

NASDA



Supervisory Enumerator Handbook

May 2016

NASDA grows and enhances agriculture by forging partnerships and creating consensus to achieve sound policy outcomes between state departments of agriculture, the federal government, and stakeholders.

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NASDA SUPERVISORY ENUMERATOR HANDBOOK RECEIPT FORM

I acknowledge that I have received a copy of the NASDA Supervisory Enumerator Handbook and have read and understand its provisions. I also acknowledge that the Handbook is not a contract of employment for any period or duration of time and that I am an employee at will. Further:

I understand that the policies, rules and procedures described in it are subject to change at the sole discretion of NASDA at any time. I understand that this manual supersedes all other previous manuals for NASDA.

I am aware that my employment maybe terminated at will, by NASDA or myself, regardless of the length of my employment, for any legal reason.

I understand that no contract of employment other than "at will" has been expressed or implied, and that no circumstances arising out of my employment will alter my "at will" employment relationship unless expressed in writing, with the understanding specifically set forth and signed by myself and the Chief Executive Officer of NASDA.

I am aware that during the course of my employment confidential information will be made available to me, i.e., survey data, survey procedures, personal information, policies and other related information. I understand that this information is critical to the success of NASDA and must not be given out or used outside of NASDA's premises or with non-NASDA employees including family. In the event of termination of employment, whether voluntary or involuntary, I hereby agree not to use or exploit this information with any other individual or association.

I understand that, should this handbook's content be changed in any way, NASDA may require an additional signature from me to indicate that I am aware of and understand any new policies.

I understand that my signature below indicates that I have read, understand and agree to the above statements and have received a copy of the NASDA Supervisory Enumerator Handbook. I also agree that this Supervisory Enumerator Handbook should be read in conjunction with the NASDA Enumerator Handbook, which I have received and which also applies to me.

Employee's Printed Name: _____

Employee's Signature: _____

Date: _____

NASDA Coordinator's Initials: _____

Signed form should be placed in the employee's personnel file before appointment begins.

NASDA/NASS RELATIONSHIP

The NASDA/NASS relationship is a cooperative partnership. NASS determines what services are needed, how the services are to be delivered, when the services are to be delivered, and whether or not the service is acceptable. NASDA, in turn, provides those services.

NASS Responsibilities:

- Defines which surveys, office and lab tasks or other duties are needed and coordinates the assignment of these tasks with the applicable NASDA supervisory enumerator
- Determines what methodology and criteria will be used in performing the surveys and tasks assigned
- Designates the priority of surveys and tasks
- Contacts local news media and agriculture leaders in regards to upcoming surveys
- Authorizes NASDA supervisory assignments
- Verifies that work submitted meets the required standards and retains the authority to stop or reject unsatisfactory data collection and/or reporting
- Manages the NASDA budget, reviewing and approving all disbursement authorizations, including payroll
- Maintains a comprehensive and up-to-date employee file on all NASDA employees for the period of their employment plus three years
- Establishes territory boundaries for supervisory enumerators during surveys
- Provides training and instruction on interviewing techniques, map reading procedures for completing survey forms, questionnaires and administration forms for each new survey
- Furnishes work assignment materials (segments, samples, etc.), survey forms, quality control forms, supplies, specialized equipment, and necessary administrative forms
- Provides guidelines for the estimated number of enumerators required in each selected area
- Provides procedures for reassignment of work areas for efficiency in completing work assignments
- Monitors enumerator job performance to assure quality standards and provides feedback on the performance to NASDA supervisory enumerators
- Provides feedback on the performance of NASDA supervisory enumerators to NASDA's NASS Program Director or designee

NASDA Responsibilities:

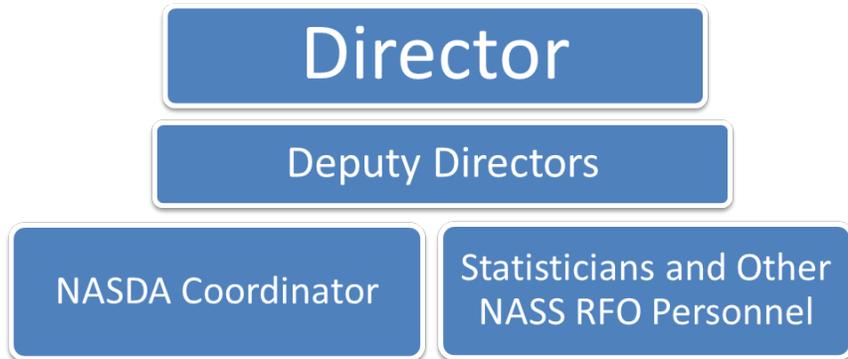
- Employs and manages enumerators and supervisory enumerators on a part-time, intermittent basis to complete NASS surveys
- Advertises open positions, hires qualified applicants, evaluates work performance and promotes and dismisses enumerators and supervisory enumerators
- Assigns specific survey units or tasks to individual enumerators through NASDA supervisory enumerators;

NASS has full technical authority for the sample survey methodology, the content, timing, and quality of the survey work. Since the agreement is fully funded by NASS, the Regional Directors have budget authority including approval of payroll and expense vouchers and any other decisions which may impact the budget.

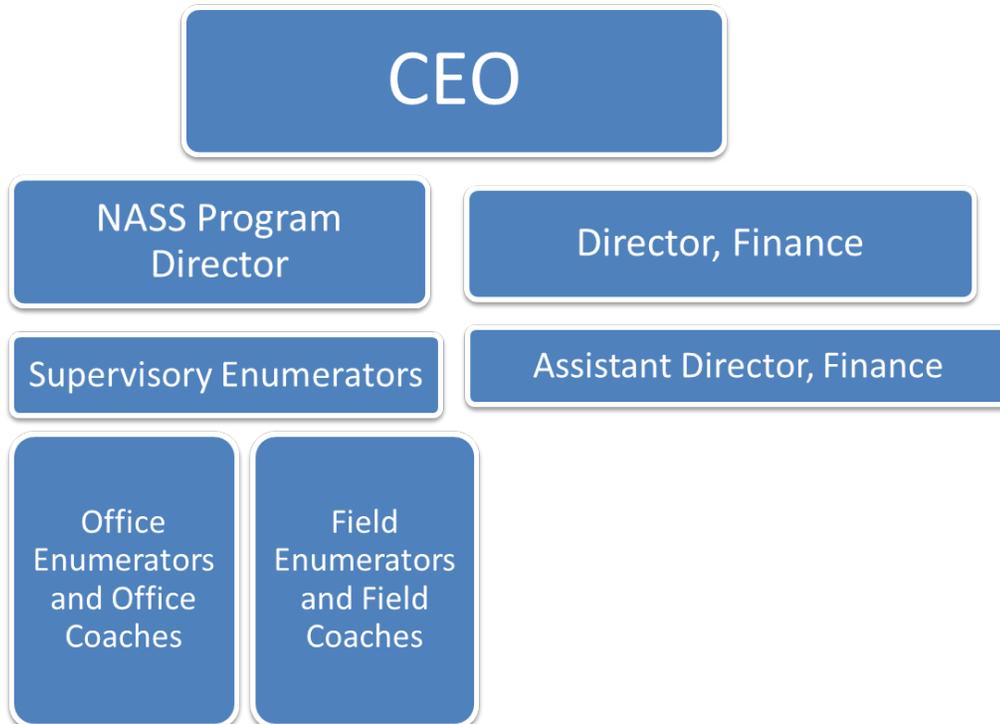
To protect the validity of its mission, NASS retains the right, under the NASDA/NASS cooperative agreement, to reject or stop work which it determines to be unacceptable. This right does not extend any personnel

actions including disciplining NASDA employees or to handling NASDA grievance procedures. Each Regional Field Office (RFO) has a NASS employee designated as the NASDA Coordinator. The NASDA Coordinator acts as the main facilitator of communication between NASS and NASDA employees. The NASDA Coordinator works directly with the NASDA supervisory enumerators. If a NASDA enumerator cannot reach their supervisory enumerator and has an emergency or requires immediate guidance, he or she should contact the NASDA Coordinator in the RFO.

NASS REGIONAL FIELD OFFICE (RFO) STRUCTURE



NASDA STRUCTURE



CHAPTER 1

THE ROLE OF THE NASDA SUPERVISORY ENUMERATOR

The NASDA supervisory enumerator is responsible for maintaining a pool of trained NASDA enumerators capable of meeting the data collection needs of NASS. The NASDA supervisory enumerator is authorized to advertise vacancies, hire qualified candidates, assign survey work, evaluate work submitted, and recommend enumerators for promotion, discipline and termination. **NASDA supervisory enumerators must consult with NASDA's NASS Program Director before disciplining or dismissing enumerators.**

NASDA supervisory enumerators are supervised by NASDA's NASS Program Director. All problems relating to personnel are to be brought to the attention of NASDA's NASS Program Director.

NASDA's NASS Program Director retains final authority for all actions carried out by supervisory enumerators, including appointment, promotion, discipline and termination.

1.1 SUPERVISORY ENUMERATOR QUALIFICATIONS

Qualifications for a NASDA supervisory enumerator include the ability to hire, train, motivate, coordinate and supervise a staff of enumerators. Supervisory enumerators must supervise other enumerators as well as complete their own work assignments. Supervisory enumerators must also be available to work on all surveys.

Enumerators hoping to become a supervisory enumerator may be temporarily promoted to supervisory enumerator on a trial basis for a minimum period of six months, allowing time to evaluate the enumerator's supervisory skills prior to a supervisory appointment.

NASDA Office Supervisory Enumerators must be able to work at the RFO with the office enumerators under his/her supervision and assist with other survey activities in the office.

Supervisory enumerators are expected to set an example for all enumerators. Enthusiasm, integrity, imagination, a sense of humor and good common sense are essential to be a successful supervisory enumerator. Supervisory enumerators should develop a genuine interest in people, foster patience and understanding, exemplify loyalty to NASDA and NASS, accept constructive criticism, master tactful criticism, be objective and be dependable. Never sell short the importance of the people you lead or the importance of their relationship to the job. Think ahead to anticipate problems that may be encountered and plan solutions before they are needed. This high level of performance may be copied by enumerators. Similarly, bad habits need to be recognized and targeted for change as they will make the job more difficult and will also be absorbed by enumerators.

1.2 SUPERVISORY ENUMERATOR JOB DESCRIPTION

1. Maintain an appropriately sized staff of qualified enumerators

This is a supervisory enumerator's primary responsibility. Generally, each supervisory enumerator oversees 5 to 10 active field enumerators or 10 to 25 active office enumerators. Supervisory enumerators may place advertisements in local newspapers. They are also responsible for screening and selecting candidates. Supervisory enumerators should communicate to enumerators the job description and the performance elements expected of them.

2. Abide by NASDA's Anti-Discrimination and Anti-Harassment Policies

Supervisory enumerators must follow this policy when hiring, evaluating, promoting, supervising, disciplining

and/or terminating enumerators. Failure to do so will result in termination.

3. Assign work to enumerators for timely and efficient completion of surveys

Supervisory enumerators should allocate work to enumerators in an area or on a survey to provide the highest quality data, positive respondent feedback and most efficient cost.

4. Participate in both field and classroom enumerator training

Supervisory enumerators should conduct practice interviews, demonstrate field techniques, explain instructions, define terms, and monitor work problems during training sessions.

5. Actively supervise enumerators

Supervisory enumerators oversee and suggest improvements or changes in enumerator performance to expedite the work and maintain quality. They should inform enumerators that their data collection procedures and techniques will be monitored and observed, provide constructive feedback to correct procedure errors and improve technique. Additionally, field enumerators should be visited at least once early in each survey period. Enumerators should be made aware of the visits and arrangements for these visits should be made well in advance if possible.

6. Provide guidance to enumerators

Supervisory enumerators should provide enumerators guidance and recognition for good work, encourage enumerators to improve themselves and give them the opportunity to accept greater responsibility. Supervisory enumerators should be available and responsive at all times to each enumerator's needs. They should assist enumerators when they encounter problems, such as determining boundaries of segments or tracts, determining the location of farm operation headquarters, identifying sample units, handling reluctant respondents and otherwise applying instructions and assisting with completion of survey forms and questionnaires, when needed. Supervisory enumerators should also instruct enumerators regarding safety on the job. This includes personally practicing caution while traveling in a motor vehicle and while performing survey work.

7. Equip enumerators

Supervisory enumerators should provide enumerators with necessary equipment, supplies, and materials while the survey is in progress.

8. Evaluate enumerators

Supervisory enumerators should complete annual enumerator evaluations in accordance with NASDA standards and discuss these evaluations with individual enumerators. They should recognize exceptional individual enumerator performance and recommend for promotion or awards. Supervisory enumerators should also initiate disciplinary actions, including dismissal, for enumerators who are not performing satisfactorily.

9. Review a representative sampling of enumerator work prior to submission to NASS

Supervisory enumerators should review completed survey forms, questionnaires and other materials for accuracy and completeness, determine the need for any revisits, and send completed work to appropriate the RFO.

10. Coordinate with the NASS/NASDA Coordinator

Supervisory enumerators receive their assignments from the NASDA Coordinator and should keep him/her informed of work progress and of any problems that arise. Supervisory enumerators should reassign workloads as necessary to meet due dates and should inform the NASDA Coordinator of such changes. It is important to maintain open, honest and proactive communication with the NASS staff and to be flexible in

coordinating activities.

11. Review and approve each enumerator's timesheet for accuracy and completeness

Immediate review of all timesheets by supervisory enumerators is essential to finding and correcting errors. As supervisory enumerators make enumerator assignments and review their work, the supervisory enumerator is in the best position to identify and correct pay problems. Focus should be on hours worked, accuracy of project codes and mileage amounts. NASDA limits for hours enumerators may work should also be tracked.

12. Assist in editing questionnaires and performing laboratory work as needed (where applicable)

Performance of these tasks assists the RFO and allows supervisory enumerators to gain valuable insight into their enumerators' data collection performance.

13. Perform quality assurance tasks

Supervisory enumerators revisit pre-selected areas, monitor data collection procedures, or re-interview respondents for quality check purposes. Supervisory enumerators should follow prescribed procedures and record data on quality review forms and submit them to the RFO.

14. Perform other duties covered by NASDA-NASS Cooperative Agreement

In the absence of an enumerator, or as workload requires, the supervisory enumerator may be expected to perform enumerator's duties. They may also be asked to assist NASS staff with unexpected problems such as temporary movement of supervisory boundaries, change in NASS budgeting of data collection activities and varying methods of training. Supervisory enumerators should also offer suggestions to improve data collection efficiency or accuracy, equipment needs of enumerators, and training needs of the enumerative staff.

15. Promote NASS

Supervisory enumerators should positively promote the programs and activities of NASS to enumerators, other supervisory enumerators and the general public.

1.3 NASS INVOLVEMENT IN PERSONNEL MATTERS

NASDA supervisory enumerators have the responsibility and authority to hire, oversee, evaluate, discipline, recommend for promotion, and, if necessary, recommend dismissal of enumerators. The supervisory enumerator can ask or receive from NASS employees general advice concerning any of these job actions. However, no NASS employee has the responsibility or authority to give specific instructions regarding any NASDA personnel actions. **Moreover, NASDA supervisory enumerators must consult with NASDA's NASS Program Director before disciplining and/or dismissing enumerators.**

NASDA supervisory enumerators are responsible for NASDA enumerators and cannot relinquish or assign this responsibility to any NASS employee. NASS retains the right to stop work which adversely affects the provisions of the Cooperative Agreement. NASS is responsible for notifying the specific NASDA supervisory enumerator of all work-related or public relations problems associated with NASDA personnel.

Any interference by NASS employees in personnel related actions for enumerators or supervisory enumerators should be reported to the Regional Director or to NASDA's NASS Program Director.

The disciplining of enumerators should be approached with the intention to correct enumerator behavior or practices, not to punish. It is important that the supervisory enumerator not critique those elements of an enumerator's personality that do not directly affect the work, behavior, or practices associated with

enumeration. Evaluation and discipline are intended to change work related behavior or practice(s), not the enumerator.

1.4 TEMPORARY SUPERVISORY ENUMERATOR POSITIONS

Some surveys or unique situations may require the RFO to request that NASDA temporarily promote an enumerator to the level of supervisory enumerator. An enumerator may be promoted to temporary supervisory enumerator when there is an unusually large sample size in a concentrated area, multiple large surveys at the same time, or medical absences of a supervisory enumerator.

Enumerators should be temporarily promoted for a time span covering one or more pay periods. The promotion should begin at the first day of a pay period and end on the last day of that pay period or a subsequent pay period. Temporary positions should not exceed six months, at which time the individual will revert to their previous enumerator pay and responsibility level, unless authorized by NASDA's NASS Program Director or designee to continue as a supervisory enumerator.

1.5 NASDA COACH ENUMERATORS

NASDA office enumerator coaches will generally be selected from the ranks of competent, experienced enumerators. Criteria for selection of coaches will emphasize the ability to communicate effectively as leaders, as well as performance of data collection activities. Coaches must be able to maintain confidentiality and be discreet and should have the ability to work well with varied personalities. Other qualifications for a NASDA office enumerator coach include the ability to assist supervisory enumerators with training, quality control, distributing work, and working on all surveys.

Enumerators may be temporarily promoted to coaches on a trial basis for a minimum period of six months; allowing time to evaluate the enumerator's coaching skills prior to a permanent appointment.

The responsibilities of a coach include:

1. Review and assist in the presentation of all the training materials
Supervisory enumerators or NASS staff will typically perform training but coaches may be asked answer questions, guide enumerators during practice exercises, or monitor for quality assurance
2. Assist or assign work and workspace to enumerators during data collection
3. Review completed survey forms, questionnaires, and other materials for accuracy and completeness

Coaches will be asked to determine the need for callbacks and the frequency of monitoring individual enumerators. They may evaluate the training processes based on data quality in order for training materials and presentations to be updated for current and future data collection efforts. Coaches will complete applicable record keeping for the supervisory enumerators as assigned and perform other quality control review on data collected as required or assigned.

4. Monitor, coach, and continue to train enumerators during data collection or incoming calls
5. Communicate with the NASDA supervisory enumerators and the NASDA Coordinator

Coaches should keep supervisory enumerators and the NASDA Coordinator informed of work progress and of any problems that arise.

6. Assist NASDA supervisory enumerators with timesheets
7. Perform other duties covered by NASDA – NASS Cooperative Agreement

In the absence of an enumerator, or as workload requires, coaches may be required to perform enumerator duties.

CHAPTER 2

PRINCIPLES OF SUPERVISION

NASDA is committed to developing supervisory enumerators with strong leadership skills. Personal attention by supervisory enumerators to enumerator's practices protects the quality of the data. A supervisory enumerator's job is interesting, challenging and rewarding when done well. Supervisory skills are developed through practice. It does not follow that an expert enumerator is also an expert supervisory enumerator. The difference may be in communication, organizational, administrative, or management skills. With a supervisory enumerator's commitment to strong leadership skills, his or her group of enumerators can be highly productive workers with high morale. Poor or indifferent leadership from the supervisory enumerator will likely result in inefficiency, poor data, and low morale.

2.1 ASSIGNING WORK

Assigning survey work to NASDA enumerators is one the principal functions of NASDA supervisory enumerators and cannot be relinquished to NASS personnel. Making individual enumerator assignments can be very challenging, especially when considering sample distribution, sample size, time to collect survey data, and method of data collection may be unknown or out of the control of the supervisory enumerator. Assigning work must be balanced between available workloads and the necessity of providing work to enumerators. Distance, required training, time usage and other factors should also be considered in assigning survey work. Supervisory enumerators should avoid spreading the work too thinly across their enumerator staff as this will result in general dissatisfaction. NASS may also restrict survey work on the basis of excessive cost.

Office enumerators can be assigned specific operations to survey but usually telephone from a pool of sampled operations.

Field enumerators are usually assigned specific geographic areas and conduct most of the personal interviews and objective yield surveys for that area.

2.1.1 Enumerator Availability Letters

In most regions, the RFO drafts and sends Enumerator Availability Letters to each enumerator. Letters are sent periodically announcing specific details about upcoming surveys involving NASDA enumerators. Each survey announced in the letter should include:

- Name and scope of each survey
- Dates and methods of data collection
- Training required for each survey
- Enumerators' availability to work each survey

The enumerators should be instructed to indicate their availability to work each survey listed. Enumerators should provide completed availability letters to their NASDA supervisory enumerator.

Supervisory enumerators should maintain a file of all Enumerator Availability Letters annually. It is necessary to refer to these letters to determine availability for work at the time of a performance evaluation, eligibility for promotion, consideration of an award, or for unemployment compensation records.

2.1.2 Regularly Scheduled Work

Regularly scheduled work involves assigning enumerators to work those surveys and other work covered in the Enumerator Availability Letters. This requires reviewing the anticipated workload and comparing it to the number of enumerators indicating their availability to work the survey(s).

If an enumerator has indicated availability to work on a particular survey but will not be assigned any work for that survey, inform the enumerator that they will not be working on that survey. This excuses them from their commitment to be available during the survey period. Enumerators assigned to work the survey should be notified as early as possible.

Field supervisory enumerators should ensure their trained staff is adequate to account for normal turnover during surveys that may not offer training on a regular basis. Training for a marginal number of additional enumerators can be provided at little cost. This is usually not necessary for office enumerators due to the ease of training at a central location.

When making field enumerator assignments, you must weigh the effect of sample distribution on enumerator workload. In some cases, the costs to train additional enumerators may be more than offset by the additional miles that would be required if assigning the entire area to one enumerator.

Office enumerators should generally be asked to work a minimum of 4 hours any time they are requested to work.

2.1.3 Special Project Work

At times there may be a need to assign work on short notice or for a very isolated special project. In these cases, supervisory enumerators must assess their staff and make assignments considering issues like availability and geographic area.

2.1.4 Supervisory Enumerator Assignments

Although supervisory enumerators are to concentrate primarily on their supervisory duties and perform a minimum amount of enumeration, many supervisory enumerators elect to work a few samples early in the survey period. This helps them work through the survey forms and develop a feel for the flow of the interview. It is important and beneficial for supervisory enumerators to be familiar with what their enumerators experience through their data collection activities. **Under no circumstances is one NASDA supervisory enumerator to work for another NASDA supervisory enumerator as an enumerator.**

2.2 BRINGING A NEW EMPLOYEE ON BOARD

When a new employee is brought on board, it is important to help them feel welcome. They should be aware of what is expected of them and should feel a part of the supervisory enumerator's team.

As part of the orientation of newly hired enumerators, the following materials should be provided to them:

Field

Survey Interviewer's Manual & Binder
NASDA Enumerator Handbook
Lead Pencils
Ink Pens

ID Card
Vehicle ID
Employer's First Report of Injury
Name Badges
Any RFO Supplied Materials

Office

Survey Interviewer's Manual & Binder
NASDA Enumerator Handbook
DCC Manual

ID Card

Name Badges
Any RFO Supplied Materials

2.2.1 Supervising before Training

Supervisory enumerators should meet with new enumerators before the enumerator attends the first training session. It is important to walk the enumerator through what to expect including: dress code, agenda, expense reimbursements, per diem, lodging arrangements, any pre-workshop assignments and any other information that might make the enumerator's first training experience more positive. The supervisory enumerators should be the mentor for the new enumerator or assign a highly qualified, experienced enumerator as their mentor.

2.2.2 Supervising during Training

Supervision is very important during the training. The supervisory enumerator should assist new enumerators during the training workshop, observe all enumerators closely and note the ones who appear to need the most help. Supervision during the survey should then be planned so that these individuals are visited first.

There are cases in which an enumerator may be hired during a period in which no NASS training will be held. In these cases, **the supervisory enumerator must ensure that adequate training** is provided. Training can be done by the supervisory enumerator, an experienced enumerator, or a NASS employee.

2.2.3 Early Survey Supervision

Field and office supervisory enumerators must review enumerator's work early in the survey period. This review will help answer enumerators' questions, resolve any data problems, and encourage correct data collection methods. Supervisory enumerators should ensure that enumerators have the necessary supplies and reference materials to deal with respondents and their questions.

Office supervisory enumerators should post a schedule of enumerators assigned to work each day or night of a survey in a prominent location within the RFO, provide each enumerator with the schedule and include the names of alternates who are available to serve as substitutes. Prior to surveys, supervisory enumerators must be easily available to their staff to resolve any scheduling problems which arise to ensure a complete telephoning staff is available.

Office supervisory enumerators should also provide new or inexperienced enumerators coaching in the use of software, survey terminology, and questions. A highly qualified enumerator may assist the supervisory enumerator in these tasks. Extra supervisory attention will help build the confidence of inexperienced enumerators, and develop the skills needed for collecting high quality data.

It is important to have ready access to either the state survey statistician or the NASDA Coordinator to promptly report equipment or supply problems, emergency situations in the work environment, or questions related to surveys.

2.2.4 Field Supervisory Visit

Field supervisory enumerators must visit enumerators early in the data collection period. If there are several inexperienced enumerators on staff, it may be necessary to request assistance from the NASDA Coordinator or from other NASDA supervisory enumerators. Appointments should be made well in advance. New or weak enumerators may require a second visit later in the survey period. Visits should be planned for a full day but should allow flexibility. Usually, working through one complete interview or sample for the visit will be

sufficient for more experienced enumerators but do not assume experienced enumerators do not require guidance.

Supervisory enumerators should prepare for the visit in advance by determining the weak areas or problems to discuss and offering positive feedback on those areas in which the enumerator is performing well. Evaluation forms and notes covering previous visits may be helpful. The NASDA Coordinator will relay if any of the enumerator's work reviewed by the RFO was not satisfactory. These discussions should be undertaken prior to departing to obtain interviews or samples.

It is important to be on time for the appointment and never break an appointment unless the enumerator can be notified in advance. When practical, travel with the enumerator in his/her vehicle. Encourage good driving habits. Do not permit unsafe driving practices to go uncorrected, but use tact and diplomacy in discussing such a problem. Observe how the enumerator uses the maps and photos to locate segments, tracts, and fields.

Put the enumerator at ease when observing the interview. It may be helpful to review the questionnaire prior to contacting a respondent. Explain each step necessary for completing the interview. For some new enumerators, it may be best for the supervisory enumerator to complete the first interview. During the interview, take note of the enumerator's introduction, explanation of the survey, way of asking questions, etc. Do not interrupt the interview to correct minor mistakes that can be improved upon later. Remain alert, however, to the need to tactfully help the enumerator avoid major mistakes and complete the interview. Upon completion of the interview, discuss their performance and review the form. Let the enumerator take the initiative of looking for deficiencies in their work. Discuss refinements in their interviewing techniques and any problems encountered during the interview.

The NASDA Coordinator or survey statistician will provide a check list to follow when reviewing an enumerator's work on specific surveys. Review the enumerator's completed work with extreme care for: missing data, inconsistencies with the data, presence and clarity of notes on questionnaires, photos, or maps. Give further instructions as needed and point out those areas in which the enumerator performed well. Use manuals to explain procedures and definitions. Go over the need for accuracy and adherence to rigid instructions in order to provide accurate agricultural estimates.

2.3 QUALITY ASSURANCE

Above all, NASDA must supply NASS with accurate data. The reputation of NASS reports must never be put in jeopardy. Falsification of data is grounds for immediate termination of employment. Supervisory enumerators are responsible for carrying out quality assurance checks on all major surveys and periodic checks on other surveys. Quality assurance forms and specific instructions will be provided by NASS for each survey. The quality assurance work is divided into two phases: survey proper and post-survey procedures.

Survey proper quality assurance will consist of the checks on the enumerators and their work during the survey. This will identify enumerator mistakes early in the survey period so that they can be corrected before the data is tabulated.

Post-survey quality assurance will consist of revisiting segments or reviewing samples once work on them is completed. The purpose of this check is to evaluate the survey data collected. This evaluation may point out deficiencies in questionnaires, instructions, training, supervision, equipment, or other problems which can be addressed with the next survey.

2.3.1 Provide Guidance on How to Improve

Guidance should be provided through the sharing of administrative and technical information, best practices and coaching.

Enumerators should be made aware of new developments at NASS as well as upcoming significant events. Technical information should be shared with the enumerator based on the survey and the enumerator's previous experience. It is the responsibility of the supervisory enumerator to ensure that the enumerators are retaining the required information.

Supervisory enumerators should share best practices with enumerators including: (1) how to plan and organize work; (2) how to schedule activities for best use of time; (3) how to conduct an interview; (4) how to get cooperation of respondents, (5) interviewing techniques; (6) communication with NASDA, NASS and respondents. These techniques are best developed through experience and practice.

Supervisory enumerators should also look for opportunities to coach enumerators by observing enumerators at work, suggesting improvement, and monitoring to determine if performance has improved. Significant time should be devoted to guiding enumerators. Coaching may sometimes be required for personal trait conflicts. The supervisory enumerator must tactfully point out the problems which affect the enumerator's performance and assist the enumerator to overcome or correct them.

2.3.2 Encourage Improvement

Enumerators who take pride in their jobs take pride in doing it well. Encourage enumerators to continue to learn more about their job. Motivate them to perform with potential positive outcomes from their efforts. These positive results could range from internal (greater satisfaction in their work, higher comfort level) to external (recognition from their peers, positive feedback from respondents, cash incentives). Frequent, sincere appreciation is vital. Special letters of commendation signed by the Regional Director or NASDA's NASS Program Director or the NASDA CEO should go to deserving enumerators. Supervisory enumerators should recommend awards for superior accomplishments.

2.3.3 Greater Responsibility for Enumerators

When an enumerator is given increased responsibility, the supervisory enumerator should relay this to the NASDA Coordinator. Be alert for enumerators who can accept greater responsibility and offer them more challenging assignments when the opportunity arises.

2.3.4 Document Work Refusals

As a part of their recordkeeping duties and the evaluation process, all supervisory enumerators should document and keep on file cases where individual enumerators were unavailable or turned down work.

2.3.5 Keeping Accurate Records

Keeping accurate records is an essential part of being a supervisory enumerator. Successful managers are organized in a way to provide necessary information quickly, accurately, and with sufficient documentation for verification.

A filing system following this format is recommended:

Enumerator Name (Divider)

 Employment (Folder One)

 Enumerator Selection Aid, NAS-010 (document)

 Return from Serious Illness forms (document)

 NAS-011 forms (document)

 Availability (Folder two)

- Enumerator Availability Letters (document)
- Evaluation (Folder three)
 - Evaluation Forms (document)
 - Nomination for Special Awards (document)
 - Supporting information for data quality-pro or con
- Survey name (Divider)
 - Training Material (Folder one)
 - Various workshop handouts and examples
 - Outline from presentation you may have made
 - Survey Forms (Folder two)
 - Copy of each paper survey form (not CATI)
 - Notes or suggestions to improve survey materials
 - Editing (Folder three)
 - Instruction from the RFO on editing
 - Notes or problems during editing

A box or small inexpensive file organizer can be used to store your records.

Supervisory enumerators must also keep all medical information regarding enumerators in a confidential, separate medical file.

CHAPTER 3

HIRING & MAINTAINING A STAFF OF ENUMERATORS

3.1 ENUMERATOR QUALITIES

When considering candidates for enumerator positions look for the following qualities:

- Alertness and intelligence
- Friendly, outgoing personality
- Quick learner
- Good speaking manner, diction
- Good listener
- Enthusiasm
- Interest in work
- Dependability
- Honesty
- Tactfulness
- Neatness
- Self-confidence and poise
- Agricultural background
- Computer Literacy

3.2 ENUMERATOR HIRING PROCEDURES

To satisfy NASDA's Anti-Discrimination policy, it is imperative that each person who responds to a NASDA notice of job availability receives the same treatment and that each is given the opportunity to compete on an equal basis for available position(s). The procedure outlined below is designed to assist a supervisory enumerator in screening large numbers of prospective candidates. In cases where only one or two individuals are interested in employment, some of the tasks can be collapsed into the same time frame, but no task is to be omitted. **Consistency in hiring is a requirement to maintain NASDA's Anti-Discrimination Policy.**

3.2.1. Workforce Assessment

Review upcoming data collection activities for workload and timing to determine the number of enumerators needed. Contact those enumerators who have expressed interest in working the coming survey cycle to get commitments from those who will work.

3.2.2 Where to Look

Referrals from other enumerators or from USDA County Extension Service or Farm Service Agency (FSA) offices offer excellent sources of potential enumerators. Referrals who express interest will usually have a good idea of what an enumerator job involves and will have done some of the screening work themselves. Sometimes respondents, respondent spouses and retired agricultural workers have expressed interest in becoming an enumerator.

Supervisory enumerators should keep a file of potential candidates who expressed interest when there were no staffing needs. People who do volunteer work are typically more satisfied with the intermittent nature of survey work and can handle the busy times.

Newspaper ads, especially in farm related publications, may be able to provide prospective enumerators with a farm background. NASDA has a policy of encouraging the placement of position availability advertisements in applicable minority publications. This method has been proven in several states to be very effective. All

advertisements to hire NASDA enumerators should be placed by NASDA supervisory enumerators and must carry the notation that NASDA is a Fair Employment Opportunity Employer.

College and university students are also potential enumerators; however the turnover rate of students is generally high and requires more training resources.

Expenses incurred while employing new enumerators, such as employment advertisements placed in local newspapers or periodicals, rental of meeting rooms, and the like must be approved and coordinated through the RFO. These expenses are typically paid for by the RFO using a NASDA credit card. Reimbursement for expenses paid by the employee should be claimed on the timesheet.

3.2.3 Screening

Screening is an active process in which the supervisory enumerator first guides the candidate into determining whether work as an enumerator suits them, then qualifies the abilities of the applicants, and finally chooses which screened candidates best fit the available position(s).

The most important stage for the supervisory enumerator begins with the supervisory enumerator's first contact with the candidate, the screening interview. Effective screening and selection of candidates to become applicants is key to maintaining a competent staff of enumerators for survey data collection. It is during this early stage that the supervisory enumerator may save the most time and effort and will establish a credible pool of potential applicants. Effective initial screening will often reduce the respondent pool by 25 to 40 percent. This will save the supervisory enumerator a great deal of time and effort.

There are three keys to the screening interview:

1. Try to do it over the phone
This will save both parties time and effort if the candidate is not interested in enumerator work and allows the supervisory enumerator to gauge the communication skills of the candidate.
2. Tell the truth about the job
Do not try to "sell the job" to a candidate by sugarcoating any aspect of the work or frequency of work. Allow the candidate the opportunity to determine whether the job is or is not for them.
3. Be courteous and polite
Thank the candidates who decide not to pursue the job for their time and interest and request that they mention the job availability to their friends. This will promote good public relations and will avoid any hurt feelings.

Never give an application to a candidate who is not truly interested in the job.

Minimum age requirements, necessity of a work permit, high school diploma, and the rest of the basic qualifications should be covered during this interview. Be certain the applicant understands the physical demands of the work and recognizes that an existing physical condition could possibly affect job performance and place the employee at risk.

Supervisory enumerators should keep track of where candidates are coming from in order to take advantage of their most productive resources. During the screening interview, ask how the respondent found out about the job opening and whether or not the respondent is familiar with enumeration. Track both responses over time.

3.2.4 The Application Process

As a part of NASDA's Anti-Discrimination policy, it is a responsibility of the supervisory enumerator to give an application to any candidate who successfully completes the screening interview and wishes to apply for employment. It is suggested that, absent disability, the applicant fill out the form by hand, with a ballpoint pen. If an applicant is disabled, supervisory enumerators should contact the NASDA NASS Program Director for assistance and guidance in reasonably accommodating the applicant.

To proceed with the application process, each applicant must submit a completed Application and Appointment Form (NAS-001). The submission of an incomplete form denotes an unqualified applicant and is a valid reason for not continuing the hiring process with the applicant.

Remember, all applications submitted, regardless of how far the hiring process goes, must be retained by NASDA supervisory enumerators for three years. Review all application forms to determine which applicants are qualified for the job prior to administering the Enumerator Selection Aid (NAS-010).

The application should give the supervisory enumerator information on the applicant's locality, work record, references, education, and transportation resources.

Qualified applicants then complete the Enumerator Selection Aid to evaluate their analytical skills. Even if there is only one applicant for the position, the Aid is administered and supervisory enumerators must adhere to both the time limit and minimum test score.

3.2.5 The Enumerator Selection Aid

The Enumerator Selection Aid (NAS-010) is to be taken in the presence of a supervisory enumerator. A passing score is 70% correct or better. Do not allow applicants to look over your shoulder while you grade the test; once they submit their test, thank the applicant and let them know you will be in touch.

From the Aid, the supervisory enumerator will receive information on the applicant's: alertness and intelligence; relative learning ability, vocabulary, math skills, cognitive reasoning, and handwriting neatness.

While there is often a reduction in the applicant pool at this stage, it is possible that all the applicants who take the Aid will pass however; it is unlikely that all will score 100%.

Call or write any applicants who do not pass the Enumerator Selection Aid. Thank them for their time and interest but do not tell them that they failed the Enumerator Selection Aid or request that they mention the job availability to their friends. This will promote good public relations and will avoid hurt feelings.

3.2.6 Checking References

After grading the Enumerator Selection Aid(s) the supervisory enumerator must determine on the basis of the application, the screening interview, and the Enumerator Selection Aid score which applicants, if any, are best suited to the available position(s). As long as all of the resulting candidates have passed the Enumerator Selection Aid, it is up to the supervisory enumerator to determine how much importance should be applied to the relative scores of the applicant pool. When the best applicants have been determined, check the references given by each applicant.

Checking references is a very important part of the hiring process. If done properly and thoroughly, it will confirm the better applicant(s). Keep in mind that the applicant will not list references that are likely to identify any negative qualities of the applicant, so the supervisory enumerator must probe the reference for

information on the applicant's intelligence, dependability, honesty, tactfulness, neatness, self-confidence and poise. This cannot be a brief conversation if anything meaningful is to be gained. Ask open-ended questions; let the respondent lead the conversation. In a friendly manner, ask the respondent to give examples to support the statements they make about the applicant. For reasons of good public relations, it is very important that the respondent be warmly thanked for their cooperation.

3.2.7 PROVIDING REFERENCES

Any NASDA employee contacted as a reference for a current or former employee may **only confirm that the employee worked for NASDA and the dates of employment**. Violation of this policy will result in disciplinary action, up to and including termination.

3.2.8 INTERVIEWING ENUMERATOR CANDIDATES

Once the applicant's references have been checked, the supervisory enumerator must determine which, if any, of the applicants are qualified to be hired and therefore should still be considered enumerator candidates.

The supervisory enumerator gives each remaining candidate a personal interview. This interview is not to be brief. Especially in a competitive hiring situation, this personal interview is the final point of determination on who will be hired. The supervisory enumerator must prepare in advance for these interviews, as they are often the single deciding factor between capable candidates.

Conduct the interview where you will not be distracted by unnecessary noise or activity. Office supervisory enumerators can probably find an acceptable area in the RFO building to conduct interviews.

Field supervisory enumerators should try to use a meeting room at the County Extension Service office or FSA office as this introduces the candidate to the facility and provides a physical reference point for the field supervisory enumerator's authority. If this is not practical, use a quiet area in a restaurant. Supervisory enumerators must take and retain notes from this interview. Allow for time immediately after the interview to write additional notes on the candidate.

People interviewing for a job are generally somewhat nervous. Try to make the candidate feel comfortable, relaxed, and as natural as possible. Work your way into the interview, asking general questions at first, moving toward the specific questions once the candidate is relaxed.

Prepare a list of questions to ask each applicant. Each applicant must be asked the same set of core questions. This is imperative, both to satisfy fair hiring requirements and to allow the supervisory enumerator to compare the candidates' answers.

Gear your questions only toward determining if a candidate is qualified to perform the job. Some unique qualifications on an application or responses to certain questions during the interview may prompt you to ask other questions. Once you have asked a question, listen carefully. Remember, you are interviewing the applicant, let them respond with their answers and thoughts.

Questions relating to the following topics should **never** be asked:

- Personal Matter (marriage status, children, personal relationships)
- Disability or Medical Condition (it is up to the candidate to determine if they can fulfill the physical requirements of the job)
- Membership of any Lodges, Clubs or Societies
- Political Opinions or Affiliations

- Ethnicity or Country of Origin
- Distance from Home
- Age
- Religion

Appropriate Questions Include:

- Lawfully authorized to work in the U.S.?
- Available for part-time work on short notice?
- Easily reached by telephone?
- Telephone calls from his or her home?
- Vehicle available for survey work? (Field only)
- Valid driver's license? (Field/Driving only)
- Minimum required vehicle insurance? (Field/Driving only)
- Background or knowledge pertaining to agriculture?
- High school diploma or are they of minimum acceptable age?
- Current employment status?
- Experience using a computer?

When interviewing potential enumerators who will be doing telephone interviews, conduct at least part of the interview over the telephone to judge how the candidate sounds on the telephone. Regardless of whether it is for field or office work, it is important to determine if the person speaks distinctly, with confidence, and has a pleasant voice.

During the interview, go over the basic enumerator procedures, and give the candidate a general idea of what is expected including:

- What NASDA does, NASDA's relationship to USDA and NASS, its history and mission, how the RFO is organized and operates, that they would be employees of NASDA and not state or federal employees
- Work is part-time, review expected period(s) of employment and their expected availability.
- What their particular job would be and the duties and skills they would be expected to have
- How the performance of the work will be measured
- Supervisory enumerator relationship
- That feedback on completed questionnaires may come from the NASS survey statistician
- Rate of pay, mileage, per diem, and payroll arrangements

These points are covered in the NASDA Enumerator Handbook.

The interview should separate those candidates who are best qualified and truly interested in the job. During or after the interview, some candidates may indicate the job is not what they anticipated and are no longer interested. Do not pressure the applicant into considering the job.

Never give any indication during the interview that the applicant will be hired. Wait to give careful consideration to the most qualified and interested job candidates, and only then let each candidate know the decision.

Contact those candidates not hired in a timely fashion as those hired; it is courteous and will be appreciated. Keep in mind that all of these candidates should be qualified and one not hired this time may be hired in the future. Applicants should be informed that the application will only be valid for one year.

3.2.9 Valid Reasons for Not Hiring

It is important that you are consistent in your hiring practices from candidate to candidate and that you use the same set of priorities for each candidate. If asked, be prepared to communicate to those applicants not selected the valid reasons for the decision. These words should be thoughtful and prepared in advance. All reasons for not hiring must be documented in writing and kept with the application for three years.

3.2.10 Forms

Once an applicant is selected, the following forms must be submitted to the RFO in order for the employee to be considered active and begin work:

1. Employment Eligibility Verification (Form I-9)
NASDA employs only United States citizens and aliens who are authorized to work in the United States. As a condition of employment, each new employee (or rehired former employee) must complete the I-9 eligibility verification form at the time of hire and present documentation within three days of hire establishing employment eligibility and identity. NASDA shall not permit an employee to work if the employee has not submitted the information requested on the I-9. Employment will be terminated for any individuals who cannot establish that they can legally work in the United States.
2. Application and Appointment Form (NAS-001)
3. Federal Tax Form (W-4)
4. State Tax Form
5. NASDA Certification of Confidentiality Motor Vehicle Insurance Form (NAS-004)
6. NASDA Enumerator Handbook Acknowledgment Form
7. Motor Vehicle Record
8. Copy of Vehicle Insurance Declarations
9. NASDA Cell Phone Policy Agreement (if requesting reimbursement)
10. Voided check for direct deposit.
11. Anti-Harassment Certification Form
12. EEO Reporting Requirement
13. Office enumerators must also submit appropriate forms and materials to attain entry and use of equipment at the work locatio

CHAPTER 4

FORMS AND INSTRUCTIONS

4.1 FREQUENTLY USED FORMS

Supervisory enumerators are required to complete and file or forward to the RFO or provide the new hires many different forms. Some of the more frequently used forms are listed below.

Hiring Forms:

Enumerator Application and Appointment Form (NAS-001)
Enumerator Selection Aid (NAS-010)
Employment Eligibility Verification (Form I-9)
Federal, State Tax Form (W-4)
NASDA Certification of Confidentiality & Motor Vehicle Insurance (NAS-004)
Picture ID Card
Motor Vehicle ID Card (NAS-007)
Receipt of Handbook Acknowledgement Form
Motor Vehicle Record
Proof of automobile insurance (higher of state minimum or 25/50/25)
Voided check
NASDA Cell Phone Policy Agreement
EEO Reporting Requirement
Anti-Harassment Certification Form

Evaluation:

NASDA Enumerator Performance Evaluation (NAS-008)
NASDA Supervisory Enumerator Performance Evaluation (NAS-015)
Interviewer Monitoring Form (NAS-012) (Field Supervisory Enumerator use)

Accident Reports:

Employee's Report of an Accident (NAS-016)
Supervisor's Report of an Accident (NAS-017)

Personnel Actions:

Notification of Eligibility for Promotion (NAS-006)
Personnel action of NASDA Employees (NAS-002)
NASDA Notification Form (NAS-003)
Nomination for Special Award- NASDA Enumerators and Supervisory Enumerators (NAS-009)

These forms can be found on the NASDA website (<http://www.nasda.org/9381/NASS/9638/9800.aspx>).

*While NASS determines and evaluates operational needs, all NASDA personnel actions are taken by NASDA employees, independent of NASS. Although official employee files are maintained by NASS, the records are the property of NASDA. **All requests for employee records, or information pertaining to employees, made by agencies or parties other than NASDA/NASS must be cleared immediately (prior to granting the request) by NASDA's NASS Program Director.***

4.2 ENUMERATOR APPLICATION AND APPOINTMENT FORM (NAS-001)

The Application and Appointment Form, NAS-001, is an application form for the position of NASDA enumerator or supervisory enumerator. All applicants should complete NAS-001. All copies must be legible. It is important that all questions on the application form be answered fully and accurately.

When a candidate is selected, the NAS-001 form must be signed by the hiring NASDA supervisory enumerator and sent to the RFO. Once the RFO enters a unique employee number and rate of pay on the NAS-001, a copy of the form is sent to the supervisory and a copy is placed in the personnel file. The RFO is also responsible for adding the new enumerator to the payroll processing system managed by Payroll Network, Inc. (PNI) and the NASS system (ESAFE).

If an applicant is not selected, the application form should be kept on file for three years.

4.3 ENUMERATOR SELECTION AID (NAS-010)

The Enumerator Selection Aid, NAS-010 is used for all applicants who, on the basis of the information appearing on their submitted, completed application, are qualified for employment. It contains questions on map reading (not required for office enumerator applicants), vocabulary, following instructions and basic math. The specified time limits should be strictly observed. A person who scores below 70% (26 of 38) should not be hired, unless there is convincing evidence that the person will be able to do the job.

The Enumerator Selection Aid should be used in conjunction with, and not in lieu of, the NASDA supervisory enumerator's appraisal based upon a personal interview of the applicant. The Enumerator Selection Aid is very useful in identifying prospects unable to cope with the paperwork or the rigid time requirements involved in survey work. It may also be helpful in making a choice among persons with nearly equal qualifications.

4.4 EMPLOYMENT ELIGIBILITY VERIFICATION FORM (FORM I-9)

Each applicant is required by law to complete an Employment Eligibility Verification Form. It verifies a person's eligibility to be employed in the United States as either a U.S. citizen, or as an alien lawfully authorized by the Immigration and Naturalization Service.

4.5 FEDERAL TAX FORM (W-4)

All newly hired enumerators are required to complete a Federal Tax Form W-4. Enumerators should complete this form based on the instructions provided on the Form W-4. This form is used to calculate the amount of salary that will be withheld and remitted to the IRS for federal taxes. Most states also require enumerators to complete a tax withholding form for their state.

A new Federal Tax Form W-4 may be completed any time an enumerator changes his or her address or other items that affect his or her tax withholding liability.

If an enumerator does not know how to complete the Federal Tax Form W-4, the supervisory enumerator should recommend that the enumerator talk to an accountant or call an IRS office. **NASDA supervisory enumerators are not authorized to give any tax or legal advice.**

4.6 NASDA CERTIFICATION OF CONFIDENTIALITY AND MOTOR VEHICLE INSURANCE (NAS-004)

Although NASDA supervisory enumerators and enumerators are not federal employees, due to the handling of NASS data, they must certify that they have read selected sections of Title 18, U.S. Code and Section of Title V of E- Government Act of 2002, (Public Law 107-347) as noted on the Certification of Confidentiality Form. Annual USDA Security Training is also required.

Enumerators using a motor vehicle for NASDA business (being reimbursed for mileage) must certify they have read the motor vehicle insurance regulations. Each motor vehicle to be used for NASDA business must have the minimum insurance coverage required by NASDA.

Each newly hired enumerator shall complete the Certification Forms. All NASDA supervisory enumerators and enumerators must be recertified each year. Forms are to be retained in their personnel folder.

Disclosure of any survey information or any other information covered by the certification of confidentiality statement will result in immediate dismissal. Violations should be reported to the Eastern or Western Field Operations Director with supporting evidence of violation. The Field Operations Director will coordinate further personnel and legal actions with NASDA's NASS Program Director.

4.7 PICTURE AND MOTOR VEHICLE ID CARDS

When all the hiring forms are completed and the employee has been added to the database, a Picture ID Card will be issued to them. The Motor Vehicle ID (NAS-007) will be issued when employee receives their New Employee kit.

4.8 TIME, MILEAGE, AND EXPENSE SHEET (NAS-011)

Specific instructions for completing the online NASDA Time, Mileage, and Expense Sheet are given in NASDA Enumerator Handbook. While reviewing the online forms, look for inconsistencies in enumerator's workloads and amounts of mileage and time claimed. To adequately review timesheets, supervisory enumerators will need to be aware of enumerator assignments, their work progress, and any possible difficulties they encountered while working. Supervisory enumerators are expected to closely review enumerator timesheets. Failure to do so may impact the supervisory enumerator's evaluation.

NASDA uses a web-based timesheet system for electronic timesheet submission and approvals. This reduces paper usage, time and costs involved with mailing paper timesheets. All enumerator timesheets are to be reviewed and approved in the system by a supervisory enumerator. NASDA Coordinators should also be reviewing the timesheets for both the Office and Field Enumerators and approving them in the system after the supervisory enumerator has approved the timesheet. Supervisory enumerators are expected to review enumerator timesheets for accuracy and reasonableness. Failure to do so may impact the supervisory enumerator's evaluation.

If, under *extreme* circumstances and when approved by NASDA's NASS Coordinator, a paper timesheet is submitted to the supervisory enumerator, the official file is maintained in the FO, not the supervisory enumerator's files. Faxed copies of signed timesheets are acceptable as the official FO file copies (there is no need to also mail the original).

4.9 NASDA ENUMERATOR PERFORMANCE EVALUATION FORM (NAS-008)

See Chapter 5 of this handbook.

4.10 NOMINATION FOR SPECIAL AWARDS (NAS-009)

See Chapter 5 of this handbook.

4.11 NOTIFICATION OF ELIGIBILITY FOR PROMOTION (NAS-006)

RFO staff will complete and forward to supervisory enumerators a NAS-006 whenever an enumerator becomes eligible for promotion based upon hours worked or length of employment. If the supervisory enumerator concurs with the promotion, the supervisory enumerator signs and returns the form within 10 days along with a NAS-002. If the supervisory enumerator does not concur with the promotion, the supervisory enumerator indicates on the form the reasons why they do not recommend promotion.

4.12 PERSONNEL ACTION OF NASDA EMPLOYEES (NAS-002)

The Budget and Accounting Technician in the RFO should be alerted to any changes for the employee including: termination, pay increase, marriage, changes in withholding taxes, address changes, bank account change etc. It is crucial that this information is relayed to the Budget and Accounting Technicians immediately to ensure that the payroll processing system is kept up-to-date.

Form NAS-002 is used to document changes and authorize the changes. The action(s) requested should be checked in the appropriate boxes on the left. Pay raises, promotions and other changes in salary or method of pay should be shown on the second line of NAS-002. Termination or reinstatement of an enumerator must be authorized by the proper NASDA supervisory enumerator or in the case of a supervisory enumerator, must be signed by NASDA's NASS Program Director.

Promotion from enumerator to supervisory enumerator is a Personnel Action recommended by the Regional Director. Use employee form, NAS-002. In the "other comment" section of the form, brief comments on the action being taken would be appropriate. An example would be:

"Promotion of (Name) from NASDA enumerator to NASDA supervisory enumerator replacing (Name) who (resigned, etc.) on (date)". (Name) has been a dependable, conscientious enumerator for years. (Name) is well respected by his/her peers.

The comments should include information on years of service as a NASDA enumerator, as well as quality of work and any other qualification or justifications.

The appointment of a NASDA supervisory enumerator, when the individual is not currently employed as a NASDA enumerator, requires that a NAS-001 be completed.

Requests for any action pertaining to the hiring, disciplining or termination of a NASDA supervisory enumerator must be submitted to NASDA's NASS Program Director who retains the final approval and appointment authority for any action pertaining to NASDA supervisory enumerators.

4.13 NASDA NOTIFICATION FORM (NAS – 003)

A NASDA Notification Form communicates to NASDA and RFOs all work-related incidents that could eventually involve a third party. For instance:

- Supervisory enumerator is not satisfied with the performance of an enumerator's duties
- Respondent's dog bit an enumerator and the animal may need to be quarantined
- Enumerator slipped on ice in a farmer's yard and broke an arm
- Authorities contacted the RFO in an investigation of an enumerator
- NASS employee behaved in a manner that an enumerator found offensive

- NASDA employee behaved in a manner that a respondent found offensive or inappropriate
- Termination of an enumerator

The NASDA Notification Form provides the opportunity for the NASDA and/or the NASS employees closest to a situation to keep others informed and work together for a reasonable solution. When the NASDA supervisory enumerator initiates the form, it should be sent to the RFO. The RFO will then forward the form to NASS HQ and NASDA HQ. When the RFO initiates the form, it should be sent to NASS HQ. If appropriate, the RFO will forward a copy to the affected supervisory enumerator.

This form does not take the place of any official documents supervisory enumerators use to report specific matters such as vehicle accidents, report of work related injuries, grievances, or evaluations. Use this form to keep NASDA and NASS informed of problems or possible problems so they made be avoided or resolved as quickly and efficiently as possible.

CHAPTER 5

EVALUATION, PROMOTION AND QUALITY CONTROL

5.1 EVALUATIONS

Evaluations should reflect an employee's performance. Specific comments on the evaluation form should be used to identify their strengths and weaknesses. NASDA has defined guidelines for scoring each element rated. Consider carefully the guidelines of each element on the evaluation form and rate each enumerator fairly when based on a comparison with other enumerators in their state or region.

All NASDA enumerators and supervisory enumerators must be evaluated periodically and must have at least one formal evaluation each year to determine performance levels. NASDA enumerators will be evaluated by their supervisory enumerator. The RFO will evaluate supervisory enumerators and the evaluations will be considered by NASDA in determining any employment action toward the supervisory enumerator.

5.2 NASDA ENUMERATOR EVALUATION (NAS-008)

The NASDA Enumerator Handbook includes job performance guidelines for supervisory enumerators to follow for the various elements on which NASDA enumerators are to be evaluated. Evaluations must be both objective and subjective. Objective criteria are based on actual counts (number of segments or samples completed, and the accuracy of enumeration and field observations). An enumerator's skills in dealing with respondents will often require subjective evaluations. Extreme care must be exercised in subjective evaluations to avoid personal biases.

At the end of the calendar year - during December or early January, supervisory enumerators should complete an evaluation form for their enumerators who worked during the calendar year. Follow the directions in the NASDA Enumerator Handbook when completing either the survey evaluation or the annual evaluation.

If travel costs are prohibitive, supervisory enumerators may initially send the annual evaluation to the enumerator and then discuss it by telephone. In these and all other cases involving enumerators who choose to work for NASDA the following year, a private follow-up meeting with each enumerator to discuss the annual evaluation must take place within the period January 1st to May 31st. Carefully discuss the rating and comments with the enumerator. Both parties then sign the NAS-008 form. The supervisory enumerator gives one copy of the evaluation form to the enumerator being evaluated, retains a copy for their records, and turns in one copy to the RFO to be maintained in the personnel folders.

5.3 HOW TO EVALUATE

For the evaluation to be an effective supervisory tool, supervisory enumerators must approach the evaluation process as an opportunity to offer suggestions for improvement in a positive way. Make certain enumerators know and understand the elements that will be used to evaluate them. If they do, your evaluation will not be a surprise, but a confirmation of past performance. Remind them that training and resources are available to assist all enumerators reach the highest performance level. When evaluating an enumerator:

1. Prepare

Be certain to have all relevant documentation (including notes on performance) before beginning an evaluation.

2. Be fair

Weigh the positive and negative aspects of the enumerator's performance fairly.

3. Be positive

The intent during evaluation is to praise those things an enumerator has done well and provide guidance for the improvement of those things an enumerator has not performed so well on. Build an action plan together and try to come to an agreement on ways to improve.

4. Be consistent

All enumerators must be evaluated on the same elements, in the same order of importance, in each of the evaluations over time.

5. Ask for feedback

Enumerators evaluate supervisory enumerators. Ask how to be a better supervisor. There will often be different needs for each enumerator.

5.4 NASDA SUPERVISORY ENUMERATOR EVALUATION (NAS-015)

Just as NASDA supervisory enumerators evaluate the enumerators after each major survey, as part of our cooperative agreement, RFO staff will evaluate NASDA supervisory enumerators after each major survey and annually for review and approval by NASDA's NASS Program Director.

The rating guidelines given below are the basis for evaluating supervisory enumerator's performance on each element. The tasks listed should be used as a guide when rating each category and element independently. When the annual evaluation is completed and signed by the Regional Director, the NASDA Coordinator will discuss the evaluation face-to-face with each supervisory enumerator. The supervisory enumerator's signature on the evaluation denotes receipt of the evaluation, not an agreement with the results.

The supervisory enumerator will sign the NAS-015 form, and all copies will be forwarded to NASDA's NASS Program Director for consideration, final approval, and signature. The RFO and supervisory enumerator's copies will be returned to the RFO. A signed copy of the evaluation will then be given to each respective supervisory enumerator and a copy placed in their personnel file.

5.5 SUPERVISORY ENUMERATOR EVALUATION GUIDELINES

Each element will receive a rating of Outstanding (O), Good (G), Fully Successful / Satisfactory (S), Need Improvement (N), or Unsuccessful (U). The following guidelines have been established for each of the rating levels:

Outstanding	Performance is clearly and consistently superior. Demonstrates a very high degree of proficiency; exceeds standards of normally expected performance is an example to peers.
Good	Performance is above satisfactory.
Fully Successful/ Satisfactory	Performance is satisfactory and consistently at a high level expected of fully qualified employees.
Needs Improvement	Performance is at the lowest level of acceptability. Improvement is necessary in many aspects of the job.
Unsuccessful	Performance must be immediately improved to maintain employment.

5.6 PROMOTIONS

NASDA's supervisory enumerator promotion program has a trial level and eight active levels.

The trial level is a minimum six month period and 100 hours of work experience to evaluate whether an individual should be retained at this title series and given active status. Newly appointed supervisory enumerators not performing satisfactorily for promotion to active status may be given an extended evaluation period of up to six additional months or may be retained in the enumerator series. The trial period cannot be extended beyond one year.

An individual accepted into active status, to be promoted to the next level must; (1) be recommended by the RFO, (2) receive a satisfactory performance rating on their annual evaluation) and (3) work a minimum regular-time hours or calendar time. A "safety net" of calendar time is included to protect supervisory enumerators not offered enough work due to their state's survey workload. Hours worked includes any regular-time hours worked as recorded in the NASDA payroll system.

Exceptions to the time requirements for promotion to the next level can be made if exceptional individual supervisory enumerator performance is documented by the RFO. Such a promotion must be authorized by NASDA and NASS Headquarters.

5.7 NOTIFICATION OF ELIGIBILITY FOR PROMOTION (NAS-006)

The RFO is responsible for maintaining a record of hours reported worked by each NASDA enumerator and supervisory enumerator. To assist NASDA supervisory enumerators in recognizing NASDA enumerator's eligibility for promotion, the RFO will notify NASDA supervisory enumerators with a Notification of Eligibility for Promotion form, NAS-006. The supervisory enumerator must review the enumerator's latest annual performance rating, and decide whether to approve or not to approve the promotion. To approve the promotion, the supervisory enumerator must check the appropriate box to indicate their approval of the promotion, sign the NAS-006 form, and return it promptly to the RFO. If the supervisory enumerator decides not to approve the promotion, these reasons must be discussed with the enumerator and the Enumerator Evaluation Form should be signed by the enumerator indicating their supervisory enumerator has discussed these concerns with them.

In the case of enumerators at the trial level, supervisory enumerators should receive the NAS-006 from the RFO within one month or 50 hours of being eligible for promotion to level I, whichever occurs later. In the case of promotions from level I to II, level II to III, etc., the NAS-006 should be sent to the supervisory enumerator within 100 hours of an enumerator's eligibility for promotion.

NASDA's NASS Program Director approves the promotions of NASDA supervisory enumerators by signing the NAS-002 form. If the RFO recommends not approving a promotion to a NASDA supervisory enumerator, the RFO must complete the NAS-013 form, document the reason for recommending denial of promotion and have the supervisory enumerator sign the form indicating that the RFO staff have discussed their concerns with the supervisory enumerator. The form should then be forwarded to NASDA's NASS Program Director.

Any enumerator or supervisory enumerator denied a promotion should be reconsidered for promotion at their next scheduled annual evaluation.

5.8 PERFORMANCE AWARDS

See the NASDA Enumerator Handbook for criteria and procedures on nominating NASDA enumerators and supervisory enumerators for performance awards.

NASDA awards should not be given on a rotational basis, nor should one candidate be more heavily promoted to receive an award because of any reason other than performance.

Any NASDA employee may be nominated by any other enumerator, supervisory enumerator, or NASS employee, but the NAS-009 form must be approved and signed by the nominee's NASDA supervisory enumerator in Block 11. If the nominee's supervisory enumerator makes the nomination and signs Block 10, then no signature is required in Block 11. For nomination of NASDA supervisory enumerators, the Regional Director should sign Block 10. Block 11 should be left blank.

An Awards Committee consisting of at least two supervisory enumerators, the NASDA Coordinator, and the Deputy Director will meet annually. The committee will decide the amounts of the award, review and evaluate all the nominations for enumerators in their region, and select which nominees will receive the awards.

The RFO staff reviews and nominates the supervisory enumerators in their region, and recommends to NASDA's NASS Program Director which nominees should receive the awards. All recommendations must be reviewed and approved by the appropriate NASS Director prior to submission to NASDA's NASS Program Director.

The Awards Committee should record on NAS-009 the dollar amount and citation wording if other than the standard citation, for each nominee given an award. One copy of NAS-009 should be retained in the RFO and the original copy submitted to NASDA's NASS Program Director and the RFO Director. Prior to each Award Committee meeting, NASS is responsible for establishing the total cash amount of awards to be given in each region.

Some RFOs participate in an expanded awards program where enumerators or supervisory enumerators would be recognized for outstanding work for a single survey or one data collection period. Once the format for this award has been finalized, all NASDA staff will be eligible for this award.

5.9 CERTIFICATES OF APPRECIATION

All enumerators and supervisory enumerators should be issued a Certificate of Appreciation on completion of five calendar years of service (or multiples thereof). Length of service for supervisory enumerators should include all prior service as an enumerator.

The RFO is responsible for maintaining a record of eligibility and requesting certificates for enumerators in their state. Certificates must be ordered by the beginning of the calendar year. The Certificates will be prepared in the RFO then submitted to NASDA to be signed by the appropriate NASDA official and sent to the RFO by April 30 where they will be signed by the NASS Director prior to presentation to the recipients.

5.10 SUPERVISORY ENUMERATOR ADVISORY COUNCIL

The purpose of Supervisory Enumerator Advisory Council is described in the NASDA Enumerator Handbook.

5.11 DISCIPLINE & DISMISSAL

It is the responsibility of supervisory enumerators to recommend the discipline and, if necessary, termination of NASDA enumerators with unsatisfactory performance records and to recommend administrative separation of those enumerators who cannot or will not be assigned survey assignments which result in cost-effective, high-quality data. The supervisory enumerator should consult the NASDA Enumerator Handbook for additional information concerning discipline and dismissal.

If a supervisory enumerator finds an enumerator under their supervision has falsified information, table-topped a form or questionnaire, falsified a time, mileage and expense claim, or is guilty of other flagrant misconduct, the supervisory enumerator is required to immediately report the discovery to the RFO and to NASDA's NASS Program Director. Failure to promptly report such dishonesty could result in the supervisory enumerator's termination.

Discipline and termination recommendations should be based upon documented, substandard performance by enumerators. It is the supervisory enumerator's responsibility to document any problems (as they occur) associated with the work performed by an enumerator and, if appropriate, discusses these problems with the enumerator responsible as they arise. Documentation includes: (1) a written record of the problem explaining when and in what context it arose, (2) the action taken by the supervisory enumerator to resolve/correct it, (3) and a copy of the suggestions/guidance delivered to the enumerator. It is imperative that supervisory enumerators have sufficient and clear documentation to support any termination for cause. **In all cases of discipline and termination for cause, NASDA's NASS Program Director is to be contacted in advance of the imposition of discipline or termination.**

When dismissing a NASDA enumerator, NASDA supervisory enumerators must recover the enumerator's ID cards, electronic equipment, and all remaining supplies and materials. NASS Senior Survey Statisticians who are not satisfied with an enumerator's performance should contact the appropriate NASDA supervisory enumerator. If the supervisory enumerator does not handle the situation satisfactorily, the Regional Director will contact NASDA's NASS Program Director.

The only person authorized to dismiss or terminate a NASDA supervisory enumerator is NASDA's NASS Program Director.

5.12 DISMISSAL FORMS

A Personnel Action of NASDA Employee Form, NAS-002, is completed with the reason for dismissal. In the case of enumerators, the NASDA supervisory enumerator signs the form authorizing dismissal. A copy of this record is retained in the RFO.

Any NASDA enumerator who has not worked on a survey during the last 12 months should be terminated in the NASS database and NASDA payroll processing system. Exceptions may be made for enumerators expected to work in the next six months. However, these enumerators should still be made inactive. A review should be made each November in the RFO for names to be made inactive or terminated.

5.13 GRIEVANCE PROCEDURES

If a NASDA employee has a grievance, they should follow the grievance procedures outlined in the NASDA Enumerator Handbook.

CHAPTER 6

SALARY & REIMBURSEMENTS

6.1 TIMESHEETS & PAYROLL PROCESSING

NASDA enumerators should complete their electronic timesheets (NAS-011) each day, to be reviewed by the supervisory enumerator on a weekly basis. Final submission of the timesheet is at the end of each two-week pay period. In the event of changes to the electronic timesheet system, training will be provided.

In rare, special circumstances when paper timesheet must be used, timesheets should be submitted on a weekly basis. One copy is sent to the supervisory enumerator and another copy to the RFO. See the NASDA Enumerator Handbook for instructions on completing NAS-011s.

Each week, NASDA supervisory enumerators should review the enumerator's timesheet very carefully and discuss any questionable entries with the individual enumerators, before approval. If a correction is necessary, enter it electronically or notify the RFO as soon as possible so the forms may be corrected before processing.

The RFO must process and submit payroll through the web-based system provided by NASDA's payroll processor (Payroll Network, Inc.) by COB on Wednesday following the end the pay period. If an enumerator's NAS-011 is received too late in the RFO to meet this deadline, it will be held and processed the next pay period.

When an enumerator has been terminated (in T status), their name and employee number will remain on the employee database until after the annual W-2s have been run. Their historical W-2 information will remain in the NASDA Payroll system per federal tax requirement.

Timesheets submitted to the RFO after payroll has been processed must be approved by the Regional Director. Timesheets submitted more than two pay periods late must be approved by NASDA's NASS Program Director.

6.2 LIMITATIONS ON HOURS WORKED

NASDA appointments are for part-time, intermittent employment only. **No NASDA supervisory enumerator or enumerator is permitted to work more than 375 hours in a calendar quarter.** Supervisory enumerators should closely watch hours worked by their enumerators and maintain a sufficient enumerator pool to avoid exceeding this hourly limitation. Supervisory enumerators should track their own hours and work with the NASDA Coordinator in the RFO to schedule their own work accordingly.

6.3 UNEMPLOYMENT COMPENSATION

Enumerators may be eligible for unemployment benefits under applicable law and should be aware of the following items:

- Only employees who have worked the necessary time and met the monetary requirements to qualify for unemployment compensation (varies from state to state) are potentially eligible for unemployment

benefits.

- By definition of each state's laws, eligibility for unemployment benefits indicates that the employee is available and looking for full-time work and therefore will no longer be working for NASDA

All notifications of applications for unemployment are mailed to NASDA HQ and/or to the applicable RFO. The notification must be responded to promptly. The RFO completes and signs the unemployment form verifying employment since the RFO holds the employment records. Supervisory enumerators should review all unemployment claims for accuracy and validity.

6.4 MILEAGE REIMBURSEMENTS

NASDA field enumerators are reimbursed at the IRS rate per mile for using their motor vehicle while working. Per IRS guidelines, NASDA office enumerators doing telephoning or office work are not paid mileage to and from the RFO, parking at the RFO, nor for time spent driving to and from work.

RFO enumerators may be paid mileage if required to use their motor vehicle for NASDA business once they have arrived at work or if required to do work as a field enumerator. Be certain that each office enumerator assigned field enumerative work has the proper insurance form completed.

6.5 REIMBURSEMENT FOR SUPPLIES

NASS is responsible for furnishing supplies and specialized equipment used by the RFOs in support of NASDA employees. Sufficient supplies and equipment should be provided to enumerators to complete the job. However, occasionally it may become necessary for an enumerator to locally purchase miscellaneous supplies, e.g., stamps, pencils, maps, wooden stakes, etc. In these situations, enumerators are authorized to make these purchases and claim reimbursement under "other expense" on their NAS-011 (electronic timesheet). All expenditures must be accompanied by a receipt to receive reimbursement. Reimbursements made on an NAS-011 will be included with the pay for the pay period submitted. NASDA will not provide telephone lines or telephone equipment to employees. There is an allowance for use of personal cell phones for NASS work for field enumerators. Please see the Telephone Policy on the NASDA website in the personnel resources section. Enumerator supplies identified to be purchased locally should be purchased and supplied by the RFO.

6.6 HIGH COST AREAS

Enumerators traveling in certain recognized high cost geographic areas will be entitled to a higher *per diem* rate than the standard *per diem*. The RFO should make enumerators aware of these high cost areas.

CHAPTER 7

SAFETY

7.1 PROMOTING A SAFE WORK ENVIRONMENT

Refer to the NASDA Enumerator Handbook for information on Safety, Liability and Accidents.

The primary responsibility for the supervisory enumerator is to promote a safe work environment by:

1. Ensuring that the safety aspects of NASS field training are stressed and understood by enumerators
2. Pointing out safe/unsafe work procedures as a part of supervisory visits
3. Demonstrating personal safe work habits in all contacts with enumerators
4. Reminding enumerators of the importance of safety on the job
5. Stopping work in unsafe situations

Fieldwork requires considerable physical stamina. Work performed under extremely hot or cold conditions must be done cautiously to preserve good health. A simple word of caution regarding safety may prevent a serious injury or even save a life.

During a survey, enumerators will be working over a wide geographic area. As the nature of enumeration allows for limited contact between NASDA employees, it is imperative that if any enumerator, or supervisory enumerator, discovers that a survey or survey procedure contains a safety risk the supervisory enumerator, the NASDA coordinator, and the NASDA NASS Director should be immediately notified.

7.2 EMERGENCY CONTACT

For all on-the-job injuries, an Employee's Report of Accident (NAS-016) and a Supervisor's Report of Accident (NAS-017) must immediately be filed regardless of an injury's severity. The NAS-016 must be completed for injured enumerators and supervisory enumerators. It is important to have a record of each injury and the details surrounding the injury for future reference, if needed.

When enumerators have an injury, they should immediately complete a NAS-016 and forward it to their NASDA supervisory enumerator. After receiving the NAS-016 from an enumerator, the NASDA supervisory enumerator will then complete and forward a NAS-017 to the RFO. When supervisory enumerators have an injury, they should immediately complete a NAS-16 and forward it to the RFO. The RFO will maintain a file of submitted NAS-016's and NAS-017's.

In case of emergency or serious personal injury where more immediate notification is necessary, NASDA enumerators are to call their NASDA supervisory enumerator and the RFO. The NASDA supervisory enumerator should also notify the RFO as soon as possible. Even if telephone notification has occurred, a NAS-016 and a resultant NAS-017 should be filed.

7.3 INSURANCE

The NASDA Enumerator Handbook outlines individual enumerator insurance responsibilities, coverage by NASDA, and procedures to file claims for NASDA job related injuries. NASDA does not provide health insurance coverage for enumerators or supervisory enumerators. Please reference the NASDA Enumerator Handbook and visit the NASDA website for more information.

7.4 WORKERS' COMPENSATION

NASDA employees have Workers' Compensation Insurance coverage through The Chubb Insurance Group. The "Employer's First Report of Accident" forms are provided by the insurance carrier and are available on the NASDA website. Supervisory enumerators must report all job related injuries (to themselves or to enumerators) to the RFO. The Employee's Report of Accident Form (NAS-016) must be filed as soon as possible and always within 10 days of the supervisor's notification of an employee's injury. Do not wait for hospital or doctor bills or any other reports before filing. Late Employee's Report of Accident Forms can make the person responsible subject to a fine.

Hospital and doctor bills may be sent along later with any additional details not available immediately following the accident. The following information should be provided: address, date of the injury, how the accident occurred, extent of employee's injury, and if employee is able to return to work or when they will be able to continue work.

The Employee's Report of Accident Form should be reviewed carefully, checking for errors, omissions and supervisory enumerator's signature. Claims are submitted through Chubb Insurance Group's claims department website. Copies of the form should go to the RFO, NASDA's NASS Program Director, and the injured employee. The insurance carrier will submit a copy to the NASS Worker's Compensation Insurance office. Do not send anything directly to the NASS Worker's Compensation Insurance Company unless the insurance company has requested that you do so.

In all cases when state law requires automobile accident reports, these must be filed directly to the state Motor Vehicle Department by the enumerator. Copies of the auto accident report should also be forwarded to the RFO and to NASDA's NASS Program Director.

NASDA enumerators should have copies of motor vehicle accident report forms in their cars along with a short set of instructions on who to contact in case of an auto accident.

7.5 ENUMERATORS RETURNING FROM SERIOUS ILLNESS

Any enumerator or supervisory enumerator returning from serious illness must provide a release from the enumerator's physician indicating any limitations the physician has put in place. The medical release should be forwarded to NASDA's NASS Program Director for approval. This protects NASDA employees from suffering additional medical problems which may result from returning to work too soon.

APPENDIX: SUPERVISORY ENUMERATOR EVALUATION GUIDELINES

The RFO staff will follow these criteria and guidelines when evaluating each supervisory enumerator's performance on each of the elements listed on the NAS-015 form. In an effort to develop as a supervisor, supervisory enumerators should gauge performance regularly on the basis of the elements listed below:

1. Personnel Management
 - A. Maintained Adequate Staff
 - i. Had an adequate, qualified enumerator staff hired and trained
 - ii. Supplied sufficient staff for survey assignments
 - iii. Informed staff of their NASDA responsibilities
 - B. Monitored Enumerator Availability
 - i. Aware of enumerator availability for surveys
 - ii. Contacted enumerators who did not return an availability letter
 - iii. Notified enumerators if they would be working
 - iv. Maintained file of each enumerator's availability letters
 - C. Completed Work When Necessary
 - i. Got assigned work completed on schedule
 - ii. Assisted other supervisory enumerators when needed
 - iii. Assisted enumerators with an overwhelming workload
2. Allocate and Monitor Work
 - A. Work Assignments
 - i. Assigned work to be completed efficiently and timely
 - ii. Scheduled work to attempt contacting all portions of the sample (pool)
 - iii. Assigned work to enumerators who had been told to expect survey assignments
 - B. Reviewed Completed Work
 - i. Reviewed enumerator's completed work
 - ii. Reviewed work in the presence of the enumerator when feasible
 - iii. Discussed data relationship errors with enumerators
 - iv. Stressed data quality
 - C. Informed On Work Flow Status
 - i. Monitored a schedule set up by the RFO
 - ii. Stayed informed of enumerator's survey progress
 - iii. Anticipated work flow problems
 - D. Maintained Work Flow Schedule
 - i. Monitored a schedule set up by the RFO
 - ii. Moved samples on promptly after reviewing
 - iii. Reminded enumerators of survey time table when necessary
 - iv. Kept RFO informed of survey progress and any potential problems
3. Enumerator Training
 - A. New Enumerator Training
 - i. Discussed NASDA Enumerator Handbook with newly hired enumerators
 - ii. Provided training on NASS mission, NASDA policy and procedures (including chain of authority) and completing online timesheet and NAS-011 forms
 - iii. Discussed general enumerator responsibilities in pre-survey and survey activities
 - iv. Included practice examples and hands-on activities

- B. Pre-survey Training
 - i. Verified enumerators received/understood when/how to complete home study guides
 - ii. Checked to see if any enumerators were having problems completing study guides
 - iii. Provided assistance in situations where necessary
 - iv. Reviewed completed study guides prior to survey training
 - C. Assisted With Survey Training
 - i. Taught agenda topics at workshops
 - ii. As training group leader, facilitated and role played in such a way as to emphasize specific points during practice interviews
 - iii. Demonstrated proper procedures during field practice
 - iv. Kept an open communication line to assist enumerators, in whatever way necessary
 - D. On-The-Job Training
 - i. Interacted with enumerators who were on-the-job
 - ii. Constructively critiqued enumerator data collection procedures
 - iii. Offered suggestions and demonstrated proper technique when necessary
 - iv. Developed rapport with each enumerator to establish learning exercises rather than fault finding
4. Supervise Enumerators
- A. Availability to Staff
 - i. Remained available on a regularly scheduled basis
 - ii. Left telephone number or place to be contacted
 - iii. Regularly followed-up on messages (at least once per day during survey and more often during critical stages)
 - iv. Knew enumerator schedules and adjusted schedules to meet the situation
 - B. Monitored Interviewing Techniques
 - i. Monitored enumerators conducting interviews
 - ii. Familiar with and understood the concepts of proper interviewing techniques (asked questions as worded, probed when necessary) and their impact on data quality
 - C. Provided Evaluative Feedback
 - i. Documented and delivered annual employee evaluations, as prescribed
 - ii. Completed major survey evaluations
 - iii. Gave enumerators informal feedback based on reviewing work, monitoring interviewing, and observing survey procedures
 - iv. Provided feedback in a way enumerators felt was a learning exercise rather than fault finding
 - D. Completed Quality Assurance
 - i. Completed assigned quality assurance samples within a minimum amount of time after original sample was completed
5. Public Relations
- A. Attitude toward Work
 - i. Had an excellent attitude toward work
 - ii. Built in each enumerator a team attitude toward other enumerators, the RFO staff, and the effort to collect quality survey data
 - iii. Was a positive influence on enumerators, took an interest in their concerns, and offered positive reinforcement
 - iv. Anticipated conflicting situations, discussed them professionally with enumerator(s) and RFO staff
 - v. Cooperated fully with enumerators, other supervisory enumerators, and RFO staff

- B. Assisted Enumerators in Dealing with Respondents
 - i. Provided assistance to enumerators when necessary
 - ii. Stressed knowledge of the survey program and taught the principles and concepts of interviewer-respondent communication needed to complete an interview successfully
 - iii. Helped enumerators deal with reluctant respondents and refusals
- C. Communicated with Staff
 - i. Communicated regularly with enumerators
 - ii. Offered constructive reinforcement for work done correctly and/or efficiently
 - iii. Had open communications with each enumerator in a way to suit that enumerator's personality and style
- D. Communicated with Public
 - i. Effectively represented NASDA to public
 - ii. Maintained friendly relations with public, media
 - iii. Nurtured positive, long-term relationships with respondents
- 6. Administrative Responsibilities
 - A. Followed Task Specifications
 - i. Followed task, job, or survey specifications as described in verbal or written instructions, survey training, survey interviewer's manual(s), or NASDA Handbook(s)
 - ii. If conflict occurred, analyzed problem and made decisions in line with other policy. Documented problem and sought policy clarification on important issues
 - B. Reviewed Timesheets
 - i. Monitored timeliness of submission, reasonableness of time, mileage and/or other expenses claimed, project codes being charged, and completeness (prior to approval)
 - ii. Discussed questionable entries with enumerator and worked with Field office to resolve differences;
 - iii. Worked with enumerators having problems to prevent future problems
 - C. Completed Enumerator Evaluations
 - i. Completed survey evaluations on those working major surveys, and annual evaluations on all enumerators
 - ii. Discussed annual evaluation with all enumerators
 - iii. Filed a copy of each enumerator's evaluations
 - D. Maintained Files
 - i. Maintained files of all required forms and documentation including, copies of hiring forms, availability letters, NAS-011 forms, evaluation forms, current questionnaire versions and interviewer's manuals
 - ii. Documents could be retrieved quickly and accurately
 - iii. Communicated effectively and in a timely manner with the Field Office and NASDA's NASS Program Director