all for being here.

I would also like to thank you, Mr. Chairman. We had a wonderful meeting in your office. I am very thankful for how gracious you were with your time, and you and your staff, the staff of the entire Committee, made me feel very welcomed and respected. I appreciate that. I especially enjoyed meeting with this group of staffers behind you last Friday in an extended meeting, and it was very useful for me.

Senator CARPER. How did they do?

Mr. GROVES. They did very well. We had a good time, I thought.

Senator CARPER. They said you did OK, too.

Mr. GROVES. That is great. I feel very good about working with this Committee, and I hope we have a wonderful relationship, should I be confirmed.

Let me begin my more formal remarks, and what I would like to do is give you a short subset of the material I presented to the Committee, and I hope the rest could be entered into the record.

Senator CARPER. It will be entered, without objection.

Mr. GROVES. Thank you, Senator.

Senator CARPER. Please proceed.

TESTIMONY OF ROBERT M. GROVES¹ TO BE DIRECTOR OF THE CENSUS, U.S. DEPARTMENT OF COMMERCE

Mr. GROVES. I want to thank President Obama for nominating me to this position. It is a singular honor to be asked to serve the public in this role.

Mr. Chairman, I want to talk very briefly—I promise—about four topics: One is the necessary nonpartisan nature of the Federal statistical system; two is the inherent scientific nature of Government

¹The prepared statement of Mr. Groves appears in the Appendix on page 31.

statistics; three is the management of large-scale scientific organizations; and four is the intersection of legal and statistical perspectives on the decennial census.

First, why does the country need a Federal statistical system independent of partisan politics?

I firmly believe that a key attribute of a democracy is an informed citizenry. Throughout the world, government statistical agencies are one source of such information, and there are two key attributes of this information that are of key importance. One is credibility and the other is accuracy. If the information is believed to be slanted by partisan influence, the credibility of the statistics is destroyed. Once destroyed, the public trust cannot be easily or quickly restored. I am pursuing this post because I believe strongly that this country needs an objective, nonpartisan, professional Census Bureau. And if confirmed, I promise to give my full energy toward that end.

Second, the inherent scientific nature of government statistics. The credibility of government statistics also depends on their accuracy. My research career has been devoted to the improvement of the quality and cost properties of sample surveys and censuses, and I have learned something in that career, and that is that good scientific measurement of a dynamic population requires continuous research and development.

I want the Census Bureau to be a leader in such developments. Science and a scientific organization must be creative, transparent, self-critical, open to new ideas, and wise in grasping ultimate success from intermediate failures. The director of a Federal statistical agency must be free to speak on scientific matters unfettered by political influences. If confirmed, I intend to do so.

Third, the management of large-scale scientific organizations. I know full well that right now, as I speak, the talented staff of the Census Bureau are working night and day to assure the best 2010 census possible. They need a strong leader that supports them and appreciates their work. I will work toward that end with the executive team already assembled on the 2010 census, but I will be quick to seek advice and counsel from the brightest minds in the country. I promise to be transparent in these activities with respect to the many stakeholders of the census.

Beyond the decennial, the Census Bureau has over 12,000 staff members engaged in providing key economic and social indicators, most important to the country at this time of economic difficulty. All of these efforts face ongoing scientific issues of measurement and estimation, and I look forward to those challenges.

Fourth, and finally, the intersection of the legal and the statistical on the decennial census. The U.S. Constitution specifies a decennial census "in the manner that Congress shall by law direct." Congress delegates to the Secretary of Commerce through Title 13 the authority to conduct the census; the Census Bureau director performs duties specified by law or orders of the Secretary. Further, the Supreme Court has ruled on matters affecting the census, most notably the banning of the use of statistical adjustment for reapportionment use. Thus, all three branches of government play roles in the decennial census, but Congress is granted the explicit primary responsibility in the Constitution.

Mr. Chairman, I understand this. I fully agree with Secretary Locke's testimony that statistical adjustment of the census is eliminated as an option for reapportionment and, further, that statistical adjustment will not be used for redistricting. But there is also a science side of the job of the Census Bureau. Congress, through this Committee and others, has consistently demanded innovation and increased accuracy and efficiency of the census. My job, as I see it, is to constantly search for improvements in the ways censuses and surveys are conducted. When the Census Bureau discovers such tools to improve, say, the decennial census, then I believe it is the obligation of the Census Bureau to describe these tools to the Secretary, to this Committee, to Congress more widely, and to the scientific community. Given the constitutional responsibility of Congress, transparency and public comment are required for any acceptable change in the decennial census.

Mr. Chairman, these are my remarks. I especially look forward to working with this Committee throughout the decade to assure the strongest Census Bureau the country can produce.

Senator CARPER. Dr. Groves, thank you very much for your testimony.

We have been joined by my friend, Senator Daniel Akaka, beloved by his colleagues in the U.S. Senate. It is great to serve with him, and I am delighted that you could join us this morning. The Senate is in session today, but we have no votes today. As a result, many of our colleagues have returned to their home States. It is easy for me to go home. It only takes me 90 minutes on the train to get home to Delaware at night. I go back and forth almost every night. But it is a little longer train ride to Hawaii for Senator Akaka. [Laughter.]

I am delighted he is here. Senator Akaka, if you have comments you would like to make, please feel free. Then we will start asking some questions.

OPENING STATEMENT OF SENATOR AKAKA

Senator AKAKA. Thank you very much, Mr. Chairman. I thank you for your leadership in many areas, and this one in particular. I am very impressed with the nominee that we are considering at this time. I want to congratulate you, Mr. Groves, on your nomination, and I want to also welcome your family as well—your wife, Cynthia, and your son, who is here, too. I understand Christopher is not here. He is working at school. And also your friends—I should say supporters—who are here to help you. And so welcome to all of you to this Committee.

I want to tell you that I was very impressed with you at our meeting. It was a good meeting because we talked about many different aspects of the Census Bureau's work. And I want you to know that I enjoyed that discussion. With the census right around the corner, the Census Bureau must have strong leadership. In your statement, you were so humble to say that you will continue to strive to do the best you can, and that is really great. I am glad you raised what we call "the Big E," standing for efficiency, and striving to maximize all your resources, including personnel and stakeholders and others, to bring that about.

The census provides critical information, as you stated, that guides Congress' public policy decisions on many topics. It is clear that you have a solid understanding of the challenges facing the Census Bureau, and that is why I am impressed with you.

Given these challenges, I hope you will focus on strengthening management at the Census Bureau. In particular, a well-managed organization must invest in its workforce in order to meet its mission. And mentioning workforce, I hope you will bring that workforce up to its ultimate strength and get the proper people in there and fill all the vacancies. Also you have highlighted strengthening research, and that is another area that needs personnel as well. I hope you will make it a priority to provide the Census Bureau's employees the necessary support as you have indicated.

So, without question, you are well qualified to provide the leadership the Census Bureau needs, and I look forward to working with you and with the Committee and Chairman Carper as well.

Thank you very much for giving me the time.

Senator CARPER. Senator Akaka, thank you so much and thanks for your kind words.

I would like to start off talking with you, Mr. Groves, about undercount and overcount. You have two sons. My wife and I have two sons. Your boys are 19 and 21. Our boys are 19 and 20. Our youngest boy just came home last night from school. He goes to school in Virginia, and our older son is a junior, goes to school up in the Boston area. I do not want to give your sons any ideas, but my big boy and his best friends from college are going to have a summer job this summer in Cupertino, California, working for Apple. And about a week from now, actually less than a week from now, my two sons and the best friend of my older son are going to literally drive my like-new 2001 Chrysler Town and Country minivan from Boston to California, to the Bay area, for the road trip probably of a lifetime. I see your son smiling. Andrew, I do not want to give you any ideas, but I think they are going to have quite an adventure.

I mention them because when you think about the overcount that occurs, oftentimes the people we count twice are those who are in college, who go to school away, do not live at home, and they may live in another part of the State or another State altogether. Or they may, as is the case of our older son this summer, be living on the other side of the country and working there. And I think of my own life as an undergraduate at Ohio State. I was a Navy ROTC midshipman, and each summer we would head off and learn to fly airplanes and be on ships and submarines and aircraft carriers. So it was not a stay-at-home situation, but the mobility we have today with our young people is really remarkable. They travel around the State, around the country, literally around the world. And it is hard enough for us to keep track of them. I am sure it is a challenge for the Census Bureau to do that as well.

But I am told we have an overcount that occurs a lot of times with young people in college who are very mobile, going to school, working and traveling throughout the world. And to try to be able to count them accurately is a challenge.

I also understand that—and Delaware is a State where we have beautiful beaches, rivaling those of Hawaii, I am told, but we do

not have as many of them. But we have a lot of people who come to Delaware for tourism, and I am sure they come to Hawaii for tourism. We have a lot of folks who have summer homes, year-round homes, or second homes in places like Dewey Beach, Rehoboth Beach, Bethany Beach, and other places.

There is a propensity to count people who have second homes or vacation homes maybe twice, at their primary residence and at their second residence as well. That is, I am told, how we end up with overcounts.

We also end up with undercounts, and I read your responses to some of the questions that were raised about undercounts and why that occurs, why it is so difficult to get some segments of our society to respond to the request to be counted and provide even basic information about their families.

I am going to ask you to take a couple of minutes, though, and just go back and revisit and share with us again your thoughts, and why is it so difficult to get some segments of our population to respond and to be counted and to provide information that is sought by the census? Why is that so difficult?

Mr. GROVES. Thank you, Senator. It is one of the most fundamental and important questions that faces the Census Bureau and, indeed, statistical agencies around the world.

We know some things, I think, from research that has gone on over the past decades. There appear to be influences on participation in censuses that are rather stable. The most difficult to count are routinely those folks whose connection to a single household is ambiguous. Even though in some sense censuses around the world ask a very simple question, "Who lives here?" The answer to the question is complicated for those who live in multiple homes at different parts of the week. This includes young men with multiple connections to households. It includes children of divorced parents who have child-sharing arrangements, where the children live in one household for a few days of the week and another household for other days.

It includes, unfortunately, groups that are isolated from the larger society, that do not feel part of the society. It includes people whose primary language is not English; especially isolated language groups, when asked to participate, need to be asked in ways that they understand. And it includes—and this is an area of great concern for this country right now, I think—households that are doubled up, households where there are multiple families in the household, in a sense in a temporary way, but ambiguously temporary.

So these are causes that appear to be prevalent throughout the world. It is an issue that every census-taking operation faces, and the solutions are not simple. But they are the challenge that we face.

Senator CARPER. All right. Thank you. We have been joined by Senator Collins, who is the Ranking Republican on our full Committee. We are delighted that she is here.

Let me just ask a follow-up question, if I can, and then we will turn it over to Senator Akaka for questions and then to Senator Collins for a statement, if she would like to make one, and questions as well.

Sort of following up on your response, explain to us some of the approaches that we use, some of the techniques that we use in the census to be able to cut through all those difficulties, all those challenges, and actually get, as best we can, an accurate count. What have we learned over the years and how will we see those lessons demonstrated in the census that will begin shortly?

Mr. GROVES. Well, there are solutions to some of these. The solutions are the result of the research efforts partly at the Census Bureau and partly at other organizations. So we know very simple things work. Calling back on a house that did not return the form is an enormously successful act. It is expensive, but it is successful.

I think we know from other efforts that altering the modes of data collection can be successful—that some people like to respond with a face-to-face enumerator right in their home, they feel safe about that, they understand that. Other people would prefer to respond with the privacy of a self-administered questionnaire or a Web-based instrument. So tailoring methods to sub-populations is key.

The other thing that is key—and this has to do with the outreach that is going on now—is that groups cannot believe that their participation in the census can harm them. If they think that participating in the census can harm them in some way, then that is a big deterrent to their participation. So how do we counteract that? It is through the outreach and working with groups that are trusted spokesmen, leaders in the sub-groups of the population, that we can break that misconception about what a census is.

Senator CARPER. I do not know if in the past, Presidents have ever been involved in calling on the American people to stand up and be counted and to be responsive to the census. When you talk about the segments of a population that are reluctant to respond, I think in some instances they may be moved to be more responsive, to participate more fully, with an appropriate appeal from our President or even from Mrs. Obama. Do we have any experience with that sort of thing, to your knowledge?

Mr. GROVES. Well, I think that history has shown us that if censuses can mobilize leaders of all sorts, leaders at the local, the State, the regional level, the national level in all sectors of the society, it is key. Each of those leaders has influence over different groups. I think Presidents in the past have been effective spokesmen for encouraging participation among groups that they can touch through their remarks.

Senator CARPER. Thank you. Normally, Dr. Groves, we ask three questions that are always the same three questions that are asked of our witnesses, those who are standing for confirmation, and I am going to ask those three questions and then call on Senator Akaka for his questions.

Is there anything that you are aware of in your background that might present a conflict of interest with the duties of the office to which you have been nominated?

Mr. GROVES. No.

Senator CARPER. Do you know of anything, personal or otherwise, that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Mr. GROVES. No.

Senator CARPER. And do you agree without reservation to respond to any reasonable summons to appear and testify before any duly constituted committee of Congress if you are confirmed?

Mr. GROVES. Yes, I do, Mr. Chairman.

Senator CARPER. All right. Senator Akaka.

Senator AKAKA. Thank you, Mr. Chairman.

Senator CARPER. I thought he did a good job answering those three questions. What do you think? We will go to the next level.

Senator AKAKA. Well, thank you, Mr. Groves. I did not mention your son who is here; his name is Andrew. I just want to welcome Andrew, too, with the family.

As I mentioned to you in our chat, I am concerned about COLA. In Hawaii and Alaska and also in the territories, Federal employees receive a COLA, or a cost-of-living allowance, instead of locality pay. In most of Hawaii, the COLA rate is 25 percent of an employee's basic pay. What I want to mention is that it has come to my attention that the regional office has decided to deny COLA for temporary employees hired in Hawaii for the 2010 census. During these difficult times, of course, denying COLA can have a significant impact on workers' economic security.

Will you commit to review the decision and to address any inequity in the treatment of temporary employees in Hawaii and other COLA areas versus other parts of the United States?

Mr. GROVES. Well, thank you, Senator. At our meeting in your offices a few days ago, this was the first I learned about this. I understand your concern about this issue. I do not know much about it, frankly. I do promise you that I will find out about this, if confirmed, as quickly as I can and address the issue.

Senator AKAKA. Well, thank you for that.

Mr. Groves, the Federal Government is facing major human capital challenges. Approximately one-third of the Federal workforce will be eligible to retire within the next 5 years, and you estimate that 45 percent of current Census Bureau employees will be eligible to retire next year. You have particularly emphasized the Census Bureau's need to recruit employees skilled in statistics and research methods, which is really your area.

What steps will you take to ensure that the Census Bureau is able to recruit and train workers with the technical background needed to replace these retirees?

Mr. GROVES. Well, Senator, I know we share this concern, and we had a talk about how important this is. I am terribly worried about this problem. It is not a problem only of the Census Bureau, but of the entire Federal statistical system. So actually solving it for the Census Bureau does not solve it for very long because other areas need help.

It is a large problem because on my visits to college campuses—and I am sure you in your role have done similar things—if you visit the departments that are teaching quantitative sciences, the ratio of American citizens to foreign international students is such that you have little hope that this problem can be solved with the current pipeline of students who are currently U.S. citizens coming into the system.

Second, the number of programs in the country training people that have the requisite skills for the Census Bureau is way below the need. So it is not a simple problem. It is a problem that I think needs help with regard to hiring restrictions. I note with great interest that the Public Health Service has a class of employees where citizenship requirements are not in place. They are advanced scientific workers and doing wonderful work for the country.

I also think that working with this Committee, its role is perfectly situated to be useful in this. I think there is a partnership that is required with universities and the Federal statistical system that does not exist.

So it is a many-faceted problem. It is not a simple problem, or it would have been solved before. But I think it is a critical problem to work on so that 10 years from now, whoever is sitting here can talk about a much stronger Census Bureau with you.

Senator AKAKA. Mr. Groves, I am glad you mentioned in particular the universities and colleges and even community colleges, and you mentioned developing pipelines into university programs in order to reach the talent pool with these skills. Developing pipelines into pools of talented candidates is very important. Would you elaborate on the steps that you would take to foster these relationships with the colleges and universities?

Mr. GROVES. Well, I think it does, Senator, require outreach from the Federal statistical system, and I think it is an outreach at multiple levels. It has been my experience that programs that serve this kind of need are understood by presidents of universities; they are understood by some deans. They are often opposed by individual faculty members because they are interdisciplinary programs, and that is what the world needs, and we need to foster the creation of those programs. So I think it needs a pretty high level of communication.

Senator AKAKA. Well, finally, because my time is almost up, I have been looking at the area of diversity within the Federal Government, and so let me quickly just ask you, how do you plan to work with the Commerce Department's Chief Human Capital Officer to improve diversity in the Census Bureau?

Mr. GROVES. Well, I will work with that role but with also a lot of other roles, and that is a big outreach problem, too, to get the pipeline, to get contacts with colleges that serve diverse student populations is key.

The role of this in the Census Bureau is paramount. We study a diverse population. If we do not have a diverse staff, we do not understand that diverse population. So the will is here, I can assure you, Senator, and I will work in various ways. I hope to work with this Committee and find ideas and ways that you have that may help us.

Senator AKAKA. Well, thank you so much for your responses, and let me finally say that Senator Voinovich is passionate about human capital, and he will work diligently with you in this area, and so will I. I wish you well in your new position.

Mr. GROVES. Thank you.

Senator AKAKA. Thank you, Mr. Chairman.

Senator CARPER. I would just observe that Senator Voinovich is passionate about his wife of many years, his children, his grand-

children, but what he is really passionate about is human capital. He is on message, and if you spend any time with him, you know what I mean.

We are fortunate that we have been joined by the senior Republican Member of this Committee. She and Senator Lieberman take turns chairing the Committee, and they have a great partnership. And we are fortunate for that. I am delighted that she is here, and thank you for joining us. You are welcome to make an opening statement if you wish and to begin your questions. Thank you.

OPENING STATEMENT OF SENATOR COLLINS

Senator COLLINS. Thank you, Mr. Chairman. I will spare the Committee my opening statement, although it is eloquent and brilliant and insightful, but I will instead submit that for the record. [The prepared statement of Senator Collins follows:]

PREPARED STATEMENT OF SENATOR COLLINS

With the 2010 census fast approaching, the next Director of the U.S. Census Bureau will need to quickly take action to ensure an effective “actual enumeration” of all those residing in the United States.

The decennial census is a complex and extensive operation, and the information collected has a major impact on the distribution of political power and over \$300 billion in federal resources. With so much at stake, it is essential that the results of the census be accurate, objective, credible, and free from even the appearance of political influence.

The Census Bureau faces major operational and organizational challenges. Bureau officials acknowledged in 2008 that it was experiencing mission critical problems with its management and testing of key information technology systems. These problems resulted in a dramatic increase in the life-cycle cost of the 2010 census and also raised questions about the Bureau’s ability to effectively complete this responsibility.

I find it particularly alarming that after all the technological gains our society has made and the millions of dollars invested by the Census Bureau on handheld computers for nonresponse follow-up operations that the Bureau has returned once again to the use of paper and pencil to gather this important data. It is clear that there are woefully inadequate procurement practices, and, at worst, gross mismanagement at the Census Bureau. We simply cannot afford to waste time and money on critical programs that do not produce results, particularly on constitutionally mandated tasks like the census.

The next Director of the Census Bureau must take steps now to address both current and future census challenges.

If the President’s fiscal year 2010 budget request is fully funded, the Census Bureau and Department of Commerce will be charged with managing \$11 billion in taxpayer funds over the next 18 months. This is an enormous amount of funds for an agency with such a poor track record of fiscal mismanagement—a record that prompted my letter in March urging the Commerce Department to develop and implement a strategic plan to ensure the appropriate use of these tax dollars. To put these challenges in perspective, the 2010 census is considered to be the largest non-military mobilization of resources and personnel in U.S. history and is estimated to cost over \$14 billion at completion.

The next Director must also look beyond 2010, preparing the Bureau for the next decade and the 2020 census. Planning must begin now for any major IT investments for the 2020 decennial. The Bureau must carefully consider how to use the Internet to promote effective initial responses. It should also examine incentives and other mechanisms for promoting survey response and limiting the percentage of survey recipients that fail to meet their lawful obligation to respond.

Dr. Robert Groves is the President’s nominee to oversee this enormous project and lead the Census Bureau during this critical time. Given the Supreme Court’s prohibition on the use of sampling for apportionment, it is my hope that Dr. Groves will alleviate my concerns today by outlining his vision for the Bureau. If confirmed, he will be responsible for ensuring that the Bureau fulfills its mission in accordance with the U.S. Constitution, without undue political influence, and with careful management of the taxpayer dollars entrusted to it.

I do, however, have a series of questions for our nominee, and I want to start by saying, Dr. Groves, that I very much appreciated the discussion that we had in my office. The topics I am going to bring up today are redundant in the sense that we have discussed them in my office. But I do believe that they are sufficiently important that they need to be part of this hearing record.

First, let me say that I was very pleased to see that you started your written statement off with what I think is the most important issue, and that is your statement that we need a Federal statistical system, a census that is independent of partisan politics. You made a very strong statement that this country needs an objective, non-partisan professional Census Bureau. And as you know from our previous discussion, there has been a lot of concern about the White House's possible interest in affecting or otherwise influencing inappropriately the census, and I appreciate the commitment that you have given.

But let me follow up by asking you what specific steps will you take, what safeguards will you put in place, to ensure that the next census, the 2010 decennial census, is free from political influence from either side of the aisle?

Mr. GROVES. Thank you, Senator, and thank you for your time that day when we met. That was very helpful.

I think one answer to this is transparency. Sunshine, doing one's work in an open environment, having an ongoing dialogue with all of the stakeholders is one way to insulate the Census Bureau from that political partisanship.

The second thing is leadership. I truly believe that the role of the Director of the Census Bureau during these next few years must be such that there is absolute certainty that I would speak out. I would first work to prevent such interference quietly. But if I failed at that, I must, as a government statistician, in my belief, talk about this. And I believe transparency is a very powerful antidote to attempts for partisan influence.

Senator COLLINS. Would you be prepared to resign if you were asked or pressured to do something, to take some action to satisfy a political concern?

Mr. GROVES. More than that, Senator. If I resign, I promise you today that after I resign, I will be active in stopping the abuse from outside the system.

Senator COLLINS. Thank you. I very much appreciate that.

In that regard, in your responses to Senator Carper and in your responses to the pre-hearing questions, you indicated a willingness to respond to requests for information from this Committee. I would be remiss in my duties as the Ranking Member if I did not ask you whether or not you are willing to treat requests from the Chairman of the Committee and the Subcommittee of jurisdiction and the Ranking Members of the Committee and Subcommittee equally.

Mr. GROVES. I would be happy to do so, Senator, and I hope to establish with you and your colleagues a working relationship in which the requests are pretty free flowing.

Senator COLLINS. Fortunately, with this Committee and its bipartisan approach, it is extremely rare for it not to be a bipartisan request for information, so I actually do not anticipate this being

a problem, but one never knows. The make-up of the Committee could change in the future.

I want to move to another issue that has been extremely controversial, and that is the issue of sampling. The Constitution clearly requires the government to conduct an actual enumeration of the population every 10 years, and the Supreme Court has ruled—I believe it was in 1999—that sampling cannot be used for apportionment of House seats. There is, however, some question over whether sampling could be used for redistricting and for the allocation of Federal funds.

Obviously, the reason this is important is the results of the census significantly affect both the allocation of Federal resources and political power ultimately.

Will you advocate for the statistical adjustment or use of sampling during the 2010 census?

Mr. GROVES. No, Senator.

Senator COLLINS. Will you advocate for statistical adjustment or the use of sampling during the 2020 census? Because, obviously, the practical reality is you probably could not use sampling for 2010 at this late date, anyway, because that would require planning, I assume.

Mr. GROVES. As I said in my questionnaire, I have no plans to do that for 2020.

Senator COLLINS. Thank you. I want to turn to another issue, and, again, we discussed this one as well. As you know, the Census Bureau has encountered numerous difficulties with its information technology (IT) investments. Senator Carper and Senator Coburn have held many hearings on this issue, and it has really been appalling. After spending literally millions of dollars and much time, the Census Bureau scrapped its plans to use handheld computer technology for nonresponse follow-up due to significant performance problems and the loss of confidence in its contractor. So now, here we are going into the 2010 census, and it is going to be done the old, out-of-date way, using paper and pencil. This is extraordinary in this Information Age where all of us have handheld devices, BlackBerrys, and all sorts of computer applications, that the Census Bureau is going to go back to using pen and pad, essentially. This management has added an estimated \$2 to \$3 billion on top of the already expensive census cost that is more than \$11 billion.

What steps will you take to both bring the census into the 21st Century—even the 20th century would be fine—and also to ensure that there is better management of IT contracts by the Census Bureau?

Mr. GROVES. Thank you, Senator. This is an important issue, and I know you care and other Members care deeply about this issue.

Looking forward, I think there are various things. Part of it, with regard to IT, is a research and development function. Part of it is a management function. Let me speak to those separately.

On research and development, it seems clear in my part of the IT world in large-scale surveys that successful software and hardware development has certain ingredients to it. One is that the user is involved at the beginning and at the end and at the middle; that the old-fashioned way of building big IT systems where people

spend a year or so writing out specifications, and then the computer scientists go away and program those, and then come back with a device, that does not seem to be as efficient as constant involvement of a user orientation, so that little pieces of the system are built, and when the piece is not desirable, you throw it away and you build another little piece and gradually build the system.

That appears to be successful over and over again. So one thing is how do you get the environment to get the users working with the computer professionals to make this happen, and that is, I would submit, setting of a culture that innovation through IT is part of the culture.

The second thing is management. I do not know the details of the Field Data Collection Automation (FDCA) contract failure as well as you may, Senator, but looking forward, I do see the ingredients of success on the management side. One has to do with the leadership of oversight of contracts being there a lot and all the time, as it were, and cycling back and forth between the details of the system and the big picture. So leadership at the Census Bureau cannot walk away from these contracts and delegate them down to other levels. The leadership has to be involved throughout. I think that is the signal source of success.

Senator COLLINS. Thank you very much, Dr. Groves. I do want to say that I am very satisfied with your answers to the questions that I posed on political interference on the sampling issue and the management of the Census Bureau. So thank you for your willingness to serve, and thank you, Mr. Chairman.

Senator CARPER. Not at all. Thank you so much. We will make your statement, which you did not give verbally, a part of the record.

Senator COLLINS. Thank you.

Senator CARPER. I want to follow up on the line of questioning that Senator Collins was pursuing at the end of her comments. But on the issue of IT projects, it is not just the Census Bureau that struggles with these. It is all parts of the Federal Government, almost all, large and small. In State government, we had the same problem when I was governor of my State, and we faced these difficulties at all levels of government and, frankly, the truth be known, in the private sector, too. These are tough things to deal with and to get right.

You mentioned in response to Senator Collins' question—you talked about the management of the projects, in this case from the Federal side, from the Census Bureau side. And one of the things that we have learned in the course of the hearings that Senator Coburn and I have held is that sometimes the people who are in charge of managing these projects are not especially well qualified and prepared to do that. I would just lay that at your feet. We have heard it again as recently as this week.

A second problem that we face is apparently at the beginning of many of these projects, the agency does not clearly say this is what our needs are, and what we call "need creep" comes along, and we continue to change the nature of what we are looking for a contractor to provide.

And a third piece is reliance on what we call cost-plus contracts instead of fixed-price contracts. And I would suggest that we have

heard that not just once, but those three items keep coming back to us again and again and again.

You have already talked a little bit about the management side, but let me just ask you to stick to this for a bit longer because a big part of the problem that we got into with the Census Bureau has been our inability to manage well a large technology contract.

Mr. GROVES. Thank you, Senator. I have a couple of comments that I think are relevant to your points. Let us take this "scope-creep" one.

I have seen several software development projects that have not managed that part of the task well, and what usually happens is for very benign reasons, late in the game, a set of users say, the specifications I gave you were not exactly what we wanted. We wanted some other thing. And without the management discipline to set those priorities, then things get out of control.

The other thing I have noticed is on the programming and software development side, that without a constant interaction between users and producers of large software systems, the producers, the programmers, will get fascinated with a very tough technical problem, without getting user input about how important the solution to that problem is in the overall scheme of things. And so many times software development gets fixated on what is really a little part of the problem. And if users were at the table, they could say to those programmers, it is not that important, let us drop that; if it is that hard to solve, we will give that up.

And so that constant dialogue is key for cost control and scope control, I think.

Senator CARPER. I want to go back to a point I raised earlier on with respect to undercount and overcount, and just spend a little bit more time talking about efforts that can reduce the undercount, especially efforts that can reduce the need to go back and actually call on the residents to try to find out who lives there and obtain some basic information about the residents, the family.

At our field hearing in Philadelphia on Monday, the mayor of Philadelphia was among our witnesses. The mayor of Wilmington, Delaware, was among our witnesses. And they spoke of the need for partnerships, of the need for a strong media campaign to raise awareness of the census, to raise the importance to the citizenry of why it was important to be counted and what the ramifications are for Philadelphia or Wilmington, Pennsylvania or Delaware, or other States, why it is important that people be counted.

The mayor of Philadelphia indicated the cost, the loss to Philadelphia and Pennsylvania for every person not counted was actually very large, surprisingly large, almost hard to believe. But talk to us about what you and what the Census Bureau can do to nurture, to further the work of partnerships, and to also put together, if you will, a compelling campaign to raise awareness that will cause some of the hardest-to-count members of our society to want to be counted and to respond not just to the person who comes and knocks at their door for the second or third time to find them, but who will respond the first time out. What can we do? And how can we better ensure that this happens?

Mr. GROVES. Well, the first thing to note is that the Census Bureau's own evaluation in 2000 I think is pertinent to this discussion

because it is pretty clear that awareness itself is a big driver for participation. That is actually good news, if you think about it. How do you get awareness that is effective? And, again, I think in 2000 there were over 100,000 partnerships that the Census Bureau formed at all levels. These were groups that were government based, nonprofit based, social groups, religious groups, and so on.

The key ingredient seems clear both from the U.S. experience and experience in other diverse societies. The outreach is most effectively and cheaply done when the message is delivered by a messenger who is a trusted spokesman for the group, and in a diverse society, that is not one spokesman. That is many spokesmen. And it appears that local leaders play an important role in this.

So the outreach that needs to be done effectively—and this is not just in the United States, I think; this is a worldwide phenomenon—has to be a grassroots one, almost. And that is a major campaign that has to be waged successfully.

Senator CARPER. Give us some examples of places where you have seen it done well, both in creating the partnerships, putting together the message, through any different number of modes. My sons communicate a lot differently than I do. I still read the newspaper. They get their news over the Internet. For Mother's Day, I gave my wife some gifts, including a Mother's Day card that I picked up at a local store. My oldest son put together—over the Internet, with photos from his files—an unbelievable Mother's Day card. It had photos of him and his brother and even of their father on the front of the card, with a real special personalized message on the inside that he did, I think, with Hallmark, and Hallmark actually mailed the card to my wife. She was pretty amazed with it. So was I. Maybe you are as familiar with it as your sons are. I do not know. Mine are well ahead of me.

But given the way that we communicate, the messages that we use and really the medium that we use, how do we act in response to those changes?

Mr. GROVES. No, I think your question has the implied answer, and the ingredients of success, I think, are identifying the subgroups that have different media that they choose to look at and have different languages that they communicate with. I do not mean basic languages, but different terms and ways of communicating.

So the message has to be tailored, and in diverse countries around the world—Australia has a great example of dealing with the aborigines in communicating a separate message that is important to that group.

I cannot wait, if confirmed, to learn about the media campaign that is being designed right now. I think the key to the success of that, as we have seen over and over again, is the customization of message and medium.

Senator CARPER. I will just follow up on this and then yield to Senator Akaka. During my last year when I was governor of Delaware, States were involved in a big lawsuit against the tobacco industry. The States won, and as a result of the lawsuit, a large amount of money was provided to create a foundation, later called the American Legacy Foundation, whose job it was to be able to

message particularly to young people to discourage them from ever starting to use tobacco, and if they were, to stop.

I was the founding vice chairman. Chris Gregoire, who was attorney general of the State of Washington, now governor of Washington, was the founding chair. And we decided that in order to be able to prepare the message to the young people across the country, it was probably best if then-Attorney General Gregoire and I not do the work. In fact, the people on our board, however gifted they were, said we probably were not up to it. And we looked around the country, and we hired a lot of very good agencies to help us to develop the message and to figure out how to convey the message. And they decided they were not up to it as well, but they found a lot of young people around the country that they recruited to help in both the message and the delivery of the message, people from all different walks of life.

The American Legacy Foundation, I am told, was one of the most successful of such initiatives that we have done in terms of changing public perception of, in this case, the use of tobacco, especially with young people.

Interestingly enough, I almost never saw the television commercials. I almost never heard the radio commercials. I did not see the stuff that was out on the Internet. But it was out there, and it was delivered in ways that young people, like my kids, would see, not necessarily their parents. It was hugely successful. I met with somebody in California recently who talked to me about the methamphetamines program—there is a program now to discourage the use of methamphetamines in Montana, and he said they based it on the American Legacy model, and it had enormous success in their prevention efforts in Montana with the use of methamphetamine and the perception by young people.

How do we take those two experiences and use them in conjunction with the census?

Mr. GROVES. I think finding alternative media to communicate and tailoring it to the individual audience are key. The content of the message has to be different for different groups. The goal of the message has to be the same, but how it is delivered and how it is framed, I think, needs to be tailored to the individual groups, and I am anxious to see whether that same sort of thinking applies in the current work at the Census Bureau.

Senator CARPER. We opened our hearing in Philadelphia on Monday with a wonderful video prepared by the Census Bureau, and it was pictures of families and people from all walks of life, different ethnic backgrounds, and beautifully photographed and choreographed. A wonderful, compelling message that when we take the census, we really make a portrait of America. I loved it. That was wonderful.

That will get a lot of people to want to participate, but not some of the people we most need to participate from the hardest to count group—and I would just ask us to keep that in mind.

Senator Akaka.

Senator AKAKA. Thank you, Mr. Chairman.

Mr. Groves, I want to return to research because I know that is an important part of the Census Bureau that you have worked with and you would want to develop. We know that is essential for

the Census Bureau to have an active research program to improve survey design, address challenges that are a result of a rapidly changing society, and maintain the most efficient research methods and technologies.

In the past, the Census Bureau has significantly decreased funding for research and development, and I think you realize that as well. In our brief discussion, I learned of your interest in creating a dedicated research arm within the Census Bureau.

How do you plan to increase research and development at the Census Bureau, and what would you have the research program focus on?

Mr. GROVES. Thank you, Senator. Maybe I should first note why you need research at the Census Bureau. My belief is that the current approaches of measuring businesses and individuals through survey methods and census methods will not continue to work. If the technology of those methods is completely stable, fixed in time, ossified, there will not be a successful set of statistics in the future. So innovation is needed.

How do you innovate? Well, you innovate through trying alternative ideas, and the structured way of trying alternative ideas is something we call "research" in the world of science. So that is the chain that we have to begin.

Now, how do you do this? One is to note that many opportunities for innovation do not necessarily demand increases in budget. They are efficiencies that can be introduced through innovation, and those are important to find out, to sniff out very quickly, because in these times with constrained budgets, the use of research might immediately be opposed by saying, well, that is going to increase our budgets, how will we do our normal work if we are also going to pay these researchers?

So innovation can pay for itself. I believe that. I have seen it happen. We have created it at various times in my own experience.

We also need partnerships. Not all research innovation will come from inside the Census Bureau. There is a vibrant sector outside of the Census Bureau inventing new measurement techniques right now, and there ought to be partnerships between the Census Bureau and this sector—it should be an open process. And so I am terribly interested in figuring out ways of building those partnerships within the current constraints of a Federal agency.

Senator AKAKA. Yes, and I would agree with you that focusing on research would help with achieving the mission of the Census Bureau, which is getting all the information you need about people and where they are. I was interested in the word you used—partnerships—and how to get down to the users. You also mentioned by speaking to a group and its leader, you do not necessarily get down to receiving the kind of information you need from the grassroots, which are the users.

In a sense, all of this is directed toward trying to get all of that information up into the Census Bureau. It is a huge challenge, and I believe that research is an area where we need to continually, dynamically try to find a better way to get that grassroots information. And you mentioned transparency, all the right things needed to bring this about, and I would be interested in knowing your ideas in particular on getting to the users, for example, people who

do not speak English well. There are many ethnic groups all over the place. You mentioned spiritual groups as well. It is going to be a huge challenge to reach all these groups and get good information.

Do you have further comments about how you would try to reach the grassroots?

Mr. GROVES. Thanks, Senator. This is a tough problem because of the nature of government statistics, and that is, they are freely given to the society, and many of them are then repackaged by the private sector and sold in different ways to individual clients. So one of the problems of any government statistical agency is identifying the users in order to reach out to them. It sounds odd, but it is true.

The Census Bureau has a series of State data centers that have effectively outreached. In one manner, it would be nice to see those expanded—I think you need a long run view of this. Some of our users are children, and the use of statistics to aid the general quantitative literacy of our country is a wonderful opportunity, I think, for the entire Federal statistical system. Taking advantage of that will not produce immediate dividends, but it will produce a generation that understands things in ways that our generation does not.

So these are big issues. I agree with you. They cannot be solved by the Census Bureau alone. Partnerships is the word, I think, that works on all of these things, and in getting statistics in the schools, I think this is an entire statistical system problem that we need to work on.

Senator AKAKA. I look forward to working with you in this area. You spoke about transparency, management, and how to reach the grassroots, of course. Important to all of these goals is to have personnel in the Census Bureau who can extend its reach. Part of supporting that work is training. Training is one of the most important factors in promoting good performance and reaching your mission.

A recent report by the Commerce Department's Inspector General found that census field workers were not consistently following procedures that have been set up. As a matter of fact, the Inspector General reported that temporary census field workers were not following these procedures when completing address canvassing operations, where workers were sent to verify and correct census maps and addresses. Failing to do that, of course, would impact the reports that you receive.

What steps will you take to ensure that the Census Bureau effectively trains its employees and that they are following appropriate census procedures?

Mr. GROVES. Well, as you know, Senator, the address canvassing is going on as we speak, and this is a very important step in the 2010 census. It produces the Master Address File that is the base of the mailing. So training here is very important. Training is also important in nonresponse follow-up. So it is a key lever that you have as a manager.

I am not briefed on the current training of the address canvassing nor of nonresponse follow-up. I can tell you that I am personally interested in those things. I find them an interesting thing to worry about as a manager, so I will pay attention to those.

Senator AKAKA. Well, thank you for that, and the reason I ask the question is in our chat, I felt that this was an area that you really wanted to focus on. And so I am very impressed with your responses.

Mr. Chairman, I thank you for being so generous with the time for questioning. And I want to wish you—and I know how important the family is—and the family well in supporting what you do for our country.

Thank you very much.

Senator CARPER. Senator Akaka, thank you very much.

I want to follow up on Senator Akaka's last question. I thought it was an excellent question and one that was brought to our attention on Monday at our field hearing in Philadelphia.

We rely on Inspector General reports. In this Committee especially, we rely on the work of the Government Accountability Office and we rely on the work of the Office of Management and Budget to help ferret out waste and inefficient use of taxpayer money. And when we got wind of the IG's report—this was the Inspector General, I think, for the Department of Commerce—it just almost jumped off the page at us. And I would just urge you to familiarize yourself with it and to go to school on it. It sent up real alarm signals, and it should. It did for us, and it certainly should for you. So I would urge you to bear down on that right away.

I have just two more questions that I am going to ask. There will be a number of questions that are going to be submitted for the record, and we will just ask you to respond to those in a prompt way. But I just want to ask two more here today.

One of those is, Dr. Groves, if confirmed by the Senate, which I think is likely, you will be taking command of the census within less than 7 months from the beginning of the census year and less than 11 months from Census Day. As we know well on this Committee, the census operations are already well underway, and they have been for some time. In fact, it is almost like they never stopped. It is sort of like campaigns. Campaigns these days, unfortunately, seem to never stop either.

In the last two censuses, the Director was confirmed within 2 years of Census Day in 2000 and within 4 months of Census Day in 1990. What extra challenges does this bring? And what, if anything, other than confirming you quickly, should this Committee be doing about it?

Mr. GROVES. Well, thank you, Senator. As you might imagine, I have given this some thought. It is terribly late. It is not terribly unusual, as you have just noted, unfortunately. The design is fixed for the 2010 census. I think it must be fixed, so any major changes bring with them so much risk that the benefits would have to be enormous for them to be considered.

I need to establish very quickly and have hoped to call for a risk assessment study that uses the talent inside the Census Bureau and some talent outside the Census Bureau to help identify pressure points. I need a set of priorities. What are the first things to which I need to attend to make the 2010 census as successful as possible?

I think I also need to establish a leadership style, working jointly with the executive team that is running the census, that is one of

trust, one that allows us to look at alternative solutions for problems that arise. Problems will arise in the 2010 census. I guarantee you this. It is too large of an endeavor to go completely smoothly. And then at those moments when there is a problem, we need calm, fast, and flexible decisions, and they have to be transparent. So we need to work with you and other committees in Congress so that all of the stakeholders know the status, look at the options, understand why we choose one option. That has to be done quickly to be successfully done. So speed is important and flexibility is important, and a calmness is important, I think, in the crisis, and I hope to provide this.

Senator CARPER. Several months ago, we had a panel that included a number of people who worked on censuses before in very senior positions. One of the questions I asked them at the end of the time that they spent with us that day—I said to each of them, we still have not gotten a name from the Administration. We have a Secretary of Commerce, Gary Locke, whom I knew as governor. We worked together as governors. He is a very good person. And I said to Gary Locke when he was nominated by the President—I happened to run into him the next day, and I said, “Two words, my friend. Two words you need to think about: Census Director.” And I kept running into him, ironically, and every time I would run into him, I would say, “Census Director.” When he got confirmed, the next day I called him and I said, “Census Director.”

I asked this question of our panel that day, and I would ask it of you as well. The idea of having a Census Director who in some cases serves 1 year and 5 days and in some cases 3 years, 2 or 3 years, 4 years, it is pretty uneven, and we end up with a situation, as we have here today, where our next Census Director is going to assume the reins of leadership literally as we begin the census itself.

What are your thoughts about whether or not there should be a fixed term? The House of Representatives, I think, has passed legislation that would provide for a fixed term of 5 years for Census Director. They could be dismissed for cause, but anything short of that, this is a term that would extend beyond the normal 4 years that a President’s term extends, and it could extend from one Administration to the other. But what are your thoughts on whether or not the proposal that has come out of the House makes sense and on whether or not it makes sense for the Census Bureau Director to continue to report to the Secretary of Commerce? This has been the law for some time.

Mr. GROVES. Well, let me note that when the 2010 census will be over, this country would have experienced five out of the last seven censuses led by a Director who was appointed in the year 9 or in the year 0. There was one poor fellow appointed weeks before the forms were mailed out, I believe.

Senator CARPER. Who was that, do you remember?

Mr. GROVES. I cannot remember. I will get back to you on that, though. So there is a problem. Unless that system is working perfectly, I think it is a problem.

A fixed term has various meanings, and I think one meaning would be important if one would pursue this. There are fixed terms that float, that are such that you may have 4 years after the date

you take office, and given the way the Federal Government appointment process works, those often float in time. I think to fix this one problem through a fixed term, it ought to be defined in terms of dates. So I know that different past Census Bureau Directors have slight debates about whether it should be a 7 and 2 combination, appointed in year 7 or year 2, or a 6 and 1. Those are minor matters. I think the notion that you have someone in place overlapping the decennial census is a desirable attribute. So it is meritorious of serious discussion, Senator.

Senator CARPER. Thank you. We may want to pursue that and explore that with you further as time goes by.

Dr. Groves, much has been made of the notion of sampling for adjustment. Senator Collins when she was here discussed with you, as I believe she did in her office in an earlier meeting, issues revolving around sampling. But as you and Secretary Locke have said, the Census Bureau does not have a plan or design and will not use dual system enumeration to address the 2010 census. However, since 1980, I am told that the Census Bureau has used statistical methods to generate detailed estimates of census undercounts and overcounts, including those of particular ethnic, racial, and other groups.

The Government Accountability Office says the cost of these efforts in 2000 was about 3 percent of the lifecycle cost of a decennial census, which involved quality check interviews with some 314,000 households, and comparing the results of those to the census itself. In fact, these report cards on the quality of the census in 1980, 1990, and 2000 are what everyone refers to when they discuss the relative accuracy of each census.

A similar coverage measurement effort is a part of the 2010 census design, and I would just like to ask you to explain for us, if you will, how vital this coverage estimate program is in order for the Congress and the Nation to evaluate the success of the 2010 decennial census and whether in your view you believe the current design is robust enough and sufficiently funded to give us a high-quality report card on which we can rely.

Mr. GROVES. Let me address the first question about the importance of this. This is key in my belief, Senator. The obligation of a Federal statistical agency is to both produce the best estimates it can and then in a rare attribute also tell the public how bad those are and how good those are. We have to do both things. The effort that you talk about, the Census Coverage Measurement (CCM) program, is the second. We have to tell you and we have to tell the American public the good and bad parts of the 2010 census. That must be funded at a level that gives quality data on the quality aspects of the census.

Your second question I do not have enough information to answer because I do not know the details of the linkage between the budget of the coverage measurement activities and actually what is going to go on on the ground.

Senator CARPER. Well, as I said earlier, there are some questions that are going to be submitted for follow-up responses, and we would ask you in writing to respond further to that, if you could.

Without objection, the hearing record will remain open until 12 noon tomorrow for the submission of additional statements and questions.

I just want to say again—Senator Akaka has already mentioned this in his comments as well—we are delighted that you are before us today. And I may have said this earlier, but the panel that was here a couple months ago, we asked all kinds of questions of the people who are steeped in the census and statistics. I asked each of them to give me a name or two of somebody who could be Census Bureau Director, and several of them submitted your name. That is one of the things I always look for, when smart people who know the business say this guy or this gal would be really good. That is something I would take note of.

Velvet Johnson, who has worked a lot on this hearing and, frankly, on census issues for us for the last year or so, has just handed me a note. It says, “Record will be open until the close of business today.” Not tomorrow at 12 noon. So my colleagues and staff are forewarned.

In closing, thank you for preparing for this job. I think you have been preparing for it for a long time, and I think you are well prepared.

As you spoke, I watched your wife and her lips barely moved when you spoke. I thought she was pretty good at that. [Laughter.]

I have seen that happen in other cases, but she is unusually good at that. And I just want to say to you, Mrs. Groves, thank you for being here, and not just standing behind your man but actually being willing to share him with us, in this instance as well as others.

To Andrew, and Christopher, who is not here, you have done a good job raising your Dad, and we are grateful for the time and effort you put into that.

To others who are here, sisters or whoever, members of the extended family, thank you for joining us today and for your support of this nominee.

Our intent is to be able to try to move this nomination through Committee next week. We are going to have a one-week recess for Memorial Day, and we would like to get this nomination out of Committee.

Is it possible we could actually get this through the Senate? Well, maybe we can get this through the Senate. Sometimes it is hard to get 51 Senators to agree that if I offered a resolution that today is Friday, I am not sure I could get 51 votes for that. But hopefully we will be able to move this nomination because it is critical that you get confirmed and get started.

Again, thank you for joining us and for your willingness to go to work for the people of this country.

Mr. GROVES. I cannot wait to be able to work with all of you. Thank you.

Senator CARPER. With that, this hearing is adjourned.

[Whereupon, at 11:09 a.m., the Committee was adjourned.]

APPENDIX

PREPARED STATEMENT OF SENATOR LIEBERMAN

The nomination of Robert M. Groves to be Director of the Census at the Department of Commerce comes at a critical time for the Census Bureau. With less than a year before the nation's decennial census takes place, the Bureau is in need of technically skilled and forward-looking leadership to guide it through a thicket of problems that threaten to undermine the 2010 census and therefore the Bureau's core functions.

Mr. Groves appears to be an inspired choice for this position. First and foremost he is a scientist, with extensive expertise in statistics, social research, and survey methodology. He also has experience in the administration of large scale surveys. But second, he is deeply committed to modernizing the business of government surveys, and recruiting and training the next generation of statisticians at an agency where almost half the staff will be eligible for retirement within one year.

Since the 1970s, Mr. Groves has been a professor in the Sociology Department at the University of Michigan. From 1990-1992, he was associate director at the Census Bureau, returning to Ann Arbor except for a four year appointment at the University of Maryland. He has advised a number of large sample surveys including for Neilson Media Research, and consulted on advanced survey design with almost all federal statistical agencies, including the Census Bureau, the Centers for Disease Control and Prevention, the Agriculture Department, and the National Science Foundation.

He is an innovator of the cutting edge survey methodology that unites statistical, social science, and management sciences to improve the accuracy of measurement. He has studied alternative ways of measuring the U.S. population, how the alternatives affect survey conclusions, and how best to measure different subjects. A variety of professional publications and associations have published and awarded his work over the past 25 years.

So, clearly, Mr. Groves has the scientific background and credentials to guide the Census Bureau during this critical time. But he is more than a good scientist. His experience with federal agencies and with managing large-scale surveys has provided him with a clear-eyed view of the administrative challenges facing any large organization and the need to plan for the future.

The Bureau, unfortunately, faces no shortage of challenges. Most immediately, it is looking at both technological and sociological hurdles to conducting a credible 2010 decennial census. The growing population of immigrant, non-English speaking citizens and the high mobility of the American population make a survey of every citizen extremely difficult. Add to this the Government Accountability Office findings over the decade that the Bureau does not have the capacity to generate reliable cost estimates for the decennial census and it is obvious why the agency continues to come to Congress seeking additional funds to perform its basic functions.

For the last eight years, Mr. Groves has directed the University of Michigan Survey Research Center - the largest academic survey research organization in the world, with a staff of over 1,000 when large studies are conducted. He has articulated his interest in bringing in the next generation of technical leaders and collaborating with federal statistical agencies to avert a future crisis in technical talent. And he said in his interview with Committee staff that he believes "management leadership makes a difference." These, I think, are qualifications much needed at the Census Bureau today.

Mr. Groves is also committed to the modernization of the Bureau. The basic structure of the federal statistical system was developed in an earlier era, and the world of statistical design and data collection has far outstripped it. The federal government should be leading the effort to adopt new data collection tools and approaches,

rather than struggling to keep up, and I believe Mr. Groves has the passion and the skill to ensure that this is the case.

Finally, let me say a word about the Census Bureau's independence and the controversial issue of statistical sampling. The Census Bureau must be a scientific organization, operating independent of political influences. The credibility of federal statistical information depends upon that and is key to maintaining a fair and open democracy. Statistical sampling may be a valuable survey method, but the law says that the decennial census shall not use it—especially for congressional reapportionment. I think Mr. Groves understands the law. Plans for the decennial census have been underway for years, and Mr. Groves is on the record stating that, if confirmed, he has no intention of applying statistical sampling to the 2010 census. That said, the Director of the Census must be free to speak openly if he is to uphold and strengthen the scientific gravitas of the Bureau. I am confident Mr. Groves adheres to these principles.

If confirmed as Census Bureau Director, Mr. Groves will have no shortage of problems to address, including making sure the 2010 census is on track to capture all American citizens, modernizing the agency, training and recruiting new staff, data security, and data privacy, to name just a few. I am pleased that the President has nominated someone with as distinguished a background in statistics and large-scale surveys as Mr. Groves and I wish him luck as his nomination proceeds.

Opening Remarks**Robert M. Groves****May 15, 2009**

First, I want to thank President Obama for nominating me to this position. It is a singular honor to be asked to serve the public in this role. Second, I want to thank my family and collaborators in research projects for graciously making changes in their lives to accommodate me. Finally, I want to thank my PhD students for their understanding about the shocks that my sudden departure caused them.

Mr. Chairman, I want to talk very briefly about four topics:

1. The necessary nonpartisan nature of the federal statistical system
2. The inherent scientific nature of government statistics
3. The management of large scientific organizations
4. The intersection of legal and statistical perspectives on the decennial census

Why the country needs a federal statistical system independent of partisan politics

I believe that a key attribute of a successful democracy is an informed citizenry. Throughout the world, government statistical agencies are one source of such information. Two key attributes of this information are important – credibility and accuracy. If the information is believed to be slanted by partisan influence, the credibility of the statistics is destroyed. Once destroyed, the public trust cannot be easily or quickly restored. In short, when the people do not believe statistics from the government, the very foundation of the “informed” citizenry is destroyed. Hence, government statistical agencies must be independent of partisan politics. Trust and professionalism breeds credibility; credibility breeds use of data for decision-making; use is key to the informed citizen.

I am pursuing this post because I believe strongly that this country needs an objective, nonpartisan, professional Census Bureau. If confirmed, I will give my full energy toward that end.

The Inherent Scientific Nature of Government Statistics

Credibility of government statistics also depends on their accuracy. My research career has been devoted to the improvement of the quality and cost efficiency of sample surveys and censuses. I’ve learned that good scientific measurement of a dynamic population requires continuous research and development. Surveys as I studied them at the beginning of my career are inadequate to the task; constant scientific innovation is needed. Hence, at this time surveys and censuses are undergoing rather massive changes, forced by changes in societies that reduce participation in voluntary surveys, on one hand, and new measurement tools being developed, on the other. I want the Census Bureau to be viewed as a leader in these developments. Science and a scientific organization must be creative, transparent, self-critical, open to new ideas, and wise to grasping ultimate success from intermediate failures. The director of a federal statistical agency must be free to speak on scientific matters unfettered by political influences. If confirmed, I intend to do so.

The Management of Large Scientific Organizations

The 2010 Census is upon us; it is, appropriately, a design that was set some years ago. I will not seek to change this. I know full well that right now the talented staff of the Census Bureau are working night and day to assure the best 2010 possible. If confirmed, I can and will lead the necessary tactical and quick management decisions that are inevitable in an operation as large as the Census. In this regard I will work with the executive team already assembled; I will be quick to seek advice and counsel from the brightest minds in the country; and I will be transparent in these activities with respect to the many stakeholders of the census. Management wisdom simultaneously extracts the best out of existing teams and seeks complementary help when necessary. I will do both. Beyond the decennial, the Census Bureau has over 12,000 staff members. They are engaged in providing key economic and social indicators, most important to this country at this time of economic difficulty. All of these face ongoing scientific issues of measurement and estimation. Effective leadership of a scientific organization must coalesce the staff about a common vision, consistently and repeatedly articulate that vision, and remain engaged in leading the activities. I look forward to this challenge, should I be confirmed.

The Intersection of the Legal and the Statistical on the Decennial Census

The constitutional and legal foundation of the decennial census must be respected. The US is one of the few countries that specifies a census in its constitution: a census in "the manner that Congress shall so direct." Congress delegates to the Secretary of Commerce through Title 13 the authority to conduct the census; the Census Bureau director performs duties specified by law or orders of the Secretary. Further, the Supreme Court has ruled on matters affecting the Census, most notably the banning of the use of statistical adjustment for reapportionment use. Thus, all three branches of government play roles in the decennial Census, but Congress is granted the explicit primary responsibility in the constitution.

I understand the legal bases of the decennial census; I agree fully with Secretary Locke's testimony that statistical adjustment of the census is eliminated as an option for reapportionment and further that statistical adjustment will not be used for redistricting. The 2003 decision of director Kincannon, consistent with this, assured that no implementation infrastructure for adjustment was put in place for 2010.

There is also the science-side of the job of the Census Bureau. Congress, through this committee and others, has consistently demanded innovation and increased accuracy in the Census. My job must be to constantly search for improvements in the ways censuses and surveys are conducted. When the Census Bureau discovers tools to improve the decennial census, then I believe its obligation is to describe these tools to the Secretary, Congress, and the scientific community. Given the constitutional responsibility of Congress, transparency and public comment are required for any acceptable change in the decennial census.

Mr. Chairman, those are my remarks on:

1. The necessary nonpartisan nature of the federal statistical system
2. The inherent scientific nature of government statistics
3. The management of large scientific organizations
4. The intersection of legal and statistical perspectives on the decennial census

In closing, let me note that as a statistician I welcome the attention that the 2010 census has generated. It is a wonderful opportunity to describe to the public how important good statistics are to the welfare of the nation. The widespread call for 100% participation in the Census by all parties is heartwarming. I hope that such interest in the federal statistical system will continue throughout the coming decade, and that the staff of the system be appreciated for what they give to the country. I especially look forward to working with this committee throughout the decade to assure the strongest Census Bureau this country can produce.

BIOGRAPHICAL AND FINANCIAL INFORMATION REQUESTED OF NOMINEES

A. BIOGRAPHICAL INFORMATION

1. **Name:** Robert M. Groves
2. **Position to which nominated:** Director of the Census Bureau
3. **Date of nomination:** 4/29/2009
4. **Address: Home:** REDACTED
Office: University of Michigan Survey Research Center, 426 Thompson Street,
Room 1357, Ann Arbor, Michigan 48106
5. **Date and place of birth:** September 27, 1948; Kansas City, Missouri
6. **Marital status:** Married, Cynthia Caruso Groves (Maiden name: Caruso)
7. **Names and ages of children:** Christopher Michael Groves, age 21;
Andrew Paul Groves, age 19
8. **Education:** DeLaSalle High School, New Orleans, Louisiana (1964-1966)
Dartmouth College, Hanover, New Hampshire (1966-1970) AB,
Summa cum laude; 1970.
University of Michigan, Ann Arbor, Michigan (1970-1973) MA, 1973,
MA 1973.
University of Michigan, Ann Arbor, Michigan (1970-1975) PhD, 1975.
9. **Employment record:** List all jobs held since college, and any relevant or significant jobs held prior to that time, including the title or description of job, name of employer, location of work, and dates of employment. (Please use separate attachment, if necessary.)

| Job Title | Employer | Location | Dates |
|-------------------------------------|------------------------|---------------|---------|
| Assistant Study Director | University of Michigan | Ann Arbor, MI | 1971 |
| Teaching fellow, Detroit Area Study | University of Michigan | Ann Arbor, MI | 1971-72 |
| Graduate research assistant | University of Michigan | Ann Arbor, MI | 1973-75 |
| Lecturer, Dept of | University of | Ann Arbor, MI | 1975-76 |

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| Sociology | Michigan | | |
| Study Director | University of Michigan | Ann Arbor, MI | 1975-80 |
| Director, Detroit Area Study | University of Michigan | Ann Arbor, MI | 1977-78 |
| Assistant Professor, Sociology | University of Michigan | Ann Arbor, MI | 1977-83 |
| Visiting Statistician | US Census Bureau | Suitland, MD | 1982 |
| Senior Study Director | University of Michigan | Ann Arbor, MI | 1980-88 |
| Coordinator, MA Program in Applied Social Research | University of Michigan | Ann Arbor, MI | 1980-90 |
| Associate Director, Statistical Design, Standards, and Methodology | US Census Bureau | Suitland, MD | 1990-92 |
| Visiting Researcher | US Census Bureau | Suitland, MD | 1992 |
| Coordinator, MA Program in Applied Social Research | University of Michigan | Ann Arbor, MI | 1992-2001 |
| Director, Joint Program in Survey Methodology | U. of Maryland, U. of Michigan, Westat | College Park, MD | 1996-2001 |
| Program Director | University of Michigan | Ann Arbor, MI | 1988-95 |
| Professor, Department of Sociology | University of Michigan | Ann Arbor, MI | 1990-present |
| Research Professor | U. of Maryland | College Park, MD | 1995-present |
| Director, Survey Research Center | University of Michigan | Ann Arbor, MI | 2001-present |
| Research Professor | U. of Michigan | Ann Arbor, MI | 2002-present |

In addition, to these full-time positions, I have served as a member of various technical advisory committees for large-scale sample surveys in the private sector (e.g., technical advisory committee for Amgen-Ortho Biotech (2005-present), advisor for Nielsen Media Research, Council for Research Excellence, 2005-present)), which meet periodically via conference call or short face-to-face meetings.

10. **Government experience:** List any advisory, consultative, honorary or other part-time service or positions with federal, State, or local governments, other than those listed above.

U.S. Department of Agriculture, Organizing Committee, Conference on Survey Methods in Agriculture, 1985 – 1986
 Federal Committee on Statistical Methodology, 1990 - 1992;
 Chair, subcommittee on nonresponse, 1991 – 1993
 Expert consultant, 1997-2005
 U.S. observer, Council of Europe, Working Group on Confidentiality of Statistical Data, 1991
 Agency for Health Care Policy and Research, Technical Advisory Committee for National Medical Expenditures Survey, 1994 - 1997
 National Institute of Mental Health, UNOCCAP Oversight Board, 1997 - 1998
 Centers for Disease Control, Technical Advisory Committee for the Behavioral Risk Factor Surveys, (through American Statistical Association), 1996-1999
 Advisory Committee to the Bureau of Justice Statistics, Committee on Law and Justice Statistics, (through American Statistical Association), 1983 -1990; during this time served as Vice-Chair, 1985, Chair, 1986 – 1989; member 1996-2000
 Federal Committee on Statistical Methodology, expert consultant, 1997-2005
 National Science Foundation, Advisory Committee for the Social, Behavioral and Economic Sciences (SBE) Directorate, 2001 -2007
 Chair, 2005-2007
 Technical Advisory Committee for the National Household Survey on Drug Abuse (now the National Survey of Drug Use and Health), 2000-2005, 2007-present
 Federal Economic Statistics Advisory Committee (to Bureau of the Census, Bureau of Economic Analysis, and Bureau of Labor Statistics), 2000-present
 US National Science Foundation, course in survey nonresponse, April, 2003
 US Census Bureau, course in nonresponse bias studies (with Michael Brick)
 June, 2005
 Office of Management and Budget, course in nonresponse bias studies (with Michael Brick)
 June, 2005
 Short-term consultancies on scientific survey design:
 National Institutes of Health
 National Heart, Lung, and Blood Institute - State Hypertension Surveys
 Social Security Administration
 U. S. Bureau of the Census
 U.S. Bureau of Justice Statistics
 U.S. Centers for Disease Control
 National Institute on Occupation Health and Safety
 Environmental Protection Agency
 U.S. General Accounting Office, now the Government Accountability Office
 National Center for Education Statistics

11. Business relationships: List all positions currently or formerly held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business enterprise, educational or other institution.

| Name/Address Telephone | Position/ Nature of Affiliation | Type of Business | Dates (To/From) |
|---|---|--|--------------------|
| University of Michigan Survey Research Center 426 Thompson St. Ann Arbor, MI 48106 | Director, Survey Research Center; Professor, Research Professor | Academic Social Science Research | 7/2001- present |
| University of Maryland Joint Program in Survey Methodology 1218 Lefrak Hall College Park, MD | Research Professor | Graduate Educational Program | 1995- present |
| Amgen and Ortho Biotech Amgen 2450 Bayshore Pkwy Mountain View, CA 94043 | Member, Technical Advisory Committee | Pharmaceutical research and sales | 2005- present |
| Nielsen Media Research Through Council for Research Excellence 770 Broadway New York, NY 10003 | Technical advisory panel member | Media Ratings Company | 2005- present |
| Edison Research 6 W. Cliff St. Somerville, NJ 08876 | Consultant | Exit polling company | 2004-2008 |
| John Wiley and Sons Stephen Quigley, Associate Editor Two Hooper Street Marblehead, MA 01945 | Member, Board of Advisors for book series | Publishing | 1999- present |
| National Opinion Research Center 55 E. Monroe St. Chicago, IL 60603 | Member, Technical Advisory Committee for NIH Grant | Nonprofit social science research organization | 2004- present |
| Westat, Inc. 1650 Research Boulevard Rockville, MD 20850 | Consultant | Contractor for National Center for Education Statistics | 2009 |
| National Institute of Statistical Sciences 19 TW Alexander Drive Research Triangle Park, NC 27709 | Consultant | Contractor for the National Center for Education Statistics | 2008 |

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|---|--|--|----------------|
| CBS News, Inc. 1633 Broadway New York, NY 10019 | Consultant on survey research | Election and survey unit within news organization | 3/2007 |
| European Science Foundation Strasbourg, France | Chair, Review Panel for European Social Survey | EU science research funding agency | 11/2007-4/2008 |
| Research Triangle International Research Triangle Park, NC | Advisory panel member | Contractor for Substance Abuse and Mental Health Services Administration | 1/2007-present |
| Synergy Enterprises Silver Spring, MD | Advisory panel member | Meeting logistics company for survey design review panel | 1/2008 approx. |

12. **Memberships:** List all memberships, affiliations, or offices currently or formerly held in professional, business, fraternal, scholarly, civic, public, charitable or other organizations.

Editorial Activities

Associate Editor, Special Section on Survey Methods, *Journal of the American Statistical Association*, 1983 - 1986
 Associate Editor, *Sociological Methods and Research*, 1982 - 1991
 Associate Editor, *The American Statistician*, 1996-1999
 Associate Editor, *Survey Methodology*, 1990 - 2001
 Editorial Board, John Wiley and Sons, Series on Survey Methodology, 1999-present
 Editorial Board, *Public Opinion Quarterly*, 1987 - 1990, 2003 - present
 Chair, 2006-present
 Member, Waksberg Paper Selection Committee, *Survey Methodology*, Statistics Canada, 2006-2008; Chair, 2008

Professional Activities

International Association of Survey Statisticians; Executive Council, 1993-1995
 Health Survey Research Methods Biennial Conference, Co-chairman, 1981 - 1982
 Social Science Research Council, Committee on Cognition and Survey Research, 1985 - 1990
 U.S. Department of Agriculture, Organizing Committee, Conference on Survey Methods in Agriculture, 1985 - 1986
 International Conference on Telephone Survey Methodology, 1987; Chair, Organizing Committee
 International Conference on Measurement Errors in Surveys, 1990; Member, Organizing Committee
 International Workshop on Household Survey Nonresponse, Stockholm, 1990; Washington, 1991; the Hague, 1992; Bath, 1993; Ottawa, 1994, organizer
 Federal Committee on Statistical Methodology, 1990 - 1992;

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Chair, subcommittee on nonresponse, 1991 - 1993
 U.S. observer, Council of Europe, Working Group on Confidentiality of Statistical Data, 1991
 International Statistical Institute
 American Statistical Association
 Program Chair, Section on Survey Research Methods, 1979
 Member, Committee on Committees, 1977 - 1982
 Member, Board of Directors, 1981 - 1984
 Chair, Committee on ASA Journal Options, 1984 - 1986
 Member, Committee on Fellows, Survey Research Methods Section, 1985 - 1995
 Member, Committee on Fellows, Social Statistics Section, 1995-1996
 Chair-Elect, Section on Survey Research Methods, 1998
 Chair, Section on Survey Research Methods, 1999
 Chair of organizing committee, International Conference on Survey Nonresponse, 1999-2001
 Member, Wray Smith Fellowship Selection Committee, 2004-2006
 Chair, 2006
 American Association for Public Opinion Research
 Program Committee, 1978, 1982
 Committee on Membership, 1982 - 1983
 Associate Secretary-Treasurer, 1983
 Secretary-Treasurer, 1984 - 1985
 Associate Program Chair, 1987 - 1988
 Program Chair, 1988 - 1989
 Committee on Survey Nonresponse, 1987 - 1989, 1997-1998
 Vice-President and President Elect, 1994 - 1995
 President, 1995-96
 Past President, 1996-97
 AAPOR award committee, 2004
 Councilor at large, 2003-2005
 Innovators' Award committee, 2004-2006
 Nominations committee, 2006
 Committee to Review Pre-Election Polls, 2008-present
 Task force for Online Surveys, 2008-present
 Midwest Association for Public Opinion Research
 Washington Statistical Society
 Morris Hansen Lecture Committee, Member, 1991 - 2001
 Jeanne Griffith Mentoring Award committee, 2002 - 2005
 Association for the Accreditation of Human Research Protection Programs (AAHRPP), Inc.
 Board of Directors, 2002-2006
 Association of Academic Survey Research Organizations
 Committee on Education and Advocacy, 2008-present

National Research Council Panels

National Academy of Sciences, Panel on Missing and Incomplete Data, 1979 - 1983
 National Research Council, Committee on National Statistics, Panel on the Review of the Bureau of Transportation Statistics, 1996-1997
 Institute of Medicine, National Academy of Sciences, Panel to Assess the Social Security Administration Disability Survey, 1997- 2002
 Panel on Institutional Review Boards, Surveys, and Social Science Research, 2001-2003
 Panel on the State Children's Health Insurance Program, 2001-2002
 Panel on Survey Automation, 2002-2003
 National Research Council, Committee on National Statistics, 2000-2006
 Nominating Committee, 2007
 Panel on Federal Business Statistics, 2004-2007
 Key National Indicators Initiative/State of the USA, Steering Committee, 2003-
 Chair, Design Committee, 2005-2008
 Member, Executive Committee, 2005-2008
 Senior advisor, 2008-present
 Panel on the Review of the Bureau of Justice Statistics, 2006-present
 Chair

Research Advisory Panels and Boards

Council of American Survey Research Organizations, Panel on Definition of Noncompletion Rates in Surveys, 1981
 General Social Survey, Board of Overseers, 1984 - 1987
 National Academy of Education, Technical Advisory Panel on Trial State Assessments of Educational Progress, 1990 - 1995
 Agency for Health Care Policy and Research, Technical Advisory Committee for National Medical Expenditures Survey, 1994 - 1997
 National Institute of Mental Health, UNOCCAP Oversight Board, 1997 - 1998
 Centers for Disease Control, Technical Advisory Committee for the Behavioral Risk Factor Surveys, (through American Statistical Association), 1996-1999
 Advisory Committee to the Bureau of Justice Statistics, Committee on Law and Justice Statistics, (through American Statistical Association), 1983 -1990; Vice-Chair, 1985, Chair, 1986 - 1989, member 1996-2000
 Federal Committee on Statistical Methodology, expert consultant, 1997-2005
 National Science Foundation, Advisory Committee for the Social, Behavioral and Economic Sciences (SBE) Directorate, 2001-2007
 Chair, 2005-2007
 Advisor/Reviewer, the Netherlands National Research Council and SenterNovem, Roadmap proposal process, 2008
 Infrastructure Program reviewer, Danish Agency for Science, Technology and Innovation, 2008
 Technical Advisory Committee for the National Household Survey on Drug Abuse (now the National Survey of Drug Use and Health), 2000-2005, 2007-present

Federal Economic Statistics Advisory Committee (to Bureau of the Census, Bureau of Economic Analysis, and Bureau of Labor Statistics), 2000- present
 National Life Style, Health and Aging Project, University of Chicago, Technical Advisory Board, 2004-present
 Scientific Board, FORS (Swiss Foundation for Research in Social Sciences), University of Lausanne, member, 2007-present
 Scientific Committee, European Courses in Advanced Statistics, European Statistical Societies, 2008-present
 Advisory Committee on Statistical Methods, Statistics Canada, 2009-present

Advisory Boards to Graduate Educational Programs, Program Evaluation Committees

Interuniversitaire Onderzoekschool voor Psychometrie en Sociometrie (the Netherlands interuniversity graduate school of psychometrics and sociometrics)
 Advisory Board, 1996 – 2001
 External reviewer of IOPS, 2004
 University of Nebraska, Graduate Program in Survey Research Methodology, Gallup Research Center, Advisory Board, 1997-present
 Instituto de Desarrollo Económico y Social, University of Buenos Aires, M.A. in Quantitative Methods for Social Research, Advisory Committee, 2000-present
 Periodic Program Review Panel, Temple University Institute for Survey Research, chair, 2006
 Periodic Program Review Panel, University of Alberta, Population Research Laboratory, 2006
 Advisory Board, United Kingdom Economic and Social Research Council, Research Methods Programme and National Centre for Research Methods, member, 2004-2007
 Scientific Review Panel, European Science Foundation, European Social Survey, chair, 2007- 2008
 Advisory Board, United Kingdom Economic and Social Research Council, National Centre for Research Methods, member, 2007-present

Invited Instructional Activities

US National Science Foundation, course in survey nonresponse, April, 2003
 Svenska Statistiksamfundet Summarskola, course in survey methodology, June, 2003
 Office for National Statistics, UK, course in survey nonresponse, 2003
 American Association for Public Opinion Research, course in survey nonresponse
 May, 2003 and May, 2004
 Midwest Association for Public Opinion Research, course in survey nonresponse
 November, 2004
 Pacific Association for Public Opinion Research, course in survey nonresponse
 December, 2004
 US Census Bureau, course in nonresponse bias studies (with Michael Brick)
 June, 2005
 Statistics Sweden, course in nonresponse bias studies (with Michael Brick)
 September, 2005

Office of Management and Budget, course in nonresponse bias studies (with Michael Brick)
 June, 2005
 US Census Bureau, course in nonresponse bias studies (with Michael Brick)
 2005
 Research Triangle Institute, course in nonresponse bias studies (with Michael Brick)
 March, 2006
 Q2006 Survey Quality conference, course in nonresponse bias studies (with Michael Brick)
 2006 AAPOR Conference, course in nonresponse bias studies (with Michael Brick)
 CASS short course, University of Southampton, Statistical Sciences Research Institute (S3RI),
Nonresponse Rates and Nonresponse Errors, June, 2008
 2009 AAPOR Conference, course in nonresponse bias studies (with Michael Brick)

Consultant on Survey Designs

University of Michigan, Highway Safety Research Institute
 National Center for Health Statistics
 Survey Research Center, University of California, Berkeley
 National Institutes of Health
 National Heart, Lung, and Blood Institute - State Hypertension Surveys
 American Lung Association
 Survey Research Program, University of Massachusetts
 Research Triangle Institute
 Social Security Administration
 University of South Carolina
 Statistics Sweden
 University of Maryland
 U. S. Bureau of the Census
 Cleveland Clinic Foundation
 University of Utah
 New Zealand Department of Statistics
 U.S. Bureau of Justice Statistics
 Cornell University
 Marion County, Indiana, Prosecutor's Office
 Zentrum fuer Umfragen, Methoden und Analysen, e.V., Mannheim, W. Germany
 Free University of Amsterdam
 U.S. Centers for Disease Control
 University of California, San Francisco
 National Institute on Occupation Health and Safety
 Environmental Protection Agency
 U.S. General Accounting Office
 The Gallup Organization
 A.C. Nielsen and Company
 The Urban Institute
 Statistics Netherlands

MORPace Research
 Arbitron, Inc.
 Edison/Mitofsky Research
 Nielsen Media Research
 Council for Research Excellence
 National Center for Education Statistics

13. Political affiliations and activities:

- (a) List all offices with a political party which you have held or any public office for which you have been a candidate.

None.

- (b) List all memberships and offices held in and services rendered to any political party or election committee during the last 10 years.

I have no such activities.

- (c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$50 or more during the past 5 years.

I have made no such contributions.

14. Honors and awards: List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals and any other special recognitions for outstanding service or achievements.

Phi Beta Kappa, Dartmouth, 1969
 Rufus Choate Scholar, Dartmouth, 1969-1970
 Mecklin Sociology Prize, Dartmouth, 1970
 National Science Foundation Graduate Fellowship, 1970-1973
 U.S. Department of Labor, Manpower Administration, doctoral dissertation grant, 1974
 Fellow, American Statistical Association, 1982
 Elected Member, International Statistical Institute, 1994
 Brittingham Scholar award, University of Wisconsin, 1996
 Innovator Award, American Association for Public Opinion Research (for efforts to establish survey methodology as an academic field), 2000
 AAPOR award for exceptionally distinguished achievement, 2001
 National Associate of the National Academies, National Research Council, 2004
 AAPOR Book Award, 2008 (with Mick P. Couper)
 Julius Shiskin Award for Economic Statistics, 2008, National Association of Business Economists/Washington Statistical Society
 2008 MAPOR Fellow Award, Midwest Association for Public Opinion Research

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15. **Published writings:** Provide the Committee with two copies of any books, articles, reports, or other published materials which you have written.

Books and Monographs

- Groves, Robert M., and Kahn, Robert L., *Surveys by Telephone: A National Comparison with Personal Interviews*, Academic Press, Inc., 1979.
- Cannell, Charles F., Robert M. Groves, et al., *An Experimental Comparison of Telephone and Personal Health Interview Surveys*, Series 2, No. 106, National Center for Health Statistics, 1987.
- Groves, Robert M., et al. eds., *Telephone Survey Methodology*, New York: John Wiley and Sons, 1988.
- Groves, Robert M., *Survey Errors and Survey Costs*, New York: John Wiley and Sons, 1989. (Named one of the 50 most influential books in survey research, AAPOR, 1997).
- P. Biemer, R. Groves, L. Lyberg, N. Mathiowetz, and S. Sudman (eds.), *Measurement Errors in Surveys*, New York: John Wiley and Sons, 1991.
- Groves, Robert M., and Couper, Mick P., *Nonresponse in Household Interview Surveys*, New York: John Wiley and Sons, 1998. (AAPOR Book Award winner, 2008)
- Groves, Robert M., D. Dillman, J. Eltinge, R. Little, *Survey Nonresponse*, New York: John Wiley and Sons, 2002.
- Groves, Robert M., F. Fowler, Jr., M. Couper, J. Lepkowski, E. Singer, and R. Tourangeau, *Survey Methodology*, New York: John Wiley and Sons, 2004.

Journal Articles, Book Chapters

- Groves, Robert M. and Hess, Irene, "An Algorithm for Controlled Selection," in Hess, Irene, Riedel, Donald C., and Fitzpatrick, Thomas B., *Probability Sampling of Hospitals and Patients*, Ann Arbor: Bureau of Hospitals Administration, Second Edition, 1975.
- Groves, Robert M., "On the Mode of Administering a Questionnaire and Responses to Open-ended Items," *Social Science Research*, 7, pp. 257-272, 1978
- Groves, Robert M., "An Empirical Comparison of Two Telephone Sample Designs," *Journal of Marketing Research*, November, 1978.

- Groves, Robert M., "Actors and Questions in Telephone and Personal Interview Surveys," *Public Opinion Quarterly*, Spring, 1979.
- Groves, Robert M., and Magilavy, Lou, "Increasing Response Rates to Telephone Surveys: A Door in the Face for Foot in the Door?," *Public Opinion Quarterly*, Fall, 1981, pp. 346-358.
- Groves, Robert M., "Implications of CATI: Costs, Errors, and Organization of Telephone Survey Research," *Sociological Methods & Research*, Vol. 12, No. 2, November 1983.
- Steeh, Charlotte, Groves, R. M., Comment, Robert, Hansmire, Evelyn, "Report on the Survey Research Center's Surveys of Consumer Attitudes," W.G. Madow, et al., eds., *Incomplete Data in Sample Surveys*, Academic Press, 1983, Part II, Chapter 4, pp. 173-208.
- Groves, Robert M., and Mathiowetz, Nancy A. "Computer Assisted Telephone Interviewing: Effects on Interviewers and Respondents," *Public Opinion Quarterly*, Winter, 1984.
- Mathiowetz, Nancy and Groves, Robert M., "The Effects of Respondent Rules on Health Survey Reports," *American Journal of Public Health*, June, 1985.
- Groves, Robert M., and Nancy H. Fultz, "Gender Effects Among Telephone Interviewers in a Survey of Economic Attitudes," *Sociological Methods and Research*, Vol. 14, No. 1, August 1985.
- Miller, Peter V. and Groves, Robert M., "Matching Survey Responses to Official Records: An Exploration of Validity in Victimization Reporting," *Public Opinion Quarterly*, Fall, 1985.
- Groves, Robert M. and James M. Lepkowski. "Dual Frame, Mixed Mode Survey Designs," *Journal of Official Statistics*, Vol. 1, No. 3, Fall, 1985.
- Groves, Robert M. and Lou J. Magilavy, "Measuring and Explaining Interviewer Effects in Telephone Surveys," *Public Opinion Quarterly*, Vol. 50, No. 2, 1986.
- Lepkowski, James M. and Robert M. Groves. "A Mean Square Error Model for Mixed Mode, Dual Frame Survey Design," *Journal of the American Statistical Association*, Vol. 81, No. 396, 1986.
- Nicholls, William L., II, and Robert M. Groves, "The Status of Computer Assisted Telephone Interviewing, Part I: Introduction, Cost and Timeliness," *Journal of Official Statistics*, Vol. 2, No. 2, 1986.

- Groves, Robert M., and William L. Nicholls, II, "The Status of Computer Assisted Telephone Interviewing, Part II: Data Quality Issues," *Journal of Official Statistics*, Vol. 2, No. 2, 1986.
- Groves, Robert M., "Computer Assisted Telephone Interviewing," *Encyclopedia of the Statistical Sciences*, John Wiley and Sons, 1988.
- Inglis, Kathryn M., Groves, Robert M., and Steven G. Heeringa, "Telephone Sample Designs for the Black Household Population," *Survey Methodology*, June, 1987, pp. 1-14.
- Traugott, Michael, Robert M. Groves, James M. Lepkowski, "Using Dual Frame Designs to Reduce Nonresponse in Telephone Surveys," *Public Opinion Quarterly*, Winter, 1987, pp. 522-539.
- Groves, Robert M., "Research on Survey Data Quality," *Public Opinion Quarterly*, 50th Anniversary Issue, Winter, 1987, pp. S156--S172.
- Groves, Robert M., "Interviewer Variance," *Encyclopedia of the Statistical Sciences*, 1988.
- Groves, Robert M., "Theories and Methods of Telephone Surveys," *Annual Review of Sociology*, 1990.
- Groves, Robert M.; Martin, Elizabeth; Fultz, Nancy, "Direct Questioning About Comprehension in a Survey Setting," pp. 49-61, in J. Tanur (ed.), *Questions About Questions: Memory, Meaning, and Social Interaction in Surveys*, Russell Sage Foundation, 1991.
- Groves, Robert M., "Measurement Errors Across the Disciplines," in P. Biemer, R. Groves, L. Lyberg, N. Mathiowetz, and S. Sudman (eds.), pp. 1-25, *Measurement Errors in Surveys*, John Wiley and Sons, 1991.
- Couper, M.P. and Groves, "Interviewer reactions to alternative hardware for computer-assisted personal interviewing." *Journal of Official Statistics*, 8 (2): 201-210, 1992.
- Couper, M.P. and Groves, R.M., "The role of the interviewer in survey participation." *Survey Methodology*, 18 (2): 263-277, 1992.
- Couper, M.P., Holland, L., and Groves, R.M., "Developing systematic procedures for monitoring in a centralized telephone facility." *Journal of Official Statistics*, 8 (1): 63-76, 1992.
- Groves, R.M., Cialdini, R.B., and Couper, M.P., "Understanding the decision to participate in a survey." *Public Opinion Quarterly*, 56 (4): 475-495, 1992.
- Catania, J.A.; Coates, T.J.; Stall, R.; Turner, H.; Peterson, J.; Hearst, N.; Dolcini, M.M.; Hudes, E.; Gagnon, J.; Wiley, J.; Groves, R.; "Prevalence of AIDS-Related Risk Factors and

- Condom Use in the United States," *Science*, Vol. 258, 13 November, 1992, pp. 1101-1106.
- Tucker, C., Lepkowski, J., Casady, R., and Groves, R. (1993) "Commercial Residential Telephone Lists: Their Characteristics and Uses in Survey Design," *Social Science Computer Review*, 10, pp 158-172.
- Groves, R.M. and Couper, M.P. (1995), "Theoretical motivation for post-survey nonresponse adjustment in household surveys." *Journal of Official Statistics*, 11:1, pp. 93-106.
- Kessler, R.C., Little, R.J.A., and Groves, R.M. (1995) "Advances in Strategies for Minimizing and Adjusting for Survey Nonresponse," *Epidemiological Reviews*, Vol. 17, No. 1, pp. 192-204.
- Groves, R.M. (1995). "Challenges of Methodological Innovations in Government Statistical Agencies," in Z. Kennessy, *The Future of Statistics: An International Perspective*, ISI: Voorburg, The Netherlands.
- Groves, R.M. (1996) "How do we know what we think they think is really what they think?", in N. Schwarz and S. Sudman (eds.) *Answering Questions: Methods for Determining Cognitive and Communicative Processes in Survey Research*, Jossey-Bass.
- Groves, R.M. and Couper, M.P. (1996), "Contact-level influences on cooperation in face-to-face surveys." *Journal of Official Statistics*, 12:1, 63-83.
- Couper, M.P. and Groves, R.M. (1996), "Social environmental impacts on survey cooperation." *Quality and Quantity*, 30, 173-188.
- Couper, M.P. and Groves, R.M. (1996), "Household Level Determinants of Survey Nonresponse," Chapter Five in Braverman, M.T. and Slater, J.K. (eds.) *Advances in Survey Research*, pp. 63-80.
- Groves, R.M. (1996) "The Educational Infrastructure of the Survey Research Profession," *Public Opinion Quarterly*, Fall, pp. 477-490.
- Schwarz, N., Groves, R., and Schuman, H. (1998) "Survey Methods," in D. Gilbert, S. Fiske, & G. Lindzey (Eds.), *Handbook of Social Psychology* (4th ed.); New York: McGraw-Hill.
- Groves, Robert M., Eleanor Singer, Amy D. Coming, "A Laboratory Approach to Measuring the Effects on Survey Participation of Interview Length, Incentives, Differential Incentives, and Refusal Conversion," *Journal of Official Statistics*, Vol. 15, No. 2, 1999, pp. 251-268.

- Groves, Robert M., "Survey Error Models and Cognitive Theories of Response Behavior," Chapter 15, in M. Sirken *et al.* (Eds.), *Cognition and Survey Research*, New York: John Wiley and Sons, 1999, pp. 235-250.
- Singer, Eleanor, Robert M. Groves, Amy D. Coming, "Differential Incentives: Beliefs About Practices, Perceptions of Equity, and Effects on Survey Participation," *Public Opinion Quarterly*, Vol 63, 1999, pp. 251-260.
- Keeter, S., Miller, C., Kohut, A., Groves, R., Presser, S. (2000) "Consequences of Reducing Nonresponse in a National Telephone Survey," *Public Opinion Quarterly*, 64.
- Groves, R.M., Eleanor Singer, Amy C. Coming, "Leverage-Saliency Theory of Survey Participation: Description and an Illustration," *Public Opinion Quarterly*, Fall, 2000.
- Groves, R.M., and K. McGonagle, "A Theory-Guided Interviewer Training Protocol Regarding Survey Participation," *Journal of Official Statistics*, 17, 2001, pp. 249-266.
- Groves, R., and Couper, M., "Designing Surveys Acknowledging Nonresponse," Chapter 1 in ver Ploeg, M.; Moffitt, R.; and Citro, C. (eds.) *Studies of Welfare Populations: Data Collection and Research Issues*, Washington: National Academy Press, 2001, pp. 11-54.
- Dillman, D., Eltinge, J., Groves, R., and Little, R., "Survey Nonresponse in Design, Data Collection, and Analysis," Chapter 1 in Groves, R.; Dillman, D., Eltinge, J., and Little, R. (eds.), *Survey Nonresponse*, New York: John Wiley and Sons, 2002, pp 3-26.
- Couper, M. and Groves, R., "Introductory Interactions in Telephone Surveys and Nonresponse," Chapter 7 in Maynard, D.; Houtkoop-Steenstra, H.; Schaeffer, N.; and van der Zouwen, J., (eds), *Standardization and Tacit Knowledge: Interaction and Practice in the Survey Interview*, New York: John Wiley and Sons, 2002.
- Groves, R., S. Presser, and S. Dipko, "The Role of Topic Interest in Survey Participation Decisions," *Public Opinion Quarterly*, Spring, 2004, pp. 2-32.
- Groves, R., and E. Singer, "Survey Methodology," Chapter 2 in House *et al.* (eds), *A Telescope on Society*, Ann Arbor: University of Michigan Press, 2004, pp 21-64.
- Groves, R., and S. Heeringa, "Responsive Design for Household Surveys: Tools for Actively Controlling Survey Nonresponse and Costs," *Journal of the Royal Statistical Society, Series A*, 169, (2006), pp. 439-457.
- Groves, R. "Nonresponse Rates and Nonresponse Bias in Household Surveys," *Public Opinion Quarterly*, 2006, pp. 646-675.

- Groves, R. B. O'Hare, D. Gould-Smith, J. Benkf, "Telephone Interviewer Voice Characteristics and the Survey Participation Decision," in J. Lepkowski *et al.* (eds.) *Advances in Telephone Survey Methodology*, New York: Wiley, 2008.
- Groves, R., Couper, M., Presser, S., Singer, E., Tourangeau, R., Piani Acosta, G., and Nelson, L. "Experiments in Producing Nonresponse Bias," *Public Opinion Quarterly*, 2006, pp. 720-736.
- Tortora, R., R. Groves, E. Peytcheva, "Multiplicity-Based Sampling for the Mobile Telephone Population: Coverage, Nonresponse, and Measurement Issues," in J. Lepkowski *et al.* (eds.) *Advances in Telephone Survey Methodology*, New York: Wiley, 2008.
- Groves, R., E. Peytcheva "The Impact of Nonresponse Rates on Nonresponse Bias: A Meta-Analysis," web publication in May, 2008, *Public Opinion Quarterly*.
- Couper, M.; Singer, E.; Conrad, F.; Groves, R. (2009) "Risk of Disclosure, Perceptions of Risk, and Concerns about Privacy and Confidentiality as Factors in Survey Participation," *Journal of Official Statistics*, 24:2, 2008, pp. 255-275.
- Tourangeau, R.; Groves, R.; Kennedy, C.; Yan, T., "The Presentation of the Survey, Nonresponse, and Measurement Error," *Journal of Official Statistics*, forthcoming.
- Kreuter, F.; Olson, K.; Wagner, J.; Yan, T.; Ezzati-Rice, T.M.; Casas-Cordero, C.; Lemay, M.; Peytchev, A.; Groves, R.; Raghunathan, T., (2009) "Using Proxy Measures and Other Correlates of Survey Outcomes to Adjust for Nonresponse: Examples from Multiple Surveys," under review at *Journal of the Royal Statistical Society, Series A*.
- Durrant, Gabriele B., Groves, Robert M., Staetsky, Laura, and Steele, Fiona (2009) "Effects of Interviewer Attitudes and Behaviors on Refusal in Household Surveys," under review at *Public Opinion Quarterly*
- Tourangeau, R., Groves, R., and Redline, C. (2009) "Sensitive Topics and Reluctant Respondents: Demonstrating a Link between Nonresponse and Measurement Error," under review at *Public Opinion Quarterly*.
- Peytchev, A., Peytcheva, E., and Groves, R. (2009) "Measurement Error, Unit Nonresponse, and Self-Reports Of Abortion Experiences," under review at *Public Opinion Quarterly*
- Olson, K., and Groves, R. (2009) "An Examination of Within-Person Variation in Response Propensity over the Data Collection Field Period," to be submitted to the *Journal of Official Statistics*.

Reviews

Groves, Robert M., Review of John Goyder, *The Silent Minority*, in *Public Opinion Quarterly*, Winter, 1989.

Groves, Robert M., "Discussion of 'A Historical Perspective on the Institutional Bases for Survey Research in the United States,' by S.E. Fienberg and J.M. Tanur, *Survey Methodology*, 1990.

Groves, Robert M. and N. Mathiowetz, Comment on Platek and Samdal, "Can the Statistician Deliver?" *Journal of Official Statistics*, 2001

16. Speeches:

- (a) Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated. Provide copies of any testimony to Congress, or to any other legislative or administrative body.

My "speeches" are almost fully limited to presentations of research findings to scientific conferences. I will supply the following two speeches that have potential policy relevance for Census:

- (1) Groves, Robert M., Presidential Address, The Educational Infrastructure of the Survey Research Profession, *Public Opinion Quarterly* Volume 60: 477-490, 1996
American Association for Public Opinion Research
- (2) Groves, Robert M., Census Crossroads, The Decision on 2000 Census Adjustment and Early Planning for 2010, Friday, October 26, 2001.

I have not testified in front of Congress.

- (b) Provide a list of all speeches and testimony you have delivered in the past 10 years, except for those the text of which you are providing to the Committee. Please provide a short description of the speech or testimony, its date of delivery, and the audience to whom you delivered it.

Groves, R., Greene, L., McNeeley, M. E., Montemarano, D., Wissoker, D. A. (2000) "Common Influences Across Household Surveys on Noncontact Nonresponse: Theory and Data," paper presented at the 2000 International Workshop on Household Survey Nonresponse.

Groves, R., Presser, S., Dipko, S. (2000) "The Role of Topic Salience in Survey Participation Decisions," paper presented at the 2000 International Workshop on Household Survey Nonresponse.

- James M. Lepkowski, Karen E. Davis, Krishna Winfrey, Roger Tourangeau, and Robert M. Groves, "Coverage, Nonresponse, and Cost Tradeoffs Using a One-question Screener for Age Eligibility in Household Surveys," paper presented at 2001 meetings of the American Statistical Association.
- Groves, R., Mayer, T. S., O'Brien, M. E., O'Neill, G. E. (2002) "Interviewer training to increase survey participation," paper presented at the 2001 International Workshop on Household Survey Nonresponse.
- Groves, R. "The Relationship between Response Rates and Bias," panel discussion at American Association for Public Opinion Research conference, May, 2002.
- Groves, R., "Contributions of Leslie Kish to Survey Sampling," presentation at the American Statistical Association annual meetings, August, 2002.
- O'Brien, E., Mayer, T., Groves, R., and O'Neill, G., "Interviewing Training to Increase Survey Participation," presentation at the American Statistical Association annual meetings, August, 2002.
- Traugott, M., Groves, R., and Kennedy, C., "How America Responded: Public Opinion after 9/11/01, paper presented at American Association for Public Opinion Research conference, May, 2002.
- Groves, R. "Interviewer Falsification and Scientific Misconduct," presentation to the Washington Statistical Society and DC-American Association for Public Opinion Research, April, 2003.
- Groves, R.; Van Hoewyk, John; Benson, Grant; Schultz, Paul; Maher, Patty; Hoelter, Lynette; Mosher, William; Abma, Joyce; Chandra, Anjani (2003) Using Process Data from Computer-Assisted Face to Face Surveys to Help Make Survey Management Decisions, paper presented at 2003 meetings of the American Association for Public Opinion Research, May, 2003.
- Ziniel, S. and R. Groves, "Using Interviewer Observations as Predictors of Contactability," paper presented at the International Workshop on Household Survey Nonresponse, Leuven, Belgium, September, 2003.
- Groves, R., "Using Process Data to Design and Execute Two Phase Samples on Nonrespondents," paper presented at the International Workshop on Household Survey Nonresponse, Leuven, Belgium, September, 2003.
- Peytcheva, E., R. Manchin, R. Tortora, and R. Groves, "Comparing Face to Face, Telephone, Paper Self-Administered, and Web Survey Measurement," paper presented at the 2004 AAPOR conference, Phoenix.

- Groves, R. and P. Maher, "Implementation of Refusal Aversion Training in the National Survey of Family Growth," paper presented at the 2004 AAPOR conference, Phoenix.
- Groves, R., J. Lepkowski, and W. Mosher, "Responsive Design: Using Response Propensity Models to Guide Survey Administration," paper presented at the 2004 AAPOR conference, Phoenix.
- Peytcheva, E., Groves, R., Manchin, R., and Tortora, R. (2004) "An Experimental Comparison of Four Modes of Data Collection Within the Eurobarometer Measurement Domain," paper presented at the RC33 Sixth International Conference on Social Science Methodology, Amsterdam, August.
- Heeringa, S., and Groves, R. (2004) "Responsive Design for Household Surveys," Proceedings of the Survey Research Methods Section, American Statistical Association.
- Groves, R., "Ten Things We Seem to Know about Survey Nonresponse," presentation at the 2004 AAPOR conference, Chicago.
- Groves, R., "Survey Nonresponse: Old Controversies and New Findings," paper presented at the 2004 AAPOR meetings, San Francisco.
- Groves, R., Couper, M., Presser, S., Tourangeau, R. and Ziniel, S. (2004) "Testing Leverage-Salience Theory: Self-Administered Questionnaire Studies," paper presented at the 2004 International Workshop on Household Survey Nonresponse, Maastricht.
- Groves, R. (2005) "Reassessing the Role of Nonresponse in Health Survey Quality: A Synthesis," paper presented at the Centers for Disease Control Statistical Symposium, March.
- Groves, R., (2005) "Total Survey Error: Past, Present, and Future" invited presentation to Total Survey Error Conference, Washington, D.C., March; invited plenary address at AAPOR, Miami, May
- Groves, R., Lepkowski, J., Van Hoewyk, J., and Schulz, P. (2005) "Real-Time Propensity Models for Responsive Survey Design and Post-Survey Adjustment Through Propensity Models: Comparisons of Model Fit and Model Specification," paper presented at the 2005 AAPOR Conference, Miami.
- Groves, R. (2006) "Survey Budgets, Cost Models, and Responsive Design Surveys," presentation at the NISS-sponsored Survey Cost Workshop, Washington, D.C., April 18-19, 2006.

- Groves, R. and Peytcheva, E. (2006) "Nonresponse Rates and Nonresponse Bias in Surveys," presentation at the 2006 European Conference on Quality in Survey Statistics, Cardiff, Wales, April 24-26.
- Groves, R. and Peytcheva, E. (2006) "The Impact of Nonresponse Rates on Nonresponse Bias: a meta-analysis," paper presented at the 2006 AAPOR Conference, Montreal, at the 2006 ESRC Research Methods Festival, Oxford, and at the International Workshop on Household Survey Nonresponse, Omaha.
- Conrad, F., H. Park, E. Singer, M. Couper, F. Hubbard, and R. Groves "Impact of disclosure risk on survey participation decisions" paper presented at the 2006 AAPOR Conference, Montreal.
- Groves, R. and J. Benkí "300 Hello's: Properties of Initial Respondent Greetings and Response Propensities in Telephone Surveys," paper presented at the International Workshop on Household Survey Nonresponse, Omaha, 2006.
- Tortora, R., R. Groves, and E. Peytcheva "Respondent Willingness to be Recontacted in Household Surveys," paper presented at the International Workshop on Household Survey Nonresponse, Omaha, 2006.
- Groves, R. "Making the Strategic Link Between Response Rates and Survey Quality – What We Know and What We Don't Know," Respondent Cooperation Summit, Chicago, Sept. 28-29, 2006
- Peytcheva, E. and R. Groves, "Using Response Rates of Demographic Subgroups as Evidence of Lack of Nonresponse Bias in Survey Estimates," paper presented at the 2006 MAPOR conference, November, 2006.
- Groves, R., Lepkowski, J., Mosher, W., Wagner, J., Kirgis, N. (2007) "Responsive Design in a Continuous Survey: Designing for the Tradeoff of Standard Errors, Response Rates, and Costs," paper presented at the 9th Conference on Health Survey Research Methods, Peachtree City, GA, March.
- O'Hare, B., Ziniel, S., Gentry, R., and Groves, R. (2007) "Experimental Validation of Simulated Alternative Survey Designs," paper presented at the 2007 AAPOR Meetings, Anaheim, CA., May.
- Sinibaldi, J., and Groves, R., (2007) "Assessing Nonresponse Bias Using Response Propensity Models," paper presented at the 2007 AAPOR Meetings, Anaheim, CA., May.
- Peytcheva, E., and Groves, R. (2007) "Building Dynamic Survey Cost Models Using Survey Paradata," paper presented at the 2007 AAPOR Meetings, Anaheim, CA., May and at

the 18th Annual International Workshop in Household Survey Nonresponse, Southampton..

- Groves, R., Cohen, E., and Gomez-Insauti, R., (2007) "Toward a New View of Evaluating Media Research: Research Quality in Today's World," paper presented at the ESOMAR conference, Dublin, June.
- Toppe, Christopher, and Groves, R. (2007) "What is Volunteering and How can it be Measured?," presented at The Workshop on Volunteer Measurement for the Task Force on Emerging Issues in Social Statistics, Geneva, Switzerland, July.
- Sinibaldi, J., Gentry, R., and Groves, R. (2007) "Improving weighting class adjustment through richer paradata," paper presented at the 18th Annual International Workshop in Household Survey Nonresponse, Southampton.
- Groves, R. (2007) "Homogeneity-Heterogeneity, Batch-Flow, Fixed-Adaptive, Centralization-Decentralization," keynote address at the 11th Annual International Blaise Users' Conference, September 26.
- Groves, R.; Langley, R.; Grandjean, B. (2008) "The Future of Survey Research," presentation at the meeting of the Association of Academic Survey Research Organizations, University of California, Berkeley.
- Groves, R., (2008) "Missing Data, Missing Persons, and the Psychological and Behavioral Foundations of Sample Survey Participation," Invited talk at the University of North Carolina, Department of Biostatistics.
- Groves, R.; Brick, M.; Smith, T. and Wagner, J. (2008), "Alternative Practical Measures of Representativeness of Survey Respondent Pools," presentation at the 2008 AAPOR meetings.
- Groves, R., Nicole Kirgis, Emilia Peytcheva, James Wagner, William Axinn, William Mosher, (2008) "Responsive Design for Household Surveys: Illustration of Management Interventions," presentation at the 2008 AAPOR meetings.
- Couper, M.; Singer, E.; Conrad, F.; Groves, R. (2008) "An Experimental Study of Disclosure Risk, Disclosure Harm, Incentives, and Survey Participation," presentation at the 2008 AAPOR meetings.

17. Selection:

- (a) Do you know why you were chosen for this nomination by the President?

I believe I was chosen because I possessed a strong scientific and technical background suitable for the position. I believe that my professional accomplishments in statistics and large scale surveys made me a desirable choice. I also believe that my devotion to the scientific principles that underlie large scale surveys and censuses will provide the desired leadership for the Census Bureau at a moment when strong independence is needed.

- (b) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

I am devoted to the principle that statistics provided by a central government to the populace are valuable only to the extent that they are credible, as judged by that populace. That credibility is fragile, easily destroyed by apparent political manipulation of the statistics. Once that credibility is lost, it cannot be regained quickly or easily. Hence, statistical agency products must actually be produced and *perceived to be produced* free of political interference. However, the most valuable statistics produced by statistical agencies are *de facto* the most controversial because they are consequential. Hence, the leaders of government statistical agencies must be courageously independent of political influence over those statistics.

A devotion to independence without strong scientific skills, unfortunately, is worthless to the quality of government statistics. Statistical leadership must be devoted to using the state-of-the-art scientific methods in producing their statistics. This means that statistical agencies must be *scientific* agencies, open to new developments and active in the statistical and associated scientific professions. I have such an orientation and want to lead the Census Bureau in the direction of valuing the science of survey and census measurement.

B. EMPLOYMENT RELATIONSHIPS

1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?

I have applied for a leave of absence from my positions as Professor and Research Professor at the University of Michigan for the term of my appointment. During such a leave, I will perform no duties for the University of Michigan, nor receive any payments.

2. Do you have any plans, commitments or agreements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.

No.

3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization, or to start employment with any other entity?

I will seek a leave of absence from the University of Michigan, which will permit me to return to my teaching and research activities after my service.

4. Has anybody made a commitment to employ your services in any capacity after you leave government service?

The leave of absence from the University of Michigan entails a commitment by the University to employ me at the termination of my government service.

5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?

Yes.

6. Have you ever been asked by an employer to leave a job or otherwise left a job on a non-voluntary basis? If so, please explain.

No.

C. POTENTIAL CONFLICTS OF INTEREST

1. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Commerce's designated agency ethics official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the Department's designated agency ethics official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

2. Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration or execution of law or public policy, other than while in a federal government capacity.

None.

3. Do you agree to have written opinions provided to the Committee by the designated agency ethics officer of the agency to which you are nominated and by the Office of Government Ethics concerning potential conflicts of interest or any legal impediments to your serving in this position?

Yes.

D. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, provide details.

No.

2. Have you ever been investigated, arrested, charged or convicted (including pleas of guilty or nolo contendere) by any federal, State, or other law enforcement authority for violation of any federal, State, county or municipal law, other than a minor traffic offense? If so, provide details.

No.

3. Have you or any business of which you are or were an officer, director or owner ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.

No.

4. For responses to question 3, please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted by you, while serving in your official capacity.

Not applicable.

5. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be considered in connection with your nomination.

None.

E. FINANCIAL DATA

All information requested under this heading must be provided for yourself, your spouse, and your dependents. (This information will not be published in the record of the hearing on your nomination, but it will be retained in the Committee's files and will be available for public inspection.)

REDACTED

AFFIDAVIT

___Robert Martin Groves___ being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

Robert M Groves

Subscribed and sworn before me this 1st day of May, 2009

Maureen McInley
Notary Public

MAUREEN MCINLEY
Notary Public, State of Michigan
County of Washtenaw
My Commission Expires 12-09-2015
Acting in the County of ~~Washtenaw~~

**U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of Robert M. Groves to be
Director of the Census Bureau, Department of Commerce**

I. Nomination Process and Conflicts of Interest

1. Why do you believe the President nominated you to serve as Director of the Census Bureau?

I believe I was chosen because I possess a strong technical background suitable for the position. I believe my professional accomplishments in statistics and large scale surveys made me a desirable choice. I believe that my devotion to the scientific principles that underlie large scale surveys and censuses would provide the desired leadership for the Census Bureau, at a moment when strong independence is needed.

2. Were any conditions, express or implied, attached to your nomination? If so, please explain.

No.

3. What specific background and experience affirmatively qualifies you to be the Director of the Census Bureau?

I am one of the founders of the new field of survey methodology, which unites the statistical, social science, and management sciences relevant to improving measurement. My efforts in this arena have built graduate education programs at the University of Maryland and University of Michigan, with the key focus on preparing the next generation of technical leaders of the US federal statistical system. Thus, I care about building long-lasting institutions, with a vision to future needs.

My scientific career has been devoted to improving censuses and surveys. I have consistently acknowledged that both costs and quality properties of surveys are important and that they are linked. Thus, I have addressed how alternative ways of measuring the US population affect the conclusions of the surveys, and how best to measure different topics. I have contributed to the peer-reviewed scientific literature on many of the key statistical issues facing surveys over the past 25 years. My work has received professional recognition through awards from various professional associations. Thus, I have scientific knowledge necessary for leading the Census Bureau to improve the efficiency of their operations.

Over my career, I have consulted on advanced survey designs with almost all the US Federal statistical agencies. While I hope I have provided useful information for improving key statistical vehicles of the Federal government, I have also learned about the real impediments for change and innovation in large government agencies. I understand the disadvantage such agencies face in assembling the technical resources to innovate. Thus, I am fully aware of the challenges facing an innovator within the Federal statistical system.

In contrast to most scientists, I am interested in administration and take it seriously. I have applied my skills in active management of survey organizations. For the last 8 years I have been the director of the University of Michigan Survey Research Center. This is the largest academic survey research organization in the world, with about 40 PhD researchers and technical support staff that grows to over 1000 staff for larger studies being conducted by the Center. During my tenure, I have experience the strains and stresses of growth of volume of activity because of new survey programs coming into existence. I have also experienced the pain and challenges of downsizing an organization, attempting to retain core competencies and the seeds for future innovation. I believe that management leadership makes a difference. I have learned that leaders need vision, consistency of message, coolness under fire, and courage to speak truth to power. Thus, while I have not yet led an organization with hundreds of thousands of temporary employees, my management background is relevant to the challenge ahead.

Have you made any commitments with respect to the policies and principles you will attempt to implement as Director of the Census Bureau? If so, what are they, and to whom were the commitments made?

No.

If confirmed, are there any issues from which you may have to recuse or disqualify yourself because of a conflict of interest or the appearance of a conflict of interest? If so, please explain what procedures and/or criteria you will use to carry out such a recusal or disqualification.

Upon confirmation, I will take an unpaid leave of absence from my professor position with the University of Michigan. I will not participate personally and substantially in any particular matter that has a direct and predictable effect on the financial interests of the University of Michigan, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for either the exemption at 5 C.F.R. § 2640.203(b) or another regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

Upon confirmation, I will resign from the following positions:

American Association for Public Opinion Research – Committee to Review Pre-Election Polls Member
American Association for Public Opinion Research – Task Force for Online Surveys Member
Amgen, Ortho Biotech – Technical Advisory Committee Member
Association of Academic Survey Research Organizations – Committee on Education and Advocacy Member
European Statistical Societies – Scientific Committee Member
Federal Economic Statistics Advisory Committee – Member
John Wiley and Sons – Editorial Advisory Board Member
National Life Style, Health and Aging Project – Technical Advisory Board Member
National Opinion Research Center – Technical Advisory Committee Member
National Survey of Drug Use and Health – Technical Advisory Committee Member
Nielsen Media Research, Council for Research Excellence – Technical Advisor
Panel on the Review of the Bureau of Justice – Chairman
Public Opinion Quarterly, Editorial Board – Chairman
Research Triangle International – Advisory Panel Member
State of the USA, Steering Committee – Senior Advisor
Statistics Canada – Advisory Committee Member
Swiss Foundation for Research in Social Sciences, University of Lausanne – Scientific Board Member
United Kingdom Economic and Social Research Council – Advisory Board Member
University of Buenos Aires, Instituto de Desarrollo Económico y Social – Advisory Committee Member
University of Maryland – Research Professor
University of Michigan – Director, Survey Research Center
University of Nebraska, Graduate Program in Survey Research Methodology – Advisory Board Member.

For a period of one year after my resignation or the date that I last provided services, I will not participate personally and substantially in any particular matter involving specific parties in which any of the following entities is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d):

Amgen
Amgen-Ortho Biotech Technical Advisory Committee
Edison Research
John Wiley and Sons
National Opinion Research Center
National Institute of Statistical Sciences
Nielsen Media Research
Ortho Biotech

Research Triangle International
University of Maryland
Westat, Inc.

My spouse is currently the Chief Executive Officer of C.C. Groves, LLC, in which she also owns an equity interest. I will not participate personally and substantially in any particular matter that has a direct and predictable effect on the financial interests of the company, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). I also will not participate personally and substantially in any particular matter involving specific parties in which I know that a client of my spouse is a party or represents a party, unless I have been authorized pursuant to 5 C.F.R. § 2635.502(d).

II. Role and Responsibilities of the Director of the Census Bureau

6. Why do you wish to serve as the Director of the Census Bureau?

I believe that all is not well within the US Federal statistical system. Yet, as an American, I want our country to have the best social and economic statistics possible. I believe that there are two key principles of a Federal statistical agency – professional expertise and fierce attachment to independence from political interference.

On the first, I see great challenges. The Census Bureau is perhaps at one of its lowest ebbs in scientific talent. No census has occurred without critical statistical expertise, but many of those involved in this census are new to the game. The value of experience in these positions is large. I understand this problem and want to act on it through seeking whatever assistance is needed if my initial risk assessment dictates such a solution.

The need to bring in the next generation of technical leaders is a problem in the entire federal statistical system. Within the year it is estimated that 45% of the current Census Bureau staff will be eligible for retirement. The future technical talent crises will not be solved by the Census Bureau alone, as it is principally a problem of the pipeline of US citizens now being training in quantitative sciences. I want to join with other directors of statistical agencies, the National Science Foundation, and the National Institutes of Health to tackle this problem.

The basic structure of the federal statistical system was conceived in an earlier era. Since then, the world of statistical design and data collection has radically changed. New data collection tools exist, new approaches to data collection are being invented continuously. The federal statistical system should be at the forefront of these new approaches. I believe I can encourage bridges between new research methods and the Census Bureau.

Some gains can also be made through strategic partnerships among agencies. This requires data sharing agreements and collaborative teams to be part of the structure of the system. I want to discuss this issue with other leaders of Federal statistical agencies.

The independence of federal government statistical information from partisan politics is key to the democracy. The leadership of the Census Bureau must speak openly, unfettered by political influences about technical features of statistical information. I want to play that role and strengthen that independent scientific expression.

7. How would you divide authorities and responsibilities between yourself and the Deputy Director, and between you and other top leaders at the Bureau?

The Deputy Director of the Census Bureau acts as a Chief Operating Officer of the organization, with significant responsibilities for the budget-making process and the day-to-day oversight of activities. I believe that, regardless of what my plans might be on this score, the months between May, 2009 and December, 2010, will require the Director to be much more actively engaged in day-to-day oversight of key decennial census activities. Hence, upon entrance in the role, I would like to consult with the Deputy Director concerning his accepting implementation of more of the strategic initiatives I believe are key for the future health of the Census Bureau. Those are the initiatives that I will fully lead starting in January 2011.

I want to meet weekly with the Associate Directors, with the hope of achieving some efficiencies of collaboration and cooperation across the lines of the decennial, the economic, and demographic areas. I would also like to integrate more fully the 12 regional office directors into the leadership of the Census Bureau, a task that I would like to ask the Deputy Director to assume initially.

8. Given the importance of all the information the Census Bureau collects for its various statistical programs, it is essential for the results to be accurate, objective, credible, and free from even the appearance of political influence.

- a. What are your views of the independence of the Director of the Census Bureau?

Comments on independence need to distinguish various dimensions of the issue. One convenient division is:

- 1. Program and budget – I believe the Director's responsibility is to communicate his/her vision of the needs of the country for statistical indicators of importance for economic and social program decision-making. An effective director would have the ability to inform and persuade officials of the Commerce Department, the Office of the*

President (through OMB), and the relevant Congressional committees of the wisdom of launching new programs or changing existing ones. In this process the Director works under the same constraints and has the same responsibilities as leaders of other Federal agencies.

2. *Public Speech on Scientific Issues – as a leader of a scientific agency the director of the Census Bureau must retain credibility in the country with regard to statistical matters. This means he/she must be active in the relevant scientific professional societies. This means that he/she must carefully weigh the scientific evidence regarding key statistics and make pronouncements on the quality of those statistics. The director must be free of political interference in making statements of a scientific or technical nature.*
3. *Release of Statistical Products – since the success of Federal government statistics rests on their credibility among the public, the Census Bureau director must neither in reality nor perception be affected by political influences on statistical matters. If the director is perceived to be a pawn of one or another political ideological perspective, the credibility of the statistical system is threatened. Once the credibility of Census Bureau statistics is damaged, it can be regained only with much time and great difficulty. The Census Bureau director must be visibly independent to achieve this. Thus, political review of statements on statistical matters and limitations on presentations of scientific matters cannot be allowed.*

Finally, if there are attempts at political interference in the statistical activities of the Census Bureau, which are so powerful that the director himself/herself cannot resist them, he/she must resign. I believe this and am prepared to resign, if necessary.

- b. Do you believe adequate safeguards are in place to maintain that independence? If not, what additional steps do you feel need to be taken?

Secretary Locke has made explicit his commitment to the need for independence of the Census Bureau director. In that regard I am comfortable that adequate safeguards are in place.

- c. To what extent, if at all, are you willing to disagree publicly with decisions taken by the Secretary (as past Directors have, for example, on the issue of adjustment)?

As a director of an official statistical agency, I must be free to express my technical judgments, regardless of whether they are well-accepted by those in or out of power. In doing so, I will attempt to communicate those judgments in terms that the widest audience will understand. With respect to policy

judgments, the Director is a member of the Secretary's policy team and should act accordingly.

- d. What role, if any, do you believe the White House should have in Census operations leading up to the 2010 Census?

The decennial census is one of the few activities in the US that seeks participation of every resident. A successful census requires a) awareness of the desired participation of everyone, b) trust on the part of the public that no harm will come to them because of their participation, and c) honest responses of the participants. Every social, economic, and government leader can assist to achieve these three outcomes. The office of the president can be an important source of messages achieving these ends. On matters of the scientific bases and statistical properties of the Census, however, the White House can have no role.

- e. In your view, what entities within the federal government have the authority and jurisdiction over the Decennial Census?

The constitution specifies a census in the manner that Congress by law shall direct. Since the passage of Title 13, the permanent Census Bureau was placed within the executive branch, Department of Commerce. The Supreme Court has ruled on the use of statistical adjustment to Census counts.

- f. How would you respond to any attempts outside the Census Bureau to influence 2010 Census operations?

First, I plan to seek inventive ways to increase the transparency of the Census operations. Such transparency alone acts to threaten partisan intrusions. Second, I will actively resist any attempt at interference. If such resistance is not effective, I will reveal the interference publicly. Third, if such public revelation does not stop the interference, I will resign and work outside the system to stop the abuse.

9. As the Census Bureau looks toward the 2010 Census, what is your understanding of the key challenges facing the agency, and what would you do to overcome them?

The appointment of the director is coming very late, relative to the schedule of the 2010 decennial census. This is not unusual. Four of the last six Censuses were led by directors assuming their posts in the previous year ending in "9" or in one case, just months before the census. While this is a natural consequence of the lack of a fixed term for the director and the four year presidential term, it has clear implications. Thus, at this point, the 2010 Census is almost totally shaped and ready to begin, with a design fixed some years ago. The strategy is set; only tactics can be altered and that limits degrees of freedom.

If confirmed, my first act as director will be to oversee a rapid, but thorough risk assessment study. From those results, tactical decisions can be made for short run actions to limit the likelihood of anticipated crises.

10. How do you view the role of the Director of the Census Bureau?

As the leader of one of the largest data collection organizations in the Federal statistical system, there are layers of responsibilities in the role – all of them requiring statistical competencies and the will to buffer the agency from political influence. The Census Bureau must be a scientific organization, devoted to principles of the scientific method inherent in the design and analysis of large scale data collections. A scientific management is devoted to excellence, self-criticism, and innovation. Such values need to be communicated daily by the director. Finally, the director must act on scientific matters independently of political influences.

11. If confirmed, what would be your top priorities? What do you hope to have accomplished at the end of your tenure?

1. *A successful 2010 decennial census*
2. *Steps to modernize the sample surveys conducted throughout the decade*
3. *Building of long-lasting ties with university educational programs to address the technical talent pool*
4. *Addressing the tradeoff between growing demand for statistical data and concerns about personal privacy and data security*
5. *Ameliorating the gulf among the economic, demographic, and decennial directorates*
6. *Renewing the scientific image of the Census Bureau*

12. Establishing strong lines of communication with the Administration, the Office of Management and Budget (OMB), Congress, oversight entities, and other state, local, and tribal stakeholders is critical for a successful census.

- a. How would you assess the Census Bureau's relationships with the aforementioned entities, and how will you go about remedying any deficiencies that you believe exist?

My first few months must take a measure of all of these relationships. I know some of the key individuals involved, but many will be new to me. I will listen first, learn from their perspectives, and hopefully establish a base trust to permit ongoing dialogue.

- b. How would you communicate to the Census Bureau staff on efforts to address relevant issues?

I am fully aware of the challenge of communicating with the approximately 12,000 employees of the Bureau. The ability to communicate is, however, key to any implementation of innovative practices. Many of the Census Bureau's employees are motivated by public service; they do not see themselves as the Washington bureaucrats so easily mocked in the public media. They deserve support and respect for their efforts for our country. They also need to get a consistent message about the vision of the Bureau. I hope that the intranet of the agency might be used for new ways of rapid communication; I need to take every opportunity to communicate the future that I see for the Census Bureau.

III. Policy Questions

General Management

13. How would you characterize your management style, and how is it compatible with the culture of an organization like the Census Bureau?

- 1. In a time-limited appointment, I believe the management style needs to be adapted to the culture of the organization being managed. Census is a hierarchically structured organization organized about activities that share data user sets (e.g., economic, demographic, decennial) and share data collection and estimation methods. The associate director group is a key leadership set; I will attempt to use that group as an executive body but don't yet know the extent to which they are currently collaborating.*
- 2. I also learned in my first stint at Census how important it is to provide repeated consistent messages about directions to be taken. Change doesn't come effectively by giving a single directive or providing a single vision statement. It's hard work, requiring clear speech and perseverance.*
- 3. The Census Bureau has no assets as valuable as its personnel. They need support to innovate, protection when innovation attempts fail, and praise for successes. They deserve access to the best skill-enhancement tools we can provide.*

14. The decennial census has been called "the nation's largest peacetime mobilization." What experience do you have in managing large, complex, high-risk, and time-sensitive operations?

Very few people have managed hundreds of thousands of staff; I am not one of them. I have, however, been involved in the design and management of complicated surveys with over 300 interviewers traveling throughout the country

taking interviews via laptop computers, telecommunicating each evening, and completing their work in a 12 week period. I have developed management information systems that run statistical process control and multivariate propensity models on the data each night from 2AM to 8AM, ready for management use the next morning. I have (with colleagues) developed the tool of "responsive survey designs" and am active in designing management tools that have practical use in real-time management. I believe that cost savings are possible with active, real-time data-based management of complex surveys.

15. What indicators would you use to measure the performance of the Census Bureau?

The country needs the data products constructed by the Census Bureau and hence, providing data products in a timely fashion is important. I would like to add both cost efficiencies and statistical quality properties of data series as performance indicators. This will not be a simple matter. Other performance indicators should measure the rate of innovation – increasing the technical skill mix of the staff, increasing the representative nature of the sample surveys, and increasing the use of new technologies in data collections.

16. Over the past decade, the Government Accountability Office (GAO) has noted that the Census Bureau does not have the capacity to generate reliable life-cycle cost estimates for the decennial census. What is your experience in developing and implementing systems providing integrated planning, programming, budgeting, and execution data to better demonstrate the relationship between dollars allotted and results achieved?

I do not have experience with the scale of the activities conducted at the Census Bureau, but I do understand some of the problems. In any large activity within a large organization, multiple divisions combine to perform the task. The structure of government organizations, with functional divisions reporting to different heads makes true collaboration with shared accountability quite difficult. Scope-creep is a constant risk; lack of accountability is a threat. One method that appears useful in my experience is scheduled checks on the big picture progress, with interventions considered during the checks. In all of this, the Census Bureau must work with the Congress and GAO to assure that they are fully informed of the assumptions underlying cost estimates at any particular time.

17. The Census Bureau is the nation's largest statistical agency and has many other responsibilities in addition to the decennial census. What is your assessment of the Bureau's non-decennial programs? Do you think any changes are needed?

This is a most interesting period in large scale survey design. Rich countries of the world are experiencing declines in survey participation rates; the at-home patterns of the household population have changed; the birth/death/acquisition/mergers of businesses require complicated data collection flexibilities. The economic survey world outside of the Census Bureau

is relatively small and often abandons the scientific principles necessary for government surveys. The demographic survey world, however, is undergoing rapid innovation because of falling response rates and the invention of new modes of data collection. The Census Bureau should be a key player in this innovation. Most pressing is the development of effective mixed-mode data collection strategies on all its sample surveys, the consideration of two-phase sampling for nonresponse in sample surveys, an exploration of how the ACS might benefit all of the sample surveys.

18. In the past, significant progress in computer technology and statistical methodology resulted from research done at the Census Bureau. Over the last decade, the Census Bureau has significantly reduced its investment in research and development.

- a. In your opinion, how does research and development relate to the mission of the Census Bureau?

A scientific organization of over 12,000 staff not actively innovating will find itself significantly behind the state of the art within a few years. The survey measurement processes of the Census Bureau cannot be viewed as a stable technology. Unfortunately, this has happened at many government statistical agencies around the world. America deserves to have government statistical agencies using state-of-the art methods. This requires ongoing alliances with scientific groups in other sectors and an active research program. I will strongly consider reestablishing the position of associate director for research within the Census Bureau.

- b. If confirmed, would you increase research and development funding at the agency; if so, to what extent?

I will do everything in my power to increase this. I must first evaluate the key pressure points and the extent of the talent drain to examine the desirable rate of growth in this funding. Any organization of this size that is not investing heavily in research is living a short-run dream that the world will never change.

19. In 2006, the Department of Commerce reported to Congress that 672 laptops went missing from the Census Bureau, some of which contained personally identifiable information. What will you do to ensure all census data is protected and to keep laptops, as well as other equipment used to collect data, safe from security breaches?

The increased efficiency in survey measurement possible with computer-assisted personal interviewing brought with it was one of the most significant developments in my lifetime. Keeping the pledge of confidentiality of individual data is a sacred obligation for all survey organizations.

I have experience with the problem of loss and theft of interviewers' laptops, given my directorship of the Michigan Survey Research Center. No one can eliminate the loss of computers, we can control the loss of confidential data through data collection software design, data encryption, and remote data destruction software.

20. Do you believe current privacy protections for Census data on individuals and households are adequate? If confirmed, how would you ensure that the Bureau reinforces overall public trust in confidentiality? Do you think the Bureau needs to strictly adhere to its own privacy principles and mandates, including Title 13 – the Protection of Confidential Information; the Confidential Information Protection and Statistical Efficiency Act, and the Privacy Act of 1974, on release of data on “sensitive populations” to law enforcement?

The difficulty of maintaining public trust is that its foundation rests on perceptions of individuals and groups. The Census Bureau must comply with current laws, designed to generate such trust. In addition, the public must believe that the Census Bureau's core values include the protection of data deserving of such trust. Any association of the Census Bureau with regulatory and enforcement agencies must keep this in mind.

21. Legislation has been introduced in Congress to establish the Census Bureau as an independent agency and to create a fixed five-year term appointment for the Census Director as is the case for the head of other statistical agencies such as the Bureau of Labor Statistics, the National Science Foundation, and the National Institutes of Health.

- a. What are your thoughts on these proposals?

They deserve careful consideration and fulsome dialogue among all the stakeholders.

- b. What do you see as the benefits and drawbacks of having the Census Director serve a fixed term?

When the 2010 Census starts, it will become the 5th of the last 7 censuses to be led by a director appointed just months before the event. Censuses will never be activities that can be fully designed and mounted in a short period of time, but the average tenure of the last few directors is less than three years, and the country just experienced the director with the shortest tenure in history -- one year and five days. A fixed calendar term of five years, with transitions in the years 2 and 7 would assure that there would be a director overseeing a census who has had 3 years experience in the post.

The drawbacks to the fixed term are also obvious; a fixed term does not guarantee that the appointees will have the desired skills to be wise leaders of the Census Bureau.

22. If confirmed, would you reorganize the Census Bureau in any way? If so, will such reorganization affect the way the 2010 Census is conducted?

When I see opportunities for increased efficiency through changes in practices, I may seek such reorganization. I do not anticipate such change occurring on a time scale to affect the manner in which the 2010 Census is conducted.

2010 Decennial Census

23. In your opinion, how well has the Census Bureau been able to accurately count the U.S. population during the last several decennial censuses?

The Census Bureau evaluations of coverage, conducted during each decennial census, have shown that some population groups are systematically undercounted. On the other hand, the same reports show that improvements in nonresponse followup and processing capabilities have increased the quality of censuses over the decades.

24. What are the greatest challenges to getting a complete and accurate count of the American population? What are some of the ways that the Census Bureau can address those challenges, and if confirmed, what steps would you take to address those challenges?

1. *Engage leaders from all sides – the national executive and legislative branch leaders have a responsibility to urge participation in the Census by all residents. The country will benefit from an accurate census; all leaders should spread that word. (I will attempt to make this point whenever I can.)*
2. *Lack of awareness of the census – repeated studies have shown that increasing awareness of the census is a key challenge. The census is a national ceremony, one of the few acts that involve every person in the country. It is the people speaking one by one, giving back to the democracy to teach itself about itself. More people must understand this. (I want to help spread this message.)*
3. *Adequate performance of key systems in the Census – since the design of the Census has been fixed for many months, a key challenge will be the performance of the design. (For key components of the design, the Bureau must have redundancies and backup plans; assessing those will be a natural part of the risk assessment I want to launch immediately.)*

25. How would you define a successful decennial census? How would you define an unsuccessful census? What specific operational performance measures do you plan to examine to provide yourself with confidence that the census is on track?

A successful census is one that is viewed as credible by the people and political parties, viewed as honest by its critics, transparent by those who wish to evaluate it, with all of its weaknesses and strengths made fully public. An unsuccessful census misses one or more of those attributes

I am very interested in learning more details about the real-time management information on return rates available during the operational phase and about the details of coverage assessment activities of the 2010 Census. Knowing those will help me identify key performance indicators.

26. Historically, certain populations have been undercounted or over counted in decennial censuses. The 2000 Census has been described as the most accurate census conducted; however, the Bureau's very own coverage measurement survey reported a net undercount of 1.2 percent. According to the measurement survey, the 2000 Census missed 6.4 million people and double counted 3.1 million, producing a net undercount of 3.3 million. However, the Census Bureau warned against the use of the statistically adjusted estimates and noted serious reservations regarding their accuracy.

- a. Do you agree that the decennial census has historically and persistently undercounted certain populations?

Yes.

- b. What populations do you anticipate will be the harder-to-count in the 2010 Census?

Residents who have tenuous ties to a single household, children of divorce with shared custody, doubled-up households with ambiguous memberships, persons who mistake the Census request as personal threat, households not easily reached by mailings, language groups who may not understand the request; persons with low literacy; persons isolated from the larger society.

- c. Based on your statistical research, as well as your experience with the census, what factors contribute most to the persistent, disproportionate undercount of racial and ethnic minorities in both the decennial census and the American Community Survey (ACS)?

Racial and ethnic minorities disproportionately experience some of the features mentioned in b. above.

- d. What challenges does the Bureau face in capturing accurate data from minority communities, particularly the different subgroups within each race, for both the decennial census and the ACS? If confirmed, what actions, if any, will you take to address these challenges?

Of the challenges mentioned above, outreach activities, nonresponse followup activities, providing non-English speakers with assistance, and an image of an organization separate from the regulatory and enforcement arm of the Federal government will help.

- e. Do you believe that the Census Bureau has the adequate plans and resources to make the 2010 Census more accurate and more inclusive of those segments of our population that are historically undercounted?

I can answer this question more fully after an initial risk assessment is completed.

- f. If confirmed, what steps will you take in order to reach these harder-to-count populations?

I must first evaluate the likely success of each of the tools mentioned above, and then, when necessary, seek to enhance their effectiveness.

27. The Census Bureau has attempted to quantify the undercount in recent decennial censuses by using statistical sampling methods. For example, for the 2000 Census, the Bureau used a statistical method called the Accuracy and Coverage Evaluation (ACE) program. To date, adjusted estimates have not been used for any official purpose or released for public review because the Census Bureau determined there were problems with ACE.

- a. What are your general thoughts about the feasibility and desirability of adjusting the decennial census?

This is a very complicated and technical matter, not well understood by the general public. Each statistic produced by the decennial Census is subject to its own quality properties whether unadjusted or adjusted. Thus, the first noncontroversial fact that is necessary to understand is that the answer to the question depends on what estimates are in question. The second noncontroversial fact is that the challenge of adjustment is larger for smaller spatial areas than for larger spatial areas. The third noncontroversial fact is that adjustment procedures are less transparent than unadjusted data; they require more statistical sophistication to understand and evaluate them.

- b. Do you think statistical adjustment would provide for a more accurate count? Why or why not?

The answer is completely dependent on the design and implementation of adjustment process.

- c. Have you had any discussions with any officials at the Commerce Department and/or the White House on the possibility of statistical adjustment for the 2010 Decennial Census?

No.

- d. Regarding the 2010 Census, as Director, will you advocate for the production of a two-number census, as has been proposed in previous decennials – one that is an

actual enumeration and one that is an "adjusted" number? If yes, do you intend to release the adjusted figures for any reason? Please explain any reason for a release.

No, I will not advocate a two-number 2010 census.

- e. If Congress requests the adjusted data for the purpose of oversight, what do you believe is the Director of the Census Bureau's obligation to provide this data?

It is my understanding that there are no plans to produce adjusted data for the 2010 census.

- f. Do you believe that the statistical and scientific communities would benefit from having available both unadjusted and adjusted counts to review?

Scientific inquiry and statistical examination are almost always enhanced by more data.

28. In March 2003, the then-Director of the Census Bureau announced that the Bureau would not develop a program to statistically adjust the 2010 Census, citing concerns that the methodology used to measure coverage in the last several censuses could not produce sufficiently reliable estimates for accuracy, in a timely way, on which to base an adjustment. Do you believe this was the correct decision? Why or why not?

I do not truly know the answer to this question because I don't have the facts at the disposal to the decision-maker.

29. In 1991, you were a member of the Undercount Research Steering Committee, which recommended that the results of the 1990 Decennial Census be adjusted. Then-Secretary of Commerce Robert Mosbacher decided not to carry out the adjustment on the grounds that he did not find the evidence in favor of using adjusted counts convincing.

- a. Please explain the reasoning and circumstances behind the Steering Committee's recommendation to adjust the 1990 Decennial Census.

There were large numbers of assessments of the coverage of the 1990 census and an inter-directorate team of statisticians and survey researchers who studied their results. Based on the data available to the group, I and the majority of others judged that the adjusted estimates were of higher quality than the unadjusted.

- b. What is your view today on Secretary Mosbacher's decision not to adjust the 1990 Decennial Census.

It was fully compliant with the court-ordered structure of the decision process in place at the time.

30. If the 2010 Census coverage evaluation shows significant undercounts and overcounts what steps could the Census Bureau take to ensure that the data used throughout the subsequent decade for the allocation of federal funds and for policy and planning purposes are more accurate?

The appropriate answer to this question depends on the nature of the under- and over-counts and the performance of the coverage assessment studies. A wise answer awaits those findings.

31. In a March 5, 2009 hearing held by the House Subcommittee on Information Policy, Census and National Archives, Acting-Director Mesenbourg stated that there were no plans to use the coverage measurement to adjust the numbers of the 2010 Census. As Director, how and when would you communicate to Congress any program changes that affect the actual enumeration of the 2010 Census?

I do not anticipate program changes that affect the actual enumeration of the 2010 Census.

32. Do you plan consider the use of statistical adjustment for the 2020 Census Decennial?

No.

33. Do you believe it is important for the Census Bureau to measure the accuracy of the Census for specific population subgroups through a coverage evaluation program? If confirmed, what steps will you take to ensure that the 2010 Census and the 2020 Census include a robust coverage evaluation plan and that Congress is kept fully informed of the results of the program?

The Census Bureau, as an official statistics bureau, must have an ongoing program of assessment of the quality of its data. It has no choice if it is to be consistent with the principles of a statistical agency. Congress, as well as the public in general, must be given the results of this evaluation. Openness regarding any weaknesses of all its measurement systems is a hallmark of a strong statistical agency. This openness is a key tool in developing trust among the public.

34. In testimony before the House Subcommittee on Information Policy, Census and National Archives, Acting Director of the Census Bureau, Tom Mesenbourg stated that in 2010 the Bureau would initiate a program to measure Census accuracy, one similar in scope to the 2000 Census. This program is called Census Coverage Measurement (CCM). This post-census sampling is made up of roughly 300,000 households and will be used to measure the accuracy of the 2010 Decennial. If confirmed, will you increase the number of households in the CCM program and/or move the program start date so that it occurs earlier in 2010?

I have not been briefed on the details of the CCM. I look forward to learning the necessary technical details in order to answer this question.

35. Having a complete and accurate address list is the cornerstone of a successful census. Nearly half of the undercount arises from missed housing units and households. As a result, we need to know every address in the country in order to deliver a census form to each address, have a person in that residence return it, and capture the information provided accurately.
- a. How should populations in communities affected by Hurricanes Katrina, Rita, and Ike be counted given that many residents are displaced, with their homes in various states of rebuilding? What additional measures should be taken by the Bureau to ensure that these populations are accurately identified and counted?

Displaced communities are some of the greatest challenges for censuses across the world. They require ingenuity and application of appropriate residency rules to assure that they are counted accurately and placed in appropriate geographical units.

- b. What measures should be taken by the Bureau to identify those affected by the housing crisis (for example, those addresses that have residents during address canvassing but not at the time of the Decennial)?

I am anxious to learn of plans to handle doubled-up and temporary residential sharing arrangements. In addition, the nonresponse followup activities of the 2010 census will have a special burden this decade to detect vacant units.

- c. Do you believe the Bureau has the adequate plans and resources to address these issues? If not, what additional resources do you believe the Bureau needs in order to address these problems?

I do not know the answer to this question, but am anxious to learn the details of the plans so that I can make such a judgment.

36. The Census Bureau uses "net" error, as opposed to "gross" error in evaluating the accuracy of the Census. Some argue that the net error method disguises important information, such as differentials between ethnic/racial groups and geographic areas or people counted in the wrong place. For example, if the number of people counted twice were equal to the numbers who were missed, they would cancel each other out and the net error would be zero. Conversely, under the gross error method, the double counted and missed people would be summed as errors. For the 2000 Census, the Census Bureau claims a (net) error rate of 1.2 percent; if gross error were measured, it would have exceeded 10 percent. What are your views regarding the respective use of net and gross error as a measure of Census accuracy?

Both net and gross error rates are indeed available in the technical reports. Both are relevant to evaluating the census.

37. In 1999, the Supreme Court decided in *The Department of Commerce v. The U.S. House of Representatives* that the Census Act prohibits the use of statistical sampling in calculating the population for purposes of apportionment of the U.S. House of Representatives.

- a. What is your view of the use of sampling as a means of collecting population data during a decennial census?

The current plans entail a very large sample to evaluate the census. This tool has been used for decades; it is a key method of judging the quality of the census. Another traditional use of sampling was the "long form" version of the Census questionnaire. The 2010 Census will not use a sample-based long form (having been replaced it by the ACS). This change should benefit the return rate, as the long form households generally had lower return rates. Sampling for nonresponse followup in surveys and censuses is a cost-saving procedure, needed only when full followup cannot be afforded.

- b. Do you believe, in light of the Supreme Court's 1999 opinion, that there remain any legal or constitutional avenues to pursue sampling in any form as it relates to apportionment? What about for the purpose of redistricting or the allocation of federal funds?

The 2003 decision of the then Census Bureau director to terminate preparations for sample-based adjustment means that there is no capacity to produce adjusted data for any such uses in the 2010 census. I am not a constitutional lawyer. As articulated by Secretary Locke and unless otherwise advised, I believe the Supreme Court ruling stands as the guidance on this issue.

38. Citing numerous operational challenges, GAO has included the 2010 Decennial Census on its "high-risk" list of federal programs especially prone to waste and mismanagement for the past two years.

- a. Do you agree with GAO's assessment that there is a high risk to the nation of a failed census in 2010? Why or why not?

I have not seen the evidence presented to the GAO and thus cannot make an independent judgment on this matter. One of my first acts as director will be a thorough risk assessment of current operations.

- b. If so, what steps will you take to address the concerns noted by GAO?

This depends on the outcome of my risk assessment.

- c. What steps will you take in the planning for 2020 Census to ensure the mistakes made in the planning for the 2010 Census are not repeated?

Following the risk assessment upon entering the directorship, I will seek more information about those facets of 2010 Census planning that are judged to be problematic. Then, the Census Bureau must mount a transparent and open process of identifying likely societal and technological infrastructure features that will be key challenges and tools for the 2020 Census. I am most interested in attempting to reduce the cycle time for planning a census, to invent tools of evaluation that are leaner, quicker, and cheaper than dress rehearsals.

39. Every decennial census has drawn political controversy over one issue or another – ranging from who should be counted (and where), to what questions the census should ask, to whether scientific methods should be used to adjust the results. In your experience, do these controversies affect the public's confidence in the census process? Do you believe they have any effect on the public's willingness to participate?

An effort to monitor public trust and confidence in Federal data collection has been only spottily supported by the Federal statistical system over the years. Hence, this question has no real empirical answer, just answers based on speculation. My speculation, based on admittedly old data, is that issues of privacy are currently lodged in small fractions of the population, with important influences on their participatory decisions in surveys and censuses. There is also some evidence that media reports relevant to this issue can increase the concerns.

40. What role do you see interested census stakeholders, particularly those that serve on various census advisory committees, have with regards to planning for the 2010 Decennial and the ACS? How can the Census Bureau improve its working relationship with outside stakeholders – especially policy-oriented and community-based organizations?

The dialogue and partnerships with all stakeholders is a permanent duty (and pleasure) of the Census Bureau. The American public is the supplier of all the data produced by the Census Bureau; if the organization does not understand their concerns, it will fail to produce high quality data.

41. Much of the Bureau's success in 2000 was attributed to its partnerships with community-based organizations.
- a. Can you describe the value of the partnership program and assess its overall effectiveness in ensuring full participation of hard-to-count groups?

In my belief, working with groups throughout the country is key to the Census Bureau's success. As societies around the world become more and more diverse,

their constituent subcultures need to trust that the national census will not harm their subculture, indeed, that their subculture can achieve its rightful place in the fabric of the larger society by full participation in the census.

- b. What role do you believe that partnership and outreach programs should have in carrying out a decennial census?

Most countries have learned that the central government can achieve better success with a national census with full engagement of all groups. Awareness of the census in all groups is the first priority; belief and trust that participation can benefit their group is the second priority.

42. The National Coalition of Latino Clergy and Christian Leaders has called for undocumented immigrants to boycott the 2010 Decennial Census unless Congress passes "genuine immigration reform." What steps would you take to promote participation and ensure that all residents living in the United States are counted?

As noted by Secretary Locke, engagement and dialogue with groups that express concerns about data collection is a prerequisite of a successful government statistical organization. The Census Bureau director must deliver a consistent message that the decennial census will not be harmful to participants and that all groups are benefited by accurate counts.

43. In testimony before the House Subcommittee on Information Policy, Census, and National Archives, Acting Director of the Census Bureau, Tom Mesenbourg stated that there are no written guidelines regarding qualifications for organizations that want to participate in the Census Bureau's Partnership Program.

- a. As Director, will you work to create and implement such written guidelines and minimum standards for participation in the Partnership Program?

I have not been fully briefed on this issue. The goal of a census is participation of all persons, thus, a wide net needs to be cast. On the other hand, it is important that groups with which the Census Bureau work share the overall goal of a complete and accurate census.

- b. Will you commit to the public release of any such written guidance or contracts that would govern outside group's participation in census activities?

The nature of these working relationships must be shared widely to achieve the necessary transparency of the process.

44. Please list any safeguards you will implement as Director that would act to prevent fraud in the upcoming enumeration by individuals or organizations.

It has been the tradition in past censuses to verify a percentage of work of all new employees and to terminate those whose work cannot be verified. This can be effective when supplemented with targeting based on other work processes accounting procedures.

45. What should be the standard for imputation by enumerators and how much deference will be given to enumerators' imputation in the field under your leadership as Director?

I have not been fully briefed on the current plans for this in Census 2010 and, thus, cannot answer this question.

46. As Director, what additional programs, beyond what is currently in the Bureau's 2010 Decennial plans, will you undertake to ensure a more accurate Census?

I will make a decision on this matter after an initial risk assessment and judgments regarding opportunities for improvement in the current operations.

47. Two factors that will be vital to obtaining an accurate count in the 2010 Census are public outreach and cultivation of trust. In testimony before the House Subcommittee on Information Policy, Census, and National Archives on March 5, 2009, GAO identified privacy concerns as one of the many challenges facing the 2010 Decennial Census (GAO-09-408T). At a time when anti-immigrant sentiments are on the rise, when government data breaches seem to be occurring frequently, and when identity theft is an increasingly common crime, the Census Bureau must use every legal and viable means to instill public confidence in its ability to conduct a thorough Census without putting anyone's privacy at risk.

- a. What can the Census Bureau do to ensure the public has confidence that their information will not be shared inappropriately with other government agencies?

First, it can never share such data, consistent with the Title 13 and CIPSEA statutes. Secondly, it can actively teach the public about its actions on this regard.

- b. How can the Census Bureau work with national and local organizations to address any concerns that might arise during the 2010 Census?

This is one of the first issues I want to learn more about. We need help in spreading the message that information provided to the Census Bureau cannot be used to harm any individual.

- c. If confirmed, how would you communicate information regarding privacy protections to the public?

The public needs to view the Federal statistical agencies as distinct from the government program agencies, which act on the behalf of individuals. From one sense, statistical operations are not interested in individuals; we are interested only in aggregates. We describe the society to itself; the provision of private information to the Census Bureau brings the benefit of more efficient government and business planning.

48. During previous decennial censuses, federal immigration officials reportedly agreed to scale back or halt large scale raids on illegal aliens while the decennial census was being conducted. In 2007, officials from U.S. Immigration and Customs Enforcement stated the agency will "not even consider scaling back [its] efforts" to enforce federal immigration laws during the 2010 Census.¹

- a. In your opinion, what effect do large-scale immigration enforcement actions have on the ability of the Census Bureau to conduct the decennial count?

To achieve the goal of a complete and accurate count in the 2010 census, all persons must believe that their participation will not harm them. Misunderstandings that Census is part of a law enforcement process can erode that belief.

- b. If confirmed, do you intend to speak with the Department of Homeland Security about scaling down enforcement measures during the population count?

I will work with all agencies of government to assure the best census this country can achieve.

49. According to the Census Bureau, the mail response rate for the 2000 Census was 64.3 percent, versus 65 percent for the 1990 Census. The mail response rate for the 2010 Census is expected to be even lower than the 2000 Census, caused in part by various societal trends, such as increasing privacy concerns, more non-English speakers, and the public's apathetic attitude towards forms and surveys. Although the Bureau does attempt to count individuals who fail to mail back their census forms during the nonresponse follow-up, questionnaires returned by mail tend to be more accurate than those obtained during non-response follow-up. Higher mail return rates also help save considerable taxpayer dollars, since a questionnaire returned by mail avoids the need for the Bureau to send enumerators to make costly in-person visits to households to collect information. The Bureau estimates that for every 1 percent increase in mail response rates, taxpayers will save approximately \$100 million.
- a. Given the resources the Bureau has dedicated to increasing the mail response rate – including an integrated communications campaign and increased funding for partnership programs – what would you consider to be a satisfactory mail response

¹ "Count them In: Illegal immigrants should be encouraged to participate in the 2010 census." *The Washington Post*, pg. A20, September 6, 2007

rate for the 2010 Census? What mail response rate percentage would you consider to be unsatisfactory?

There is a cost-related and a quality-related answer to these questions. Depending on what estimate you use, each percentage point decline in the return rate implies over \$100 million in followup activities by Census Bureau enumerators. Note: This is a message each of us can deliver to the public; if they're worried about the national deficit, returning their census form is one act they themselves can do to reduce it.

On the quality side, a key issue is the differential undercount across areas of the country. This is a function of the return rate but also of how it varies over space. Thus, while the overall rate is a useful cost proxy, it is not a very useful quality indicator.

- b. With less than a year left before the 2010 Census, what additional steps can the Bureau take to improve the response rate?

I am very interested in learning the outcome of the address updating step; we're entering the phase where public outreach is the key influence on success. Other ideas must await the risk assessment that I will launch upon entering office.

- c. If confirmed, what initial steps will you take to improve the response rate?

First, a successful engagement of public-spirited groups is key. Full media engagement is second. In addition, I think the most important tool left to my role at this time is the careful deployment of resources during the census itself.

50. The cost for each decennial census continues to significantly increase. According to GAO, the Bureau's estimated life-cycle cost now ranges between \$14 billion and \$15 billion, making it the most expensive decennial census in history, even after adjusting for inflation.
- a. Given the cost of the 2010 Decennial Census in an era of unprecedented fiscal challenges, what do you believe are the cost drivers of the Census and how can the Bureau produce an accurate yet cost-efficient Census?
- A large portion of census costs is determined by the initial response rate from the first mode of data collection. The followup modes used are generally more expensive, thus maximizing the initial return contributes both to accuracy and cost-efficiency.*
- b. What will you do to improve the ability of the Census Bureau to communicate to Congress how funds are being spent and what value the public is receiving for that expenditure?

First, the Census Bureau must have the internal management information systems to provide such information; then, the director must create an environment in which such transparency is rewarded. A continuous dialogue between the director and key stakeholders must occur.

51. The Bureau relies heavily on contractors to conduct the decennial census. What are the most important aspects of contractor performance to measure? What steps would you take to ensure that the Bureau is consistently capturing performance information in these areas and using that information when awarding new contracts?

I will immediately call for a briefing on this issue.

52. The American Recovery and Reinvestment Act (ARRA) (P.L. 111-5) provided the Census Bureau \$1 billion to conduct a successful 2010 Census. In letters to Senators Mikulski and Shelby, the Chairman and Ranking Member of the Senate Appropriations Subcommittee on Commerce, Justice, Science, and Related Agencies on April 7, 2009 Commerce Secretary Gary Locke detailed how the Bureau plans to spend and monitor these funds.

- a. Are you familiar with the Census Bureau's spending plan for ARRA?

I only am aware of the April 7 announcement. I am anxious to get a full briefing on this issue.

- b. Do you have plans to review the Bureau's spending plan for ARRA, if confirmed, and would you recommend any changes if needed?

I must review this immediately. If I feel changes are in the interests of the country, I will recommend them.

53. In March, the GAO released a report (GAO-09-262) that found the Census Bureau's program offices had made progress in testing key decennial systems but much work remained to ensure that systems operated as intended for conducting an accurate and timely 2010 census. To ensure the testing activities for key systems for the 2010 census are completed, GAO issued ten recommendations to be expeditiously implemented. U.S. Department of Commerce Associate Undersecretary for Management, James K. White, stated in a letter to GAO that "we have no significant disagreements with the specific testing recommendations at the end of this report." Will implementing these recommendations be one of your top priorities if you are confirmed? How will you keep Congress informed of the progress of implementation?

The recommendations of the report call for explicit planning for testing, management of integrated testing, and risk assessment. While I have not been briefed on the details of actions since the March report, I am anxious to learn

about them. Systems must be tested; linkages among components of systems must be proven viable; Congress deserves to know the progress on this score.

54. Given the problems with undercounting various populations, the Census Bureau has allotted \$410 million to a combined partnership and paid advertising campaign to help boost participation. The American Recovery and Reinvestment Act of 2009 provided an additional \$250 million for Census outreach as well. Can you provide details on where this money will be distributed to reach traditionally undercounted populations? Additionally, will there be a review to determine if this public relations effort was effective and if the program should be expanded for future decennial censuses?

No; I am not privy at this time to those details. I am a firm believer in the assessment of impact of all census design features.

55. In 2000, the Census Bureau was given a waiver for the fingerprinting of its temporary field hires, including enumerators. The Department of Justice has confirmed that it does have the capability to implement the fingerprinting of the one million plus temporary hires (enumerators) planned for the 2010 Census. There has been some resistance to fingerprinting the 2010 enumerators. What is your opinion on this matter and do you plan to ensure that all temporary hires are fingerprinted?

I do not have sufficient information to answer this question. I look forward to learning more about the issue upon entering office.

Information Technology Management

56. In its past work, GAO has identified a number of long-standing weaknesses in the Census Bureau's information technology (IT) acquisition and contract management function. These weaknesses resulted in the mismanagement of the Field Data Collection Automation contract and what many view to be the inadequate performance of the handheld computers designed to conduct address canvassing and non-response follow-up for the 2010 Census.
- a. What experience, if any, do you have that prepared you to deal with such technical management concerns? Based on that, what steps do you think might mitigate these risks and ensure that the 2010 Census is a success?

It is my understanding that at this very moment the Census Bureau is learning about the production performance features of the handhelds. I can't wait to learn about this. I have been involved in the development of hardware/software systems for survey data collection throughout my career. I have learned many lessons about common mismatches between how programmers and computer scientists view these systems and the needs of the end-users, who are often relatively untrained temporary personnel. Work-arounds are idiosyncratic to the problems;

it's difficult to anticipate how to mitigate the problem without knowing the problem.

- b. If confirmed, what steps would you take to strengthen IT acquisition and contract management at the Bureau?

I believe that the entire contracting structure at the Census Bureau must be as strong as possible in the near future. Unless the technical staffing needs of the Census Bureau are addressed quickly and successfully, contracting may be a even more critical component of fulfilling its mission.

57. GAO estimates that the Bureau will spend approximately \$3 billion on IT investments for the 2010 Census. Management of these large investments will be important to the success of the 2010 Census.

- a. Do you have experience overseeing or managing such large IT investments?

No. I am currently overseeing an investment that is about \$4 million. It has some of the features of all such investments, but I believe it is a much more manageable process.

- b. What do you think are the most important steps to ensuring that IT contracts meet expected cost, schedule, and performance?

Analysts of large scale IT development have identified common traps: scope creep inherent in the traditional approach of building the specifications first before any real development takes place; loss of priorities, as tough little problems dominate the attention versus simple big problems; ignoring end-users until it's too late to address their needs; and misallocation of effort to process versus product. The management needs to continually bring the focus back to the big picture to achieve success.

58. What do you see as the key ingredients to cost-effective IT management in large organizations?

Constant cycling back and forth between the big picture and the details, courage in cutting scope when necessary, and a top management that doesn't lose focus.

59. In the future, how can the Census Bureau make new or improved use of better technologies in the decennial census and in all of its ongoing demographic and economic surveys?

I believe this requires an ongoing research capability, so that each decennial census can take advantage of findings throughout the decade.

60. The Census Bureau has a long history of developing new methodologies to meet both challenges and opportunities that arise as our nation changes and grows. The use of the Internet for data collection in the decennial census presents important opportunities for cost reductions and improvements in data quality. These include cost savings through the reduction in the number of forms that have to be scanned or keyed for data entry, reduction in the processing of requests for mailing of foreign language questionnaires, and savings in field work as a result of more prompt receipt of individual data.
- a. What are some of the major challenges and opportunities with using the internet as a means of census data collection?

This is an area of very active research in survey methodology throughout the world right now. One of the disappointing initial findings to many of us is that participation rates with internet requests typically fall below those of other methods when used in diverse populations. On the other hand, some subgroups prefer the method; right now, it's just a small set of persons. The value of the method is that we can reduce respondent burden through effective programming of measurement applications; we can adapt to respondent needs through customization of format/language, and we can allow respondents to answer at their leisure.

- b. If confirmed, will you commit to looking further into the possibility of using the internet to conduct future decennial censuses?

Yes.

American Community Survey

61. The ACS is a rolling survey that is intended to keep the Decennial Census regularly updated and eliminate the need for the Census long form. The ACS has been collecting data since 1996 and is a mail survey of about 3 million households annually, whose results are cumulated over five years to produce estimates that replace information previously provided by the Decennial Census long form. Annual data is published for geographic areas with 65,000 plus populations and as 3-year averages for areas with populations of 20,000 to 56,000. Its usefulness is in large part predicated on its ability to provide data of a given quality to state and local governments. How will you ensure that the data from ACS is timely, sufficient, and serves the needs of data users?

As a society we are just at the beginning of seeing users adjust to period-based estimates for small areas, a key change produced by ACS. Thus, a mayor can see an estimate of population attributes for a three- or five-year period for his/her city, not a single year. When this period of education among users is over, I'm convinced they will continue to appreciate it. The very design of ACS offers more timely data to users. Of great interest to me is increasing the processing cycles of ACS to increase its timeliness to maximal level.

62. Many data users believe that the ACS sample size is not large enough to continue producing reliable estimates of the nation's socioeconomic characteristics, as the number of housing units and the population continue to grow and diversify. What steps will you take to ensure that the ACS can continue to produce statistically reliable data for small geographic areas and for smaller population subgroups?

This is largely a cost and efficiency issue. The management control levers on this in ACS has to do with alternative scheduling and mixing of modes of data collection, as well as the overall budget for the survey.

63. The ACS questionnaire is currently available in English and Spanish but not in any Asian languages or in other languages, such as Russian, that might be widely spoken in certain communities.

I am not fully briefed on this issue, but will become so upon confirmation.

- a. Do you believe the Census Bureau has taken appropriate steps to ensure high rates of response to the ACS among all diverse population subgroups?

Although I am aware of the ACS design, I do not know all the details regarding design features to enhance the participation of diverse groups. I hope to learn more about this soon.

- b. What additional steps would you suggest to help ensure the collection of reliable data for historically harder-to-count population groups?

Until I know more fully what is being done, I cannot speculate on what should be done.

64. The Census Bureau is promoting participation in the 2010 Census through a paid advertising campaign, the partnership program, and the Census in Schools program. During the entire census period, a sample of about 250,000 addresses monthly will also receive the ongoing ACS.

- a. What steps is the Census Bureau taking to educate and reassure households that receive the ACS form in addition to their census form, so they will respond to the ACS as well?

I have insufficient knowledge to answer this question, but look forward to learning about the issue.

- b. Do you think that the Census Bureau needs to do more to ensure continued high level response to the ACS during the census and to mitigate confusion by educating the

public, local government officials, census "partner" organizations, and the media in advance? If so, what steps would you advocate?

Because I am not aware of their current plans, I cannot answer this.

65. Population data in a variety of forms is used to determine the distribution of certain federal funds. Nearly 70 percent of federal funds distributed based on population data use data from population estimates produced by the Census Bureau between decennial censuses. There are concerns that funds are being misallocated because of flaws in the intercensal estimates.

- a. Do you believe problems exist with the quality of intercensal population estimates?

All statistical series that exist in the world need scientists constantly scrutinizing the quality of the data series. Intercensal estimates are a particularly interesting area now because of the presence of ACS over the decade.

Every rich country in the world is facing the problem of rapid migration from poorer countries, of greater churn of these immigrant populations in and out of the country, and of the relative lack of full participation of these residents in traditional population registers/surveys/censuses. Ongoing studies of the problem is the only mechanism to make progress here.

Having said this, I am not privy to the specifics of the current intercensal estimates program, and look forward to a briefing on the issue.

- b. If so, how can these problems be addressed and, if confirmed, what will you do to address them?

I want to get early briefings on how the fragility of the vital registration system in the country (run by the National Center for Health Statistics) affects the quality of these estimates. I also need a briefing on current estimation strategies on migration using the ongoing ACS, and immigration counts.

66. There is a strong interest on the part of localities for continuing the Local Update of Census Addresses (LUCA) program, which gives local and tribal governments an opportunity to update addresses before the next Census. What is your strategy to prepare the Census Bureau for managing an ongoing LUCA process to effectively support the American Community Survey?

I do not have a current strategy and need to be briefed on this issue upon taking office.

67. What can the Census Bureau do to ensure that the ACS is accurately counting and collecting data from all sectors of the population?

ACS must be a flexible tool to react to the ongoing changes in society. If its design does not change over time, adapting to changes in society, it will likely be a less useful tool. Building change into a statistical series design requires the finest technical talent.

68. What is your view on the accuracy of the ACS on small population groups? Additionally, what can the Census Bureau do to ensure that smaller populations are being adequately captured and reported on by the ACS?

This is largely an issue of sample size, partly an issue of sample design, and partly an issue of differential participation rates. A total survey quality framework is needed to gain purchase on this issue.

69. There is some concern that the ACS questionnaire filing requirement of "two months or more" at a location – a change from the long form's standard of six months – could result in capturing income data for higher-income seasonal residents, skewing the economic portrayal of smaller communities that attract significant numbers of seasonal residents. If confirmed, how will you address this concern?

I am not fully informed about this issue, but the interplay of estimates from the ACS and the decennial censuses is important.

Economic Programs

70. A 1995 National Academy of Sciences (National Resource Council) report on measuring poverty recommended changes to the official U.S. poverty thresholds. Poverty definitions are developed by the Office of Management and Budget with technical support provided by the Census Bureau. What role do you believe the Census Bureau should play in determining the definition of poverty and in developing improved statistics on poverty?

As the poverty rate depends on defined components of income and assets and financial needs, it is a socially constructed concept. The definition needs to be useful to the society and decision-makers using the data. This requires dialogue among producers of statistics and users of statistics. The recent National Academies report is a useful framework for that dialogue.

71. The Survey of Income and Program Participation (SIPP) is the major source of information on the economic well-being of Americans over time. The SIPP collects the source and amount of income, labor force information, program participation and eligibility data, and general demographic characteristics to measure the effectiveness of existing federal, state and local programs. The data are used to estimate future costs and

coverage for government programs and to provide improved statistics on the distribution income in the country. In FY2007, the Census Bureau planned to replace SIPP with a new survey because of respondent burden and because difficulties with data processing led to long delays between data collection and dissemination. However, because of stakeholder concerns in 2008, the Bureau decided to improve the existing SIPP instead of replacing it. Given the importance of this data, what will you do, if confirmed, to ensure improvements to the SIPP are made, including retaining survey respondents and updating processing systems?

I was involved in the SIPP advisory group in earlier days. It is a valuable survey, along with other national longitudinal surveys such as the National Longitudinal Surveys, the Panel Survey of Income Dynamics, and the Health and Retirement Survey.

However, I am not informed about the details of the current plans for SIPP, and cannot answer this question.

72. What role do you believe the Census Bureau should play in developing other important statistics, such as the Consumer Price Index?

The current role it plays seems to be a rational one.

73. The Local Employment Dynamics (LED) Partnership program allows people to view the "gross" flows of businesses, jobs, and workers in great demographic, industrial, and geographic detail. It has the potential to improve decisions made by federal, state, and local economic and workforce development agencies and by businesses. Although the LED partnership has seen significant improvement since last year when it was moved, along with its parent, the Longitudinal Employer-Household Dynamics (LEHD) Program, from the Demographics Directorate to the Economic Directorate, it has yet to achieve its full potential to improve public and business decision-making.

- a. What's your view of LED's potential for helping policymakers understand how our economy works?

The LEHD represents a novel, cost-efficient tool to increase the quality of information about business dynamics, by combining existing data sources.

- b. What steps will you take to ensure the LED achieves its full potential?

I need to learn more about the current status of the program and then assess how its future might be usefully shaped.

- c. Do you support congressional funding for the LED program at a level that supports the full operation? Why?

I will reserve judgment on this issue until I learn more.

d. How important is 50-state coverage by LED? Why?

I will reserve judgment on this issue until I have learned more.

Other Census Bureau Programs

74. What is your vision for the federal statistical system and what role do you feel the Census Bureau should play in fulfilling that vision?

The US has evolved a system of central government statistical operations that is unique in the world, a collection of 10-12 principal agencies attached to different cabinet-level departments and 60-70 others spending more than \$500,000 per year. The system consists of tens of thousands of employees. It is coordinated by a very small office in OMB, housing the chief statistician of the US, Katherine Wallman.

A strong federal statistical system can be one of the cheapest investments of the government because the benefits of statistical information are multiplied by the extent of use. Because the Census Bureau is one of the key data collection organizations of the system, it has a special burden to work for the benefit of the entire system. When new statistical information could benefit the country, it should reach out to form partnerships with other statistical operations to provide the country what it needs.

75. What steps would you take to ensure the Bureau's various statistical programs are meeting the current and emerging needs of the nation's policy makers and other data users?

One of the most bedeviling problems for statistical agencies throughout the world is identifying their users. This sounds odd, but much government statistical data are repackaged by the private sector, used as base adjustments by intermediaries and combined with other data before they get to the end-user. Solving this problem requires genuine outreach. The Census Bureau has a long tradition of advisory committees; they need to be used wisely. But even more dialogue of an ongoing nature is needed with Congress, other federal agencies, and the business, nonprofit and academic communities.

76. The Census Director works with a variety of stakeholders, including Congress, officials at all levels of government, nongovernmental agencies, and the statistical community, among others.

a. In your prior work, to what extent have you identified and leveraged the resources of other organizations to accomplish shared goals?

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The Michigan Survey Research Center, as is true of every scientific organization these days, is actively involved in research consortia involving institutions throughout the world. It has alliances with private sector firms. It collaborates with government statistical agencies. I know the benefits and the difficulties of collaborations. I understand how cost-efficient they can be with the interests of multiple organizations are aligned.

- b. What experiences have you had creating incentives for your managers in other organizations to work collaboratively with external parties?

Fighting the "not-invented-here" attitude is a burden of every leader of a large organization. Constant communication of vision, understanding of real fears about change, and a will of steel are required.

- c. How can managers be held accountable for working collaboratively?

Well-specified performance metrics, intermediate deadlines, and clear goals are key.

77. Since 1970, when measured in constant dollars, census costs have increased faster than inflation, even after allowing for population growth. This suggests that a complete and accurate count of the nation's population requires an ever-larger investment of Bureau resources. What are your suggestions for balancing the tension between a quality census and the need to control costs?

The cost inflation for measurements of human activities is a phenomenon in every developed society in the world. Our populations have evolved in a way that makes them more expensive to measure. I have participated in research conferences throughout the world on this problem and studied the tradeoff of cost and quality. Making progress on the tradeoff requires good management information systems and active research programs measuring statistical quality.

78. The American Recovery and Reinvestment Act of 2009 (ARRA) includes multiple provisions directed at promoting accountability and transparency for the use of ARRA funds. What role can the Census Bureau data play in monitoring progress and understanding the impact of funds for intended purposes?

I have not been briefed on this matter nor on how the larger effort is being monitored. I look forward to learning about this soon and reporting back to Congress.

79. In your opinion, are there practices that the Census Bureau could adopt from other countries' statistical agencies? If so, which practices?

There are many, and Census Bureau leaders should have an active dialogue with central bureaus of statistics in other countries. I think we can learn from both successes and failures. One notable effort was by the Australian Bureau of Statistics in the 1970's forming alliances with Australian universities to bring in "statistical cadets," more highly trained than existing staff, deliberately rotated over areas of the ABS. Within two decades that group of cadets became the leaders of the bureau, allowing it to achieve notable successes. Statistics Netherlands developed software for data collection with the wisdom of starting small, forming alliances with agencies throughout the world to help fund ongoing development. Statistics Canada cleverly exploited fractional appointments of university faculty to bridge the worlds of statistical production and mathematical statistical theory development, to create more efficient designs. The UK statistics act created a permanent technical and scientific board overseeing the Office for National Statistics with the aim of ensuring the nonpartisan nature and high accuracy of its statistical operations. These and other ideas can give us models that the US might consider.

80. The Census Bureau's primary responsibility is domestic data collection, but the agency also collects international demographic and socioeconomic data. What are your plans, if any, for international data collection and dissemination or other international statistical activities?

I am not fully briefed on the current status of the user community for such statistics.

81. Are there particular practices of non-governmental survey and data analysis organizations in the U.S. that you believe the Census Bureau should adopt or adapt?

Yes. The Census Bureau has received consistent criticism about the lack of management information system data on survey data production. Many other survey organizations have near-real-time data on production of survey data. The Census Bureau often has quite sophisticated systems for decennial operations that are not fully translated to the surveys in the economic and demographic areas after the Census is completed. Thus, the Census Bureau could adapt some of the quantitative management tools of data collection activities used in other organizations.

82. What do you see as the appropriate role of international data gathering, data analysis, training and technical assistance at the Census Bureau?

I cannot now answer this question. I claim little knowledge of the current activities of the Census Bureau in international data gathering and look forward to a briefing on this issue.

Personnel Management

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83. The 2000 Census benefitted from the experience of its managers, many of whom had worked on one or more prior censuses. However, a number of the Bureau's most seasoned leaders are or will be eligible for retirement in the not-too-distant future.
- a. If confirmed, what steps would you take to assess the Bureau's human capital needs and ensure those needs are met?

This is one of my chief goals during my tenure. While my focus will be on the Census Bureau, this is a national crisis, affecting the entire field of statistical and quantitative social sciences. We need a partnership between the Federal statistical system, other Federal science agencies, and many universities to address this.

- b. What key steps do you believe will be useful in carrying out effective succession planning?

The Census Bureau must take a career-viewpoint on new hires. Rotation across function units enriches the work life of a person and strengthens the organization. Breaking down some barriers among directorates would facilitate this. The richness of the problems that young and mid-career staff can work on at the Census Bureau matches or exceeds that of most alternative environments. The support of the work environment to learn from this richness is key in attracting the next generation of technical leaders. Further, the Census Bureau must adapt its hiring strategies to the new generation of staff, which appears to be less likely to stay with one employer throughout their career.

84. The Census Bureau has made extensive use of the Joint Program in Survey methodology to improve the training of its workforce. The Joint Program was established by Mr. Michael Boskin when he was head of the Council of Economic Advisors and is financed by several statistical agencies, including the Census Bureau. Mr. Boskin believed that one way to address the quality of statistical information was to provide for continuous training for the workforce.

- a. What is your opinion of this program?

I was one of the founding faculty of the Joint Program in Survey Methodology, and thus may have some bias.

- b. Do you intend to support the use of this program to train Census Bureau employees?

The Census Bureau could hire every MS graduate of the JPSM and still not be close to fulfilling its intake needs. The national supply of educational programs needs to be radically increased to fulfill the national needs for trained staff. This is a crisis that requires a new partnership among the federal statistical system,

universities and graduate fellowship granting institutions like the National Science Foundation and the National Institutes of Health.

85. As Director of the Census Bureau, what would you do to recruit a diverse workforce from the Census Bureau's highest managerial positions to its field enumerators?

Let me first note why this is important: a) the Census Bureau studies the US society, an increasingly dynamic and diverse populace, b) different subcultures in that society experience different life outcomes, c) understanding those differences is key to measuring that society effectively, and d) a diverse staff at Census is an effective way of doing that.

Under my leadership at the University of Michigan, we established intern programs as a means of increasing the diversity of the staff, celebrated our successes with awards for diversity enhancing activities, and mounted aggressive recruiting procedures for researchers from minority groups. I've learned that outreach is essential and perseverance is required.

Interagency Issues

86. What do you believe is the proper role of the Census Bureau in the federal statistical system? How do you view the Director of the Census Bureau's relationship with the Chief Statistician of the United States, who helps set priorities for the system?

The US federal statistical system is dispersed among 12-14 principal statistical agencies and over 60 agencies that spend more than \$500,000 per year in statistical activities. This system is unique in the world, where most countries have single central statistical bureaus. It requires active cooperation and collaboration among statistical agencies to serve the country. I hope to work hand-in-hand with the chief statistician and other members of the Interagency Council for Statistical Policy to achieve the full promise of the combined forces of the statistical agencies.

87. Many agencies are involved in the data collection and dissemination of federal statistics, including the Bureau of Economic Analysis and Bureau of Labor Statistics. Further, the Chief Statistician of the United States is within the Office of Management and Budget.

- a. If confirmed, how would you view your role as Director of the Census Bureau amongst these various agencies?

I would be a member of the ICSP, devoted to working together to assure the nation has relevant, timely, and accurate statistical information to guide it.

- b. What are your views on data sharing among statistical agencies?

At the present time, the walls among statistical agencies forces the American public and US businesses to answer the same question multiple times for multiple agencies. If we can reduce the burden on the American public by data sharing, with fierce protection of the confidentiality of data, we can reduce the costs to the taxpayer of statistical data and provide better estimates.

- c. How would you balance data sharing with concerns about privacy and confidentiality?

Privacy can be enhanced by data-sharing through reduction of intrusions into the lives of data providers. Confidentiality pledges must be kept. In my opinion, data-sharing requires statistical security measures that are clearly within-reach of current technologies.

- d. What are your views on reducing respondent burden and perhaps combining or streamlining survey data collected by all the various government agencies?

This requires cooperation and coordination among agencies. Currently the Interagency Council for Statistical Policy is the vehicle for this. Real leadership is required on this point because the inertial forces are strong for existing programs and the risk-avoidance of change needs to be effectively addressed.

88. The Federal Economic statistics Advisory Committee is an interagency body that helps coordinate activity on economic statistics – their collection, analysis, and dissemination. What are your views about the value of the Committee and its relationship to the Census Bureau?

I am currently a member of the Federal Economic Statistics Advisory Committee and thus may have some bias in evaluating its past actions. I will resign my membership upon confirmation. Having said that, it is my full intent to use FESAC as creatively as possible in collaboration with my colleagues, Director Steve Landefeld of BEA and Commissioner Keith Hall of BLS.

89. One part of the plan for the 2010 Census calls for large investments in the Census geographic system and digital database known as TIGER (Topologically Integrated Geographic Coding and Referencing) that would, among other uses, identify geographic features, such as roads, railroads, rivers, lakes, political boundaries, and Census statistical boundaries covering the entire United States. The database contains information about these features, such as their location in latitude and longitude, the name, the type of feature, address ranges for most streets, the geographic relationship to other features, and other related information. To what extent would you coordinate this work with other agencies, such as the U.S. Geological Survey, which are developing their own geographic information systems?

The era of building unique products for unique purposes has been largely replaced by strategic alliances and partnerships. I look forward to exploring how a Federal statistical agency might build effective private-public partnerships when they appear meritorious; I'm also very interested in collaborating with other Federal government agencies with allied interests to the Census Bureau.

Relations with GAO and the IG

90. Last September, the Committee was informed that the Census Bureau was denying the Commerce Department Inspector General (IG) and the Government Accountability Office (GAO) access to sensitive census data necessary to conduct its important oversight. Members of the Committee sent a letter to then-Census Director Steven Murdock expressing our concern with the working relationship between the Census Bureau and its oversight entities. The Census Bureau Director responded with a letter, assuring the Committee that it will work with the IG and GAO to provide access to the sensitive census data they need. Both the IG and GAO have acknowledged that this access has greatly improved. Will you commit to working with the Commerce IG in a cooperative manner, including continuing to provide the Commerce IG and GAO access to sensitive census data, which allows these entities to conduct their important oversight work?

I have not been briefed on this matter and look forward to learning about it. In response to the question, however, I will commit to working with the Commerce IG and the GAO in a cooperative manner.

91. Given the well-publicized setbacks and problems leading up to the 2010 decennial census, do you believe the Bureau should employ a full-time Inspector General with adequate staff to monitor Census Bureau programs?

I have not made a judgment on this matter and feel I need more information before doing so.

IV. Relations with Congress

92. Congress has often been frustrated by an apparent lack of transparency in the Census Bureau's budget requests – the Census Bureau asks for significant sums of money but cannot always explain clearly or specifically how it derived its cost estimates, how the money will be spent, and how it will evaluate the cost-effectiveness of its programs. What will you do to improve cost accounting and budget development at the Census Bureau?

I have been a student of survey and census costs for the last 30 years. Several National Academy panels have urged the Census Bureau to adopt modern methods of survey budgeting, cost monitoring, and cost reporting to client agencies. I have a special interest in this matter and want to repair this weakness.

- 93. Do you agree, without reservation, to respond to any reasonable summons to appear and testify before any duly constituted committee of the Congress if you are confirmed?

Yes.

- 94. Do you agree, without reservation, to reply to any reasonable request for information from any duly constituted committee of the Congress if you are confirmed?

Yes.

V. Assistance

- 95. Are these answers your own? Have you consulted with the Census Bureau or any interested parties? If so, please indicate which entities.

I have consulted with persons knowledgeable about the Census Bureau throughout the country, including several past directors. I have not consulted with any Census Bureau staff. The answers to these questions are my own, however.

AFFIDAVIT

I, Robert M. Groves, being duly sworn, hereby state that I have read and signed the foregoing Statement on Pre-hearing Questions and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.

Robert M. Groves

Subscribed and sworn before me this 6th day of May, 2009.

Maureen McGinley
Notary Public

MAUREEN MCGINLEY
Notary Public, State of Michigan
County of Washtenaw
My Commission Expires 12-09-2015
Acting in the County of ~~Washtenaw~~



United States
Office of Government Ethics
1201 New York Avenue, NW, Suite 500
Washington, DC 20005-3917

May 5, 2009

The Honorable Joseph I. Lieberman
Chairman
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510-6250

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Robert M. Groves, who has been nominated by President Obama for the position of Director, Bureau of the Census, Department of Commerce.

We have reviewed the report and have also obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

Based thereon, we believe that this nominee is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert I. Cusick".

Robert I. Cusick
Director

Enclosures

REDACTED

Senator Susan M. Collins
 On behalf of Senator Bob Bennett
 Additional Questions for the Record
 Nomination Hearing of Robert Groves
 May 15, 2009

First I would like to congratulate you on your nomination. You come highly recommended and are obviously a leader in your field. While I am not a member of the Homeland Security Government Affairs Committee, I appreciate the committee allowing me this opportunity to address my concerns and ask questions for the record.

1. **As you may be aware, more than 11,000 of Utah's citizens, serving 18-24 month LDS missionaries overseas were not counted in the 2000 Census. This alarming fact became a major injustice to Utahans when we came up less than 900 votes short of a fourth congressional seat, while South Carolina, with its 14,000 overseas military men and women received the seat. I certainly support Census policy of counting overseas military and US government employees. Why are we creating a higher class of citizen? How can we say their service is of greater value? Missionaries and humanitarian volunteers with permanent addresses in the United States should be counted. Utah sued, unsuccessfully to have their LDS missionaries counted and while he supported the 2000 Census count, the Census Director at the time, Kenneth Prewitt stated, "This is a fair criticism of the census, one which could be considered for the 2010 survey..." I am very concerned that little to no changes have been made. As Director of the Census, how will you address the unresolved concern of those serving short term religious and humanitarian missions abroad during the decennial count?**

Answer: I want to thank the Senator from Utah for continuing his advocacy on this issue. As you know, I have come to this process very late and cannot say with any degree of certainty what discussions or research the Census Bureau has conducted on this issue for the 2010 Census. However, you have my pledge, if confirmed, to give my full attention to the challenges of counting residents of the United States who are absent from their usual residence on Census Day. I hope to receive input from you, others in the federal statistical community, and our valued stakeholders early enough in the process of planning the 2020 Census to guide research and examine the merits, obstacles and precedents as they apply to this issue.

2. **Given the small margin by which Utah did not receive a forth Congressional seat in the 2000 Census (856 people), I am very interested in the verification of the count.**

a. How do you verify the integrity of the data you collect?

Answer: The attributes of integrity are honesty, reliability and professional standards. I believe the Census Bureau has sound principles and standards for its data collection, processing and tabulation. If I am confirmed, I will hold steadfastly to the standards set forth in *Principles and Practices for a Federal Statistical Agency*, published by the National Research Council of the National Academies. I have included a copy along with this response. In my testimony before the Committee, I stated that "I'm pursuing this post because I believe strongly that this country needs an objective, nonpartisan and professional Census Bureau, and if confirmed, I promise to give my full energy towards that end."

b. Are there background checks for temporary Census volunteers?

Answer: The Census Bureau does background checks on everyone it hires for pay. In the past, and consistent with statements that have been made by Secretary Locke, volunteers (versus paid staff) do not have access to confidential census data, do not collect any data, and do not hire or train any Census Bureau personnel. The Census Bureau uses volunteers to inform the public about the importance of participation in the census process and about the confidentiality of the data that is collected.

c. What kind of penalties are in place for volunteers who are found to commit any type of fraud?

Answer: I am unaware of any penalties that exist for volunteers who commit fraud.

d. With what frequency are these penalties applied?

Answer: I am unaware of how penalties are, or have been applied.

e. How do you plan to ensure that census officials and volunteers in the 2010 Census are honest representatives of the data they collect?

Answer: No volunteer collects or has access to confidential census data.

Every Census Bureau employee, permanent or temporary, has taken an oath to uphold the standards set forth in Title 13 U.S.C. At this time, I am not privy to the quality control standards that the Census Bureau has put in place to detect fraud, but I commit to working with you to allay any fears you may have regarding the integrity of the process.

3. The vast majority of Census volunteers are honest and hardworking people and I salute them for their efforts. However, as you most certainly know, there are those who would alter information for their own purposes. Do you feel that the penalties currently in place are sufficient to punish those who are convicted of fraud and to serve as a deterrent to those who may have disingenuous intentions?

Answer: In 2000 the Census Bureau had more than 140,000 volunteers who helped carry the message to their neighborhoods, communities, and places of worship about the importance of the census, and the confidentiality of the data collected. None of those volunteers collected any data, as will be the case in the 2010 Census. The best route to a fair and accurate decennial census in 2010 is to encourage every resident to return their census questionnaire by mail. The taxpayers will save nearly \$100 million for every one percent increase in forms returned. The current penalty for Census Bureau employees who disclose confidential information or report false information is up to \$250,000 in fines and/or 5 years in prison. I will continue to rely on the Congress and the judicial bodies to determine if these penalties are sufficient.



ADVANCING EQUALITY

April 7, 2009

The Honorable Thomas Carper
 Chairman
 Senate Homeland Security and
 Governmental Affairs
 Subcommittee on Federal Financial Management, Government
 Information, Federal Services, and International Security
 Washington, DC 20510

Dear Senator Carper:

I am writing on behalf of the Asian American Justice Center (AAJC) in support of the nomination of Dr. Robert Groves as the next director of the U.S. Census Bureau. AAJC is a national organization dedicated to defending and advancing the civil and human rights of Asian Americans and is a nationally recognized expert on the census and other federal data collection issues. AAJC is also a member of the 2010 Census Advisory Committee, as well as its predecessor, the Decennial Census Advisory Committee. For Census 2000, AAJC led a national education and outreach effort in the Asian American community, resulting in the best count of Asian Americans of any census.

With less than one year before Census 2010, the Census Bureau cannot afford to be without strong, knowledgeable leadership. We believe that it is important for the new Director to be someone who has strong management expertise and intimate knowledge of all of the Bureau's programs and surveys. To that end, we join the civil rights community in supporting Dr. Groves' nomination for census director.

Dr. Groves is a highly qualified and credible candidate, and we are very encouraged by his obvious stature in the scientific community and within the Census Bureau. As a manager, he elevated the University of Michigan's Institute for Social Research to a premier survey research organization. His qualifications in this regard are similar to Dr. Ken Prewitt's, when Dr. Prewitt was nominated to be census director going into the 2000 count.

Dr. Groves is an expert in survey response methods, which is exactly what we need to focus on to help ensure an inclusive and accurate 2010 census. We believe that he understands the concerns of racial and language minorities, such as Asian Americans, and will do the utmost to ensure that hard-to-count communities are counted in this census. Ultimately, his deep expertise in survey response will help the Census Bureau focus on the most important goal of the 2010 census: Encouraging all people to respond to the census.

1140 Connecticut Ave. NW, Suite 1200, Washington, D.C. 20036 • T 202.296.2300 • F 202.296.2318 • www.advancingequality.org
 AFFILIATES: Asian Pacific American Legal Center in Los Angeles • Asian Law Caucus in San Francisco • Asian American Institute in Chicago

We believe the President has acted wisely in selecting Dr. Robert Groves to be the next Director of the U.S. Census Bureau. We hope your Committee and the U.S. Senate will follow suit by reviewing and approving his nomination in a fair and timely manner.

Please do not hesitate to contact me should you have any questions. I can be reached via phone at (202) 296-2300 x127 or via email at tao@advancingequality.org. Thank you for your consideration of AAJC's views.

Sincerely,



Terry M. Ao
Director of Census & Voting Programs
Asian American Justice Center

cc: The Honorable Joe Lieberman
The Honorable Susan Collins
The Honorable John McCain



President
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April 24, 2009

Ranking Member, Senator Susan Collins
Senate Committee on Homeland Security and Governmental Affairs
413 Dirksen Senate Office Building
Washington, DC 20510-1904
Fax: 202-224-2693

Dear Senator Collins:

It is with great pleasure and serious conviction that we, on behalf of the American Association for Public Opinion Research (AAPOR), write in support President Obama's nomination of Robert M. Groves as Director of the Bureau of the Census. AAPOR is the leading professional organization of public opinion and survey research professionals in the U.S., with nearly 2,200 members from government agencies, colleges and universities, nonprofit organizations, media corporations, and commercial polling firms.

Dr. Groves is widely recognized and respected as a highly distinguished and effective survey scientist, whose impact on both the science and the practice of survey research has been considerable and long-standing. His counsel and advice is widely sought by academic, commercial and government organizations throughout the world, including virtually every major statistical agency in the Federal government, where his efforts and impact have been especially strong and effective.

From 1990-1992, he served as Associate Director of Statistical Design, Standards and Methodology at the U.S. Census Bureau, recruited by Bureau Director Barbara Bryant, appointed by President George H.W. Bush, to lead and enhance the Bureau's performance in these areas. In 1991, he was instrumental in the establishment of the Joint Program in Survey Methodology, a graduate program sponsored by the US Federal statistical system, whose mission is to provide rigorous methodological training for personnel who go on to staff federal statistical agencies. In effect, his entire career has been devoted to advancing the cause of better survey research and federal statistics, and it is particularly fitting and appropriate that he be chosen to lead the largest statistical agency in the world.

Dr. Groves has been a proponent, leader and inspirational force in AAPOR throughout his career, as the organization seeks to advance the quality of survey research. He served as AAPOR's president from 1995-96 and has

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Senator Susan Collins
 April 24, 2009
 Page 2

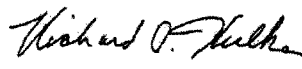
won several honors from the organization, including the Innovator Award in 2000 for his efforts to establish survey methodology broadly as an important academic field and the AAPOR Award, the Association's highest honor, for exceptionally distinguished achievement, in 2001.

He is also a fellow of the American Statistical Association (2002), an elected member of the International Statistical Institute, a National Associate of the National Academies, National Research Council, former Chair of the Survey Research Methods Section of the American Statistical Association, and in 2008, he was given the Julius Shiskin Award for unusually original and important contributions in the development of economic statistics.

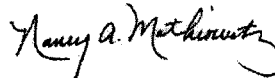
Dr. Groves is a polymath, with leadership expertise in survey statistics, methods of data collection and survey nonresponse. He is the author of seven books and scores of scientific articles concerning the improvement of surveys. His work includes the influential books, *Surveys by Telephone*, *Survey Costs and Survey Errors*, and *Nonresponse in Household Interview Surveys*. In addition, he has been a primary force in a number of edited collections on survey methods, including *Measurement Error in Surveys*, *Survey Nonresponse and Telephone Survey Methodology*. His curriculum vita lists, in addition, a large number of journal publications.

Robert Groves is clearly one of the best qualified individuals in the nation to serve as Director of the Bureau of the Census. His confirmation will greatly enhance the careful, methodologically rigorous and objective conduct of the 2010 Census, while also ensuring the continued development and standards of excellence achieved by the great many other population-based and economic surveys conducted by the Census Bureau that provide the critical information required to understand and govern our nation.

Respectfully yours,



Richard A. Kulka
 President



Nancy A. Mathiowetz
 Past-President



Peter V. Miller
 Vice President

AASRO*Association of Academic Survey Research Organizations*

May 5, 2009

Senator Joseph Lieberman, Chair
Senate Committee on Homeland Security and Governmental Affairs

Dear Senator Lieberman,

The Association of Academic Survey Research Organizations (AASRO) joins with others in the scientific, statistical and academic communities to strongly endorse President Obama's nomination of Robert M. Groves as the next director of the U.S. Census Bureau.

Dr. Groves has made fundamental contributions to the science of research methodology. Among his scores of publications is a book named among the 50 most influential books in survey research. Dr. Groves' record of distinguished service and leadership in scientific research spans the academic, government and private sectors both within the United States and internationally. He has chaired and served on numerous advisory boards, committees, councils and review panels at universities, for government bodies, for professional associations and for academic journals. He has worked assiduously and effectively over many years to strengthen the Federal statistical system, improve its staffing through new professional training programs, and to keep the system committed to the highest scientific principles of accuracy and efficiency. His prior service, from 1990-1992, as Associate Director of Statistical Design, Standards and Methodology at the U.S. Census Bureau makes him particularly well-suited to take on the duties as the next director.

Dr. Groves was instrumental in the efforts to create AASRO and we have always found him to be one of the most knowledgeable, informed, objective and ethical people in our profession. He is an inspirational advocate for the promotion of quality research. His style of leadership transcends politics; he has demonstrated an ability to bring together those with disparate views to work together productively. We in AASRO believe there is no better qualified individual in the United States to lead the Census Bureau as it prepares for the fast-approaching 2010 Census and other Census Bureau projects.

We urge his confirmation as soon as possible!

Respectfully,

Ronald E. Langley, Ph.D.
President
Association of Academic Survey Research Organizations



**ASSOCIATION OF POPULATION CENTERS
POPULATION ASSOCIATION OF AMERICA**

*President of Association
of Population Centers*
Lynne Casper, Ph.D.

*President of Population
Association of America*
Kathleen M. Harris, Ph.D.

*Director,
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Mary Jo Hoeksema, M.P.A.

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May 14, 2009

The Honorable Thomas Carper
Chairman
Subcommittee on Federal Financial Management,
Government Information, Federal Services, and International Security
Senate Committee on Homeland Security and Governmental Affairs
Washington, DC 20510

Dear Senator Carper:

On behalf of the over 3,000 members of the Population Association of America (PAA) and over 40 population research centers comprising the Association of Population Centers (APC), we are writing to reiterate our support for the nomination of Dr. Robert Groves to be the next director of the U.S. Census Bureau.

When President Obama announced the Groves nomination, PAA and APC joined other statistical and social science organizations in signing a statement of support (http://www.thecensusproject.org/2009.04.02_groves_statement.html). We believe Dr. Groves possesses the right combination of scientific credentials and management skills to be an effective leader of the Census Bureau at this critical juncture.

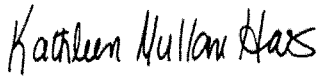
First, Dr. Groves is one of the best-regarded and independent survey researchers in the country. As the director of the University of Michigan's Institute for Social Research, Survey Research Center, Dr. Groves has demonstrated the scientific capacity to develop and refine representative statistical surveys with national policy implications. Numerous federal and state agencies and policymakers have sought his expertise in survey design and response. His knowledge will be an important asset as the Bureau seeks to boost initial response rates to Census 2010 and other ongoing surveys, such as the American Community Survey.

Dr. Groves also knows how the Census Bureau runs and what its employees need to successfully implement the decennial census and other programs. Unlike other potential nominees, Dr. Groves worked at the Bureau as a visiting statistician and researcher. These experiences have prepared him well to lead the Bureau at a time when rapid developments and changes are occurring. We believe Dr. Groves will work well with the Bureau's current management team and Department of Commerce officials—all of whom have expressed confidence in his capabilities and judgment.

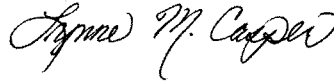
We hope the Senate Homeland Security and Governmental Affairs Committee will support Dr. Groves and move his nomination to the Senate floor promptly. The Census Bureau needs a permanent director to lead it through Census 2010 and beyond.

The Population Association of America (PAA) (www.popassoc.org) has over 3,000 individual members who conduct research on the implications of population change. PAA members include demographers, sociologists, economists, health scientists, and statisticians. The Association of Population Centers (APC) (www.popcenters.org) is comprised of over 40 universities and research groups nationwide whose mission includes fostering collaborative demographic research and data sharing and translating basic population research for policy makers.

Sincerely,



Kathleen Mullan Harris, Ph.D.
President
Population Association of America



Lynne Casper, Ph.D.
President
Association of Population Centers

cc: The Honorable John McCain
The Honorable Joe Lieberman
The Honorable Susan Collins

Attachment

For Immediate Release
Thursday, April 2, 2009

Contact:
Howard Silver
Consortium of Social Science Associations
202-842-3525
silverhj@coassa.org

Statement in Support of Robert Groves to be Director of U.S. Census

Below is a joint statement by seven professional organizations endorsing the nomination of Robert Groves to be Director of the U.S. Census Bureau. Mr. Groves was nominated by President Obama this morning.

We, the organizations in the scientific and statistical community, concerned with a fair and accurate census, applaud President Obama's nomination of Robert M. Groves as the next director of the U.S. Census Bureau.

Dr. Groves is a highly respected leader in the social science and statistical community who has distinguished himself in academia and in public service. As the director of the Survey Research Center at the Institute for Social Research at the University of Michigan, and as the head of the Joint Program in Survey Methodology, Dr. Groves has demonstrated the scientific capacity and

leadership to run the 2010 Census and the other programs at the Census Bureau. He has been a visiting scholar at the Bureau on two occasions.

His scientific colleagues have acknowledged his expertise and leadership by selecting him to lead the National Science Foundation's Social, Behavioral, and Economic Sciences directorate Advisory Committee and the current National Research Council of the National Academies' review of the Bureau of Justice Statistics. In addition, his peers have given him numerous distinguished awards, and selected him for many national committees to evaluate programs and to provide advice.

The issue of a statistical adjustment raised by some is spurious! Commerce Secretary Gary Locke, who will be Dr. Groves' boss, has assured the Congress that there will be no statistical adjustment in the 2010 count. The Supreme Court has also weighed in against such adjustment for reapportionment cases. In 1990, this was a debatable issue with then President George H.W. Bush's Census Director in favor of such an adjustment.

The taking of a decennial census is the largest peacetime mobilization that occurs in the United States. The 2010 count is less than a year away. It is time for a leader to take charge and get this count done. Dr. Robert Groves is that leader.

We urge his confirmation as soon as possible!

Consortium of Social Science Associations
Council of Professional Associations on Federal Statistics
American Sociological Association
American Statistical Association
Population Association of America
Association of Population Centers
AAPOR: the American Association for Public Opinion Research

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American Statistical Association

732 North Washington Street, Alexandria, Virginia 22314 USA
(703) 684-1221 • Fax: (703) 683-2307 • Email: asainfo@amstat.org
Web site: <http://www.amstat.org/>

April 9, 2009

The Honorable Joseph I. Lieberman
Chair, Committee on Homeland Security and Governmental Affairs
United States Senate
Washington, DC 20510

Dear Chairman Lieberman:

As president of the American Statistical Association with its 18,000 members, I write to enthusiastically support the nomination of Robert M. Groves as director of the U.S. Census Bureau and to urge his swift confirmation.

A Fellow of the American Statistical Association, Groves is an accomplished and highly regarded statistician who will be an excellent leader of the largest federal statistical agency. As the director of the University of Michigan Survey Research Center; former director of the Joint Program in Survey Methodology; and former associate director of statistical design, standards, and methodology at the U.S. Census Bureau, he has the leadership experience to successfully lead the bureau through the 2010 Census; plan for the 2020 Census; and direct the bureau's economic, demographic, and other vital programs. A first-rate scholar who has written many books and scores of papers and served on 10 National Academies panels (chairing two), Groves will see that the U.S. Census Bureau maintains its reputation for producing the highest quality scientific products.

I highly recommend that you confirm Groves and urge that you do so quickly so he can assume leadership during this critical time of preparation for the 2010 Census.

Sincerely,

A handwritten signature in black ink, appearing to read "Sally C. Morton".

Sally C. Morton

The Census Project

April 14, 2009

Honorable Joseph I. Lieberman
Chairman
Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Chairman Lieberman

We, the undersigned former Directors of the U.S. Census Bureau who are familiar with the career of Robert M. Groves, want to endorse his nomination as the next Director and urge his speedy confirmation.

It is a plus that Dr. Groves has had experience at the Census Bureau, where he was brought in to reinvigorate the Statistical Methods Division. He built a strong research team who did much of the early research for improving the 2000 census. He came to the Census Bureau under the condition that the Bureau would provide positions in his division for him to recruit a small number of research specialists from academic institutions, other federal statistical agencies, and from within the Census Bureau for his team. Everyone he asked to join that team considered it a career plus to join him.

Dr. Groves is a nonpartisan, academic researcher who has focused much of his research on non-response to household surveys and survey error, has published three of the most-cited textbooks and numerous journal articles on survey research, and has mentored many graduate students who now staff most of the major academic and private sector survey organizations in the field. As Director of the University of Michigan's prestigious Survey Research Center/Institute of Social Research, he is one of the half dozen most highly regarded survey research methodologists not only in the United States but in the world.

As you know, time is short, and his speedy confirmation can help achieve a 2010 census that is as accurate as possible.

Sincerely,

| | |
|-------------------------------------|--|
| Charles Louis Kincannon (2002–2008) | Barbara Everitt Bryant (1989–1993) |
| Kenneth Prewitt (1998–2001) | John G. Keane (1984–1989) |
| Martha Farnsworth Riche (1994–1998) | Vincent Barabba (1973–1976; 1979–1981) |

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401 Ninth Street NW, Suite 450, Washington, DC 20004
202.326.8700



Leadership Conference on Civil Rights

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Washington, D.C. 20006
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Fax: 202-466-3435
www.civilrights.org

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Marc H. Morial

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Debra Ness

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Families

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National Education Association

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Shanna L. Smith

National Fair Housing Alliance

Joe Solomonese

Human Rights Campaign

Andrew L. Stein

Service Employees
International Union

John Travolta

Mexican American Legal Defense
and Educational Fund

Randi Weingarten

American Federation of Teachers

Mary G. Wilson

League of Women Voters

COMPLIANCE/ENFORCEMENT COMMITTEE CHAIRPERSON

Karen K. Naranjo

Asian American Justice Center

PRESIDENT & CEO

Wade J. Henderson

April 30, 2009

The Honorable Thomas Carper
Chairman

Senate Homeland Security and
Governmental Affairs

Subcommittee on Federal Financial Management, Government
Information, Federal Services, and International Security
Washington, DC 20510

Dear Chairman Carper:

On behalf of the Leadership Conference on Civil Rights (LCCR), the nation's oldest, largest, and most diverse coalition of civil and human rights organizations with nearly 200 member organizations, we write to convey our strong support for the nomination of Dr. Robert Groves to be Director of the Census Bureau. The 2010 decennial census is at a critical juncture because preparations and outreach necessary to making the count a success are under way right now. Dr. Groves, a renowned academic in the field of survey methodology and a former census official, possesses a unique combination of management skill and scientific expertise. With less than a year to go before the 2010 count officially begins, the Census Bureau needs a leader like Dr. Groves, who is familiar with the census and ready to hit the ground running as leader of the Bureau.

Dr. Groves worked for the Census Bureau during the 1990 census and has throughout his career handled both social science research and the management of academic institutions. Dr. Groves' professional credentials are impeccable. Since 2001, his leadership and scholarship at the University of Michigan's Institute for Social Research lifted that program's status and made it one of the nation's premier survey research organizations. Notably, six nonpartisan scientific professional organizations have endorsed Dr. Groves' nomination, citing his strong academic background. His work at the Census Bureau from 1990-1992 earned him bipartisan praise from six former census directors from administrations of both parties, who have noted his positive impact on improving the census and tout him as one of the foremost scholars in his field.

Dr. Groves' expertise in survey methodology and his focus on improving survey response make him an especially good candidate in that he will be well-suited to helping improve the count in hard-to-count communities. For this reason, civil rights organizations, concerned about the accuracy of the count of minorities and the poor, have rallied in support of Dr. Groves.

Dr. Groves is among the most qualified and capable candidates for Census Director, and the Census Bureau requires strong leadership immediately to be able to move forward with implementation of the 2010 count. For these reasons, the Senate should move

"Equality in a Free, Plural, Democratic Society"

Hubert H. Humphrey Civil Rights Award Dinner • May 7, 2009



quickly to confirm Dr. Groves. Should you have any questions, please contact LCCR Census Task Force Co-Chairs Arturo Vargas, at (213) 747-7606 or Terry Ao at (202) 296-2300 ext. 127, or Paul Edenfield, LCCR Counsel and Policy Analyst, at 202-263-2852.

Sincerely,

Handwritten signature of Wade Henderson in black ink.

Wade Henderson
President & CEO

Handwritten signature of Nancy Zirkin in black ink.

Nancy Zirkin
Executive Vice President

cc: The Honorable Joe Lieberman
The Honorable Susan Collins
The Honorable John McCain
The Honorable William Lacy Clay



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May 14, 2009

The Honorable Joseph I. Lieberman
Chairman
Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Susan M. Collins
Ranking Minority Member
Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

RE: Dr. Robert Groves, U.S. Census Bureau Director-Designate

Dear Senator Lieberman and Senator Collins:

On behalf of the National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund, the leading Latino organization in the area of Census policy development and public education, and a member of the Secretary of Commerce's 2010 Census Advisory Committee, I am writing to express our strong support for the confirmation of Dr. Robert Groves as the next director of the U.S. Census Bureau.

With the 2010 Census less than a year away, this is a critical time for our nation's efforts to ensure the most accurate count of its population. In addition to the demanding planning and implementation tasks that the Census Bureau routinely faces this close to the enumeration, the Bureau must also address the difficulties involved in conducting the 2010 Census during a time of unprecedented economic challenges. The Census Bureau must act swiftly to evaluate and implement effective strategies to count Americans that have been displaced by foreclosures or other housing problems, or who feel disengaged from our society.

Thus, it is urgent that the U.S. Senate move swiftly to confirm the appointment of a new director 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 Bureau data activities.

www.naleo.org

| | | | |
|--|---|---|---|
| 1122 W. Washington Blvd., 3 rd Floor Los Angeles, CA 90015 Tel (213) 747-7606 Fax (213) 747-7664 | 600 Pennsylvania Ave, SE, Suite 230 Washington, DC 20003 Tel (202) 946-2536 Fax (202) 946-4121 | 1314 Texas Avenue, Suite 410 Houston, TX 77002 Tel (713) 228-6400 Fax (713) 228-0606 | 110 Wall Street, 16 th Floor New York, NY 10005 Tel (212) 480-1918 Fax (212) 480-1697 |
|--|---|---|---|

The Honorable Joseph I. Lieberman and the Honorable Susan M. Collins
 May 14, 2009
 Page 2

It is also important to confirm a director that has the capacity to work with stakeholders from across the country to guarantee a successful census. Dr. Groves' impressive record of academic and professional experiences and accomplishments make him an ideal candidate for this position.

Dr. Groves is a highly respected leader in the social science and statistical community and one of the best-regarded and independent survey researchers in the country. As the director of the University of Michigan's Institute for Social Research, Survey Research Center, Dr. Groves has demonstrated the scientific capacity to develop and refine representative statistical surveys with national policy implications. In recognition of his scientific expertise, his peers have bestowed numerous honors on him, including the 2001 American Association for Public Opinion Research Innovator Award and the 2008 American Statistical Association Julius Shiskin Award for original and important contributions in the development of economic statistics. In addition, he has served on many national committees to evaluate programs and provide advice, including the National Science Foundation's Social, Behavioral, and Economic Sciences Directorate Advisory Committee and the current National Research Council of the National Academies' review of the Bureau of Justice Statistics.

In addition to his scientific qualifications, Dr. Groves has worked in the Census Bureau as a front-line employee and as a visiting scholar. During his tenure, Dr. Groves served with distinction as a research statistician and made key hiring decisions that brought reputable scholars to the Census Bureau. Given his unique experience, Dr. Groves is well positioned to understand the agency's inner workings, lead its staff, and be a national spokesperson for the 2010 Census and the agency's other equally important ongoing survey programs. It is for these reasons we recommend that your Committee and the U.S. Senate confirm the appointment of Dr. Groves as soon as possible.

Thank you for your consideration of our request and your support of the Census Bureau and its efforts to conduct a fair and accurate 2010 Decennial Census. Should you have any questions, please contact Ms. Rosalind Gold, the NALEO Educational Fund's Senior Director of Policy, Research, and Advocacy at 213-747-7606 or at rgold@naleo.org.

Sincerely,



Arturo Vargas
 Executive Director

Cc: The Honorable William Lacy Clay, Chairman, House Oversight and Government Reform
 Subcommittee on Information Policy, Census, and National Archives
 The Honorable Patrick McHenry, Ranking Member, House Oversight and Government Reform
 Subcommittee on Information Policy, Census, and National Archives
 Latino Members of Congress

POPULATION REFERENCE BUREAU
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April 6, 2009

The Honorable Joseph I. Lieberman, Chairman
 Committee on Homeland Security and Governmental Affairs
 340 Dirksen Senate Office Building
 Washington, DC 20510

Dear Senator Lieberman:

I write to support the confirmation of Dr. Robert Groves as Director of the Census Bureau.

From 1983 to 1995 I served as Associate Director for Demographic Programs at the Bureau, having oversight for the Bureau's household surveys and the resulting statistics on labor force, race and ethnicity, education, marriage and fertility, voting, housing, health, and other aspects of American life. For several years I also directed planning for the 1990 decennial census. When I arrived at the Bureau from RAND, Dr. Groves, then a young professor, was already helping us design survey and census questionnaires and procedures so to increase response completeness and accuracy. On federal advisory committees, as a paid consultant, and as a technical colleague who contributed time to review and advise, Dr. Groves was, out of dozens of technical advisors, one of our most productive.

At the resignation of the Associate Director for Statistical Standards and Methodology in the late 1980s, I acted in that position for more than a year until Dr. Groves arrived. During his two years as Associate Director, Dr. Groves and I interacted on nearly a daily basis in three areas--in problem solving and quality improvement for our household surveys, in overall leadership of the Bureau as members of the Executive Staff, and in directing and evaluating research on possible adjustment for differential undercount in the 1990 census.

In every encounter, I found Bob technically savvy and intellectually quick. As important, I found him to be guided always by the data, by the evidence. Certainly, he had experience-based ideas about the best ways to design a sample, ask a question, analyze the data, and draw inferences, but I recall instances in which he gave up an idea quickly in the face of contrary numbers. In my book, that's the big test.

A word about census adjustment. Dr. Groves and I were among perhaps six members of the Bureau's Undercount Steering Committee. For more than a year we met hours every week, directing the technical staffs and narrowing the technical issues. I was completely open to evidence on whether, at the end of the technical analysis, sampling, statistical modeling, and adjustment would improve the Census counts for their Constitutional and legislative purposes, and I observed that Dr. Groves was also open to the evidence. Time and again he insisted on data, the precise data to answer the question at hand.

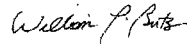
Since then, I've kept up with Dr. Groves' work. As Division Director for Social, Behavioral, and Economic Research at NSF, I oversaw federal funding of much scientific research on survey and census methodology. From that vantage point, I know that Dr. Groves' work, always at the intersection of the theoretical and the practical, is among the most insightful and useful. Now, as President of Population Reference Bureau, I lead programs here and around the world to translate data and research into useful information for policymakers. From this vantage point, I know that the quality of the data, that is, how well a survey or census is designed and conducted, determines the usefulness of the information for the media and policymakers.

The statistical picture we Americans have of ourselves, as well as the underlying data from which Congress designs and evaluates public policy, are more accurate because of Dr. Groves' work at the Census Bureau and in surrounding years. I am confident that his intelligence, expertise, and particularly his integrity will serve the nation well, should the Senate confirm him.

I respectfully urge the confirmation of Dr. Robert Groves as Director of the Census Bureau. This late time in the decennial census cycle along with the attendant challenges facing the Bureau would suggest an expeditious confirmation process.

If I might be helpful in your deliberations, it would be an honor to do so.

Sincerely yours,



William P. Butz
President & CEO



To: Senator Joseph Lieberman

From: Patricia C. Becker, Executive Director
Southeast Michigan Census Council

Re: Nomination of Dr. Robert Groves as Census Director

I am writing in strong support of the nomination of Dr. Robert Groves to be Director of the Census Bureau. Dr. Groves is very well qualified for this position, both to manage the 2010 decennial census and to direct the wide variety of other activities in the Bureau's portfolio.

I hope you will be able to proceed to a quick confirmation hearing, so that Dr. Groves can take office as soon as possible.

Thank you for your consideration.

28300 Franklin Road • Southfield, MI 48034 • (248) 354-6520
Fax (248) 354-6645 • <info@semcc.org> • <www.semcc.org>

Apr-15-09 11:44am From

T-576 P.002/002 F-137



THE UNITED STATES CONFERENCE OF MAYORS

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TONY COLEMAN

April 15, 2009
The Honorable Susan M. Collins
Ranking Member
Senate Homeland Security and Governmental Affairs
413 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Collins:

I am writing on behalf of The United States Conference of Mayors to strongly urge you to vote in favor of confirming Dr. Robert Groves as Director of the United States Census Bureau. He is respected among his peers, having received numerous distinguished awards from the scientific community and having served on several scientific review panels. He is a leading authority on non-response in surveys which is one of the most serious challenges facing the 2010 Census. Further, he served as the Bureau's Associate Director of Statistical Design from 1990 - 1992, and also as a visiting statistician and researcher at the Bureau since that time.

With the 2010 Census scheduled to start less than one year from now, we are convinced that Dr. Groves is uniquely qualified to lead the Census Bureau as it prepares to conduct a successful census count. It is critically important that the Senate Homeland Security and Governmental Affairs Committee and the full Senate move swiftly to confirm him.

Mayors understand the importance of the 2010 Census. The information from the census is vital for helping us plan for the future, and over \$300 billion annually in federal funds is allocated to state and local governments. For local communities across America, nothing could be more important than a full and accurate count of every person residing in our cities.

We commend President Barack Obama for nominating Dr. Groves and we are convinced he is uniquely qualified to lead this effort. Again, we strongly urge your support for his confirmation. Please feel free to contact Larry Jones of the Conference staff at 202-861-6709 if you have any questions.

Sincerely,

Manuel A. Diaz
Manuel "Manny" A. Diaz
Mayor of Miami
President

To strengthen
and promote
cities as centers
of opportunity,
leadership, and
governance.



National League
of Cities

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April 27, 2009

The Honorable Joseph I. Lieberman
Chair, Committee on Homeland Security
and Government Affairs
United States Senate
340 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Susan M. Collins
Ranking Member, Committee on
Homeland Security and Government Affairs
United States Senate
350 Dirksen Senate Office Building
Washington, DC 20510

Dear Chairman Lieberman and Ranking Member Collins:

On behalf of the Hispanic Elected Local Officials (HELO), a constituency group of the National League of Cities (NLC), we urge your support to ensure full participation and an accurate count of the Hispanic and Latino population in the 2010 Census. HELO members are mayors, council presidents, and council members from cities, towns and villages – large, suburban, and rural communities, and we represent the interests of the Hispanic and Latino community at the municipal level.

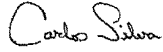
The U.S. Census is of the highest importance to America's cities and towns and HELO as it provides vital information critical to many cities activities, such as community planning and redistricting. Additionally, the Census affects political representation and directs the allocation of billions of dollars to cities in government funding.

According to Census Bureau data, the 1990 Census count missed an estimated five percent of Latinos nationwide (1.2 million) and some estimates indicate the Latino population has grown by almost 11 million since the 2000 Census. As Census activities get underway, we believe that it must include ways to improve the accuracy by reducing the undercount and especially the differential undercount of ethnic groups.

Thank you for providing \$1 billion in funding for the 2010 Census in the American Recovery and Reinvestment Act of 2009. We urge Congress to continue supporting the decennial census by ensuring that Latinos and other hard-to-count populations are accurately counted in 2010. Local elected officials stand ready to partner with the federal government to keep our constituencies informed about the uses, benefits, and protections the Census affords.

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Sincerely,



Carlos Silva
President, Hispanic Elected Local Officials
President Pro Tempore, Bridgeport, Connecticut

cc: Sen. Harry Reid, Senate Majority Leader
Sen. Mitch McConnell, Senate Minority Leader