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NASDA SUPERVISORY ENUMERATOR HANDBOOK RECEIPT FORM

I acknowledge that I 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 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.

* 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 Executive Vice-President & CEO 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 manual'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 and understand the above statements and have received a copy of the NASDA Enumerator Manual.

Employee's printed name _____

Employee's signature_____ Date _____ Supervisor's Initials _____

Copy this form after signed. Put original in FO employee file. Copy should be kept into employee's handbook.

CHAPTER 1: SUPERVISORY QUALIFICATIONS & RESPONSIBILITIES

1.1 WORK PERFORMED UNDER THE AGREEMENT BY NASDA

Refer to the Enumerator Handbook for information on the NASDA/NASS relationship and NASS/NASDA structures.

NASDA enumerators are employed in the collection of agricultural data for the 45 individual NASS offices, known as the respective USDA NASS Field Offices. NASDA enumerators and supervisory enumerators are assigned specific duties in the NASS office that directly relate to the data collection and sampling frame-building functions necessary to provide accurate agricultural and rural statistics.

For purposes of the NASDA-NASS Cooperative Agreement, the following types of work are defined as being directly related to collection of agricultural data and may be performed by NASDA enumerators or supervisory enumerators.

- Assist in preparing or maintaining a survey sampling frame (list or area) by looking up telephone numbers and addresses, checking for duplication, collecting control data, updating database information, maintaining photos and maps, etc.
- Prepare survey materials such as the assembly of aerial photos, county highway maps, questionnaires, etc.
- Interview respondents by using face-to-face or telephone techniques on all surveys conducted by NASS. Lay out sample units for objective yield surveys and other surveys involving field work.
- Edit of survey data.
- Process laboratory work on objective yield or research projects.
- Complete quality assurance forms.
- Complete survey evaluations.
- Train enumerators as required.

<u>Only NASDA supervisory enumerators:</u>

- Make enumerator assignments
- Perform official NASDA evaluations of enumerators
- Hire, fire, award or discipline NASDA enumerators
- Supervisory enumerators should consult with the Chief Operating Officer before dismissal or discipline of enumerators
- Complete survey evaluations

1.2 NASS OFFICE RESPONSIBILITIES UNDER THE AGREEMENT

The NASS office:

- Manages the NASDA budget, approving all disbursement authorizations, including payroll
- Maintains a comprehensive and up-to-date employee file on all NASDA employees within the state(s)
- Maintains and stores NASDA employee records for the period of their employment plus three years
- Contacts local news media and agriculture leaders about upcoming surveys
- Establishes territory boundaries for supervisory enumerators to supervise during surveys
- Provides training and instruction in 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
- Maintains, for the prior calendar year one year, a file of enumerators' and supervisory enumerators' NAS-011 (time mileage, expense) records (current and prior calendar year)
- Provides feedback on the performance of NASDA supervisory enumerators to NASDA's Executive Vice President & Chief Executive Officer
- Maintains a log of hours worked for each NASDA enumerator and supervisor enumerator
- Retains the authority to stop or reject unsatisfactory data collection and/or reporting

1.3 THE ROLE OF THE NASDA SUPERVISOR

In field and Field office work, the NASDA supervisor is responsible for maintaining a pool of trained NASDA enumerators capable of meeting the data collection needs of NASS. The NASDA supervisor is authorized to advertise vacancies, hire qualified candidates, assign survey work, evaluate work submitted, recommend for promotion, or recommend dismissal of enumerators. NASDA supervisors should consult with the Chief Operating Officer before dismissing enumerators.

NASDA supervisors coordinate with the NASDA coordinator and the Director on all matters pertaining to work performed under the NASDA/NASS agreement.

NASDA supervisors are supervised by the Chief Operating Officer at NASDA Headquarters. All problems relating to personnel are to be brought to the attention of the Chief Operating Officer.

Because of NASDA's decentralized structure, the Executive Vice-President (EVP) & CEO may solicit recommendations from the Director regarding the performance of supervisory enumerators. The Chief Operating Financial Officer has been delegated the authority to act as the primary day-to-day personnel officer.

NASDA Headquarters retains final authority for all actions related to supervisory enumerators, including appointment, evaluation and promotion, and termination.

1.4 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 some work assignments. Supervisors must be available to work on all surveys.

NASDA supervisory enumerators will generally be selected from the ranks of competent, experienced enumerators. However, supervisory enumerators should not be selected solely on the basis of superior performance as enumerators; the best enumerator does not necessarily make the best supervisor. Criteria for selection of supervisory enumerators will emphasize the ability to communicate effectively as a leader, instructor, and public relations person, as well as performance of data collection activities.

Enumerators will be temporarily promoted to supervisor on a trial basis for a minimum period of six months. This will allow NASS staff time to evaluate the enumerator's supervisory skills prior to a supervisory appointment.

NASDA Field office supervisory enumerators must be able to work at the NASS office, where they supervise Field office enumerators and assist with other survey activities in the office.

1.5 JOB DESCRIPTION: SUPERVISORY ENUMERATORS

Supervisory enumerators:

1. Maintain an appropriately sized staff of qualified enumerators.
   Everything a supervisor does flows from this responsibility. Generally, each supervisory enumerator oversees 5 to 10 active field enumerators or 10 to 25 active Field office enumerators. Visit each field enumerator at least once during each major survey.

2. Hire, oversee, evaluate, promote, discipline and dismiss enumerators.
   The NASDA supervisor makes the determinations regarding these five job actions. This includes placing advertisements in local newspapers, screening and selecting candidates, training, counseling, communicating and coordinating. All significant problems relating to personnel, including but not limited to recommendations of discipline and dismissal, should first be brought to the attention of the Chief Operating Officer.

3. Abide by NASDA's Fair Employment Opportunity Policy.
   Supervisors must follow this policy when hiring, evaluating or promoting enumerators. Failure to do so could affect the terms and conditions of the supervisor's employment.

4. Assign work to enumerators for timely and efficient completion of surveys.
   Decide which enumerators to use in an area or on a survey to provide the highest quality data, positive respondent feedback and most efficient cost.

5. Participate in both field and classroom enumerator training.
   Conduct practice interviews, demonstrate field techniques, explain instructions, define terms, and monitor work problems during training sessions.

6. Actively supervise enumerators.
   Supervisors oversee and suggest improvements or changes in enumerator performance to expedite the work and maintain quality.

7. Review at least a representative sampling of enumerator work prior to submission to NASS.
   Review completed survey forms, questionnaires and other materials for accuracy and completeness, determine need for revisits, and send completed work to the NASS office.

8. Coordinate with the NASS/NASDA coordinator.
   Supervisors receive their assignments from the NASDA coordinator and keep him/her informed of work progress and of any problems that arise. Supervisors reassign workloads as necessary to meet due dates and inform the NASDA coordinator of such changes.

9. Review each enumerator's NAS-011s for accuracy and completeness.
   Immediate review of all time-sheets by supervisors is essential to finding and correcting errors. As supervisors make enumerator assignments and review their work, the supervisor is in the best position to identify and correct pay problems. NAS-011s are to be kept by the supervisor for at least one year and disposed of by shredding or burning.

10. Assist in editing questionnaires and performing laboratory work as needed (where applicable).
    Performance of these tasks assists the NASS office and allows supervisors to gain valuable insight into their enumerators' data collection performance.

11. Perform quality assurance tasks.
    Supervisors revisit pre-selected areas, monitor data collection procedures, or re-interview respondents for quality check purposes. Follow prescribed procedures and record data on quality check forms and turn them into the NASS office.

12. Perform other duties covered by NASDA-NASS Cooperative Agreement.
    In the absence of an enumerator, or as workload requires, perform enumerator's duties.

1.6 HIRE, OVERSEE, EVALUATE, DISCIPLINE & DISMISS ENUMERATORS

NASDA supervisory enumerators have the responsibility and authority to hire, oversee, evaluate, discipline, recommend for promotion, and, if necessary, dismiss enumerators. The supervisor 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 and the way they might relate to any specific NASDA employees. Moreover, NASDA supervisors should consult with the Chief Operating Officer before disciplining and/or dismissing enumerators.

NASDA supervisors 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 supervisor of all work-related, or public relations problems associated with NASDA personnel.

NASDA supervisors are required to report to the Director or to NASDA Headquarters any interference, or pressure brought to bear, by NASS employees regarding personnel related actions for NASDA enumerators or supervisory enumerators.

NASS will supply NASDA supervisors with timely quantitative information regarding enumerator performance. NASDA supervisors are responsible for requesting sufficient quantitative information on each enumerator, for review and evaluation purposes.

The disciplining of enumerators should be handled in a positive fashion. The intent is 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.

The NASDA supervisor is responsible for carrying out the job actions above. NASDA supervisors are not to accept interference in these responsibilities from NASS employees, nor are they to relinquish any part of these responsibilities to NASS personnel.

1.7 NASDA SUPERVISORY ENUMERATOR RESPONSIBILITIES TO ENUMERATORS

The supervisory enumerator must:

1. Explain to enumerators the job description and the performance elements expected of them, provide them guidance and recognition for good work, encourage enumerators to improve themselves and give them the opportunity to accept greater responsibility.

2. Inform enumerators their data collection procedures and techniques will be monitored and observed. Provide feedback to correct procedure errors and improve technique.

3. Give each field enumerator at least one visit (you must inform enumerators that they will be visited) early in each survey period. Make arrangements for these visits well in advance if possible.

4. Be available and responsive at all times to each enumerator's needs. 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.

5. Instruct enumerators regarding safety on the job. This includes personally practicing caution while traveling in a motor vehicle and while performing survey work.

6. Provide enumerators with necessary equipment, supplies, and materials while the survey is in progress.

7. Complete annual enumerator evaluations in accordance with NASDA standards and discuss these evaluations with individual enumerators.

8. Recognize exceptional individual enumerator performance and recommend for promotion or awards.

9. Initiate disciplinary actions, including dismissal, for enumerators not performing satisfactorily.

1.8 NASDA SUPERVISORY ENUMERATOR RESPONSIBILITIES TO NASS

The supervisory enumerator must:

1. Maintain open, honest and proactive communication with the NASDA Coordinator and the Director.

2. Alert NASS staff early when problems arise related to meeting data collection deadlines, enumerator staff hiring's, resignations and dismissals.

3. Assist NASS staff, when possible, with unexpected problems such as temporary movement of supervisory boundaries, change in NASS budgeting of data collection activities and varying methods of training.

4. Be flexible in coordinating activities between supervisory areas and NASS staff.

5. Offer suggestions to improve data collection efficiency or accuracy, equipment needs of enumerators, and training needs of the enumerative staff.

6. Positively promote the programs and activities of NASS to enumerators, other supervisors and the general public.

1.9 TEMPORARY SUPERVISORY ENUMERATOR POSITIONS

Some surveys or unique situations may require the NASS office to request that NASDA temporarily promote an enumerator to the level of supervisory enumerator. Examples of situations where an enumerator may be promoted to temporary supervisory enumerator are: an unusually large sample size in a concentrated area, multiple large surveys going on at the same time, 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 Executive Vice President & Chief Executive Officer or his designate.

2.0 NASDA COACH ENUMERATOR RESPONSIBILITIES

The responsibilities of a coach include:

A. Review all the training materials with the supervisor(s) for training. The supervisors or NASS staff will do the training and the coaches will assist the supervisor in:

- Answering questions
- Guiding enumerator during practice exercises
- Monitoring for quality assurance

B. Assist or assign work and work space to enumerators during data collection.

C. Review completed survey forms, questionnaires, and other materials for accuracy and completeness. Determine the need for callbacks and the frequency of monitoring individual enumerators. Evaluate the training processes based on data quality so training materials and presentations can be updated for current and future data collection efforts. Complete applicable record keeping for the supervisors as assigned. Do other Quality Control review on data collected as required or assigned.

D. Monitor, coach, and continue to train enumerators during data collection or incoming calls.

E. Communicate with the NASDA supervisor and the NASDA coordinator keeping them informed of work progress and of any problems that arise.

F. Assist the supervisor with timesheets on the time worked and surveys worked.

G. Perform other duties covered by NASDA – NASS Cooperative Agreement. In the absence of an enumerator, or as workload requires, perform enumerator's duties.

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CHAPTER 2: PRINCIPLES of SUPERVISION

2.1 NASDA VISION REGARDING SUPERVISION

NASDA is interested in developing supervisors who show strong leadership. Supervision requires that you pay constant attention to enumerator's practices to ensure that survey procedures are being used that will ensure high quality data. It requires personal effort on your part.

A supervisor's job is interesting, challenging and rewarding when well done. Good supervisors are not born with supervisory skills. These skills are developed by study and practice. It does not follow that an expert enumerator is also an expert supervisor. In fact, sometimes a topnotch enumerator may be a poor supervisor. The difference may be in people skills, organizational skills, administrative skills, communication skills or management skills. Although many of us practice supervision to some degree, very few have studied how to be effective supervisors.

With the right kind of supervision, your group of enumerators will be highly productive workers with high morale. Poor or indifferent supervision will likely result in inefficiency, poor data, and of course, low morale.

2.2 ASSIGNING WORK

Assigning survey work to NASDA enumerators is one the principal functions of NASDA supervisors and cannot be relinquished to NASS personnel. Making individual enumerator assignments can be very challenging, especially when you consider that things like sample distribution, sample size, time to collect survey data, and method of data collection may be unknown or out of your control. 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. Supervisors should avoid spreading the work too thinly across their enumerator staff as this will result in general dissatisfaction. NASS may restrict survey work on the basis of excessive cost.

Field office enumerators are not usually assigned specific operations to complete but rather conduct telephone interviews from a pool of sampled operations. Field enumerators, on the other hand, are usually assigned specific geographic areas to work and conduct most of the personal interviews and objective yield surveys for that area.

2.2.1 Enumerator Availability Letters

In many, but not all states, the NASS office 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 document:

- 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 mail completed availability letters to their NASDA supervisors.

Supervisors must keep a file of all Enumerator Availability Letters for a minimum of one year. 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 if an enumerator should file for unemployment compensation.

2.2.2 Regularly Scheduled Work

Regularly scheduled work involves assigning enumerators to work those surveys and other work covered in the Enumerator Availability Letters. This involves 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 their availability to work on a particular survey but you are not going to assign them any work, inform the enumerator they will not be working that survey. This excuses them from their commitment to be available during the survey period and allows them to make other plans. Notify those enumerators assigned to work as early as possible.

For some surveys the workload may not support the number of enumerators willing to work. In these cases, notify those enumerators that because of the limited sample size or location of samples there is not enough work to assign to everyone. In other surveys, workloads may be quite heavy and require all available enumerators to work.

There is a base overhead for training which makes training some additional staff a marginal expense. In ongoing surveys where training is not provided for each survey

period, but where training is required before enumerators are allowed to work on the survey, field supervisors may want to ensure their trained staff is adequate to account for normal turnover. This is usually not necessary for Feild office supervisors. Because of their central location, training for Feild office enumerators is more easily provided prior to each survey.

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.

Field office enumerators should generally be asked to work a minimum of 4 hours any time they are requested to work, unless they are aware the job to be done is less than 4 hours and they are agreeable to this situation.

2.2.3 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, the NASS office may not have time to send out an Enumerator Availability Letter. NASDA supervisors must assess their staff and decide who would be best situated and suited to do this work, and who would be available during the time frame allotted to the project or assignment.

2.2.4 Supervisory Enumerator Assignments

Supervisors should be careful about assigning too large of an interviewing workload to themselves. Your first responsibility is to your enumerators, secondly to the NASS office, and thirdly to yourself and any interviewing assignments you may have.

Although NASDA supervisors are to concentrate on their supervisory duties and perform a minimum amount of enumeration, many supervisors elect to work a few samples early in the survey period. This helps them work with the survey forms and develop a feel for the flow of the interview. It is important and beneficial for supervisors to stay in touch with what their enumerators experience as they go through their data collection activities.

Under no circumstances is one NASDA supervisor to work for another NASDA supervisor as an enumerator.

2.3 GETTING OFF TO A GOOD START

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 supervisor's team.

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

Field
Interviewer's Manual & Binder
NASDA Enumerator Handbook
Lead Pencils
Ink Pens
Supply of Time, Mileage, Expense Forms
ID Card
Vehicle ID
Employer's First Report of Injury
Name Badges
Agricultural Survey Interview's Manual
Any NASS Office Supplied Materials:

Field office
Interviewer's Manual & Binder
NASDA Enumerator Handbook
ID Card
Name Badges
Agricultural Survey Interview's Manual
Any NASS Office Supplied Materials

2.3.1 Training

Meet with new enumerators before they attend their first survey training workshop. Tell them what kind of dress is appropriate and what they can expect in the way of activities at the workshop and after hours. Make sure they understand the per diem system and how the rooms will be paid when overnight travel is involved. Be available to answer their questions, anticipate their needs and either directly be their mentor, or assign a highly qualified, experienced enumerator as their mentor.

Give them an overview of what to expect at the training workshop and what is expected of them. If pre-workshop study time has been authorized, review the home study material with them to see if they have any questions. Point out that a lot of material will be presented to them, and if they feel overwhelmed with procedures, not to be discouraged. Have them meet with you to discuss their concerns.

This advance briefing, which should last two to three hours, will help the enumerator to relate to the material presented at the State training workshop.

This is a critical time for new enumerators as they can easily be overwhelmed with information and detail. Reassure them as you progress through the workshop. Sometimes your ability to work with individuals will be hampered by the presence of more than one inexperienced enumerator and you will need to schedule a highly qualified, experienced enumerator or NASS employee to assist you in training.

2.3.2 Supervising at the Training School

Supervision is very important at the State training workshop. The supervisor 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 you will need to hire an enumerator during a period in which no NASS State training will be held. In these cases, it is the supervisor who must ensure that adequate training is provided. Training can be done by the supervisor, an experienced enumerator, or a NASS employee. Again, it is the supervisor who has the ultimate responsibility of providing qualified staff to collect accurate data.

2.3.3 Early Survey Supervision

Field office supervisors 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. Be certain your staff has the necessary supplies and reference materials to deal with respondents and their questions.

Field office supervisors need to:

- Post a schedule of enumerators assigned to work each day or night of a survey in a prominent location within the NASS office, provide each enumerator with the schedule and include the names of alternates who are available to serve as substitutes.

- Prior to surveys, supervisors must be easily available to their staff to solve any scheduling problems which arise to ensure a complete telephoning staff is available.

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

- Have ready access to either the State survey statistician or the NASDA Coordinator. Promptly report equipment or supply problems, emergency situations in the work environment, or questions related to surveys.

2.3.4 The Field Supervisory Visit

Field supervisors must visit enumerators early in the data collection period. If you have several inexperienced enumerators on staff, it may be necessary for you to request assistance from the NASDA coordinator or from other NASDA supervisors. Make appointments well in advance. New or weak enumerators may require a second visit later in the survey period. Plan your visits to allow flexibility. For example, if you work with an enumerator who needs your assistance longer than you had originally planned, always know where you can contact the enumerator you had scheduled to meet next, in order to postpone your visit.

When starting off new enumerators, plan to work with each of them a full day. Usually working through one complete interview or sample for the visit will be sufficient for more experienced enumerators.

Never assume that the experienced enumerator knows it all and doesn't require guidance.

- Prepare for the visit. Before you meet with the enumerator, determine the weak areas or problems you need to discuss. Also, prepare positive feedback on those areas in which they are performing well. Review evaluation forms and notes covering previous visits. Your NASDA coordinator will inform you if any of the enumerator's work reviewed by the NASS office was not satisfactory.

- Be on time for your appointment and never break an appointment unless you can let the person know ahead of time. When possible, set up appointments at locations where telephones are available and to call and change plans if necessary.

- Before departing with the enumerator to obtain an interview or work a sample, discuss weak areas or procedures with the enumerator for solving problems previously noted.
  Review the plans for completing the survey work and make suggestions for improvement. Encourage the enumerator to bring up problems or to ask questions concerning the survey. Do your best to answer the questions. Use the INTERVIEWER'S MANUAL, the NASDA ENUMERATOR

HANDBOOK, the SURVEY SPECIFIC MANUAL, or this handbook. If it requires immediate response and you are unsure, call the NASDA coordinator or inform the enumerator you will get the answer as soon as possible.

- When practical, travel with the enumerator in his/her vehicle. Buckle your seatbelt and remind the enumerator to do so if he/she doesn't. Seatbelts must be worn while the vehicle is in motion. Observe 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. You may need to give special instructions to new enumerators in locating these units. Study the map and photo carefully and be able to point out physical features that are shown.

- Put the enumerator at ease when observing them conduct an interview. You might stop and review the questionnaire just prior to contacting a respondent. Explain each step necessary for completing the interview. For some new enumerators, a good training technique may be to let them observe you conduct the first interview.

- During the interview, take note of the enumerator's techniques of introduction, explaining the survey, way of asking questions, etc. You should not interrupt the interview to correct petty mistakes that can be corrected later. Remain alert, however, to the need for tactfully helping the enumerator complete the interview and avoiding major mistakes.

- Upon completion of the interview, go to a convenient spot, discuss their performance, and review the form. Let the enumerator take the initiative in looking for deficiencies in their work. Discuss refinements in their interviewing techniques and any problems encountered during the interview.

- Review the enumerator's completed work with extreme care. Review for: missing data, inconsistencies with the data, presence and clarity of notes. etc., on questionnaires, photos or maps
  Give further instructions as needed and point out those areas in which the enumerator performed well. Use your manuals to explain procedures and definitions. Go over the need for accuracy and adherence to rigid instructions in order to provide accurate agricultural estimates.

The NASDA coordinator or survey statistician will provide a check list to follow when reviewing an enumerator's work on specific surveys.

2.4 QUALITY ASSURANCE

Quality assurance checks are the keys to an effective evaluation. In the past, supervisors performing quality assurance checks on enumerators have resulted in the termination of a number of enumerators due to falsification of data. Above all, NASDA must supply NASS with data which is above reproach as regards accuracy. The reputation for veracity which NASS reports enjoy must never be put in jeopardy.

Supervisory enumerators are responsible for carrying out a quality assurance check on major surveys and periodic checks on other surveys. The quality assurance work is divided into two phases: survey proper and post survey procedures.

Survey proper quality assurance will consist of the checks you make on the enumerators and their work during the survey. This will enable you to find and correct enumerator mistakes early in the survey period. It provides a means of correcting inaccurate data before the data are tabulated. You must strive to have each enumerator perform their job correctly and to have all your enumerators perform their jobs consistently and alike.

Post survey quality assurance will consist of revisiting segments or reviewing samples after 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 in which corrective action should be taken before the next survey.

Quality assurance forms and specific instructions will be provided by NASS for each survey.

2.4.1 Provide Guidance on How to Improve

Guidance is a very general word, but in terms of work, it includes providing a subordinate with information, techniques, coaching and suggestions for improvement.

- Information — Enumerators should be made aware of new developments in NASS and the NASS office plus upcoming events that are of significance. Field enumerators often feel especially uninformed of new developments. Many states have a newsletter to periodically inform enumerators of upcoming activities and events. Regardless of how this informative process is carried out, it must be done.

- Technical Information — The amount and type of technical information provided is dependent upon the survey and an enumerator's previous experience. NASDA supervisors must be willing to find each enumerator's

weak points and strong points. They must help enumerators improve upon weaknesses and arrange for proper training if needed. The supervisor needs to encourage the enumerator to study and read the manuals, forms and other instructions.

- Techniques: Techniques include (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. The supervisor must constantly monitor enumerators' techniques to ensure proper development.

- Coaching: Most of us are familiar with the way a coach of an athletic team constantly watches the players in action. Use this same approach with NASDA work. Observe enumerators at work, suggest improvement, then observe them later to determine if their performance has improved. Coaching helps to train and develop enumerators. The supervisor needs to devote sufficient time to coaching, especially with an inexperienced enumerator.

- Personal Traits Improvement: Making suggestions to improve certain personal traits requires careful and skilled handling. Every individual has shortcomings and most people will admit to having a few. It is when a particular fault is pointed out that an individual can become defensive. An enumerator can evidence many performance faults and yet be totally unaware of them. The supervisor must tactfully point out the problems which affect the enumerator's performance and assist the enumerator to overcome or correct them.

2.4.2 Encourage Improvement

Wise supervisors will stimulate the enumerators they supervise to be eager for more information and to be alert for new and useful ideas. Enumerators who take pride in their jobs take more pride in doing it well. Encourage the enumerators you supervise to continue to learn more about their job. Motivate them to perform by offering potential positive outcomes from their efforts. These positive results could range from internal (greater satisfaction in their work, higher comfort level, etc.) to external (recognition from their peers, positive feedback from respondents, cash incentives, etc.).

2.4.3 Give Recognition for Good Work

Everyone likes to be told when they have done well. Good supervisors get more and better work by praising their people honestly and at the right time. Frequent, sincere appreciation is vital. It is especially important for supervisors to give recognition for improvement.

Special letters of commendation signed by the Director or the EVP in Washington, D.C. should go to deserving enumerators. Supervisors should recommend awards for superior accomplishments where performance justifies the recognition. Do not patronize enumerators; give insincere compliments, or compliments which are not deserved.

2.4.4 Greater Responsibility

When an enumerator is given increased responsibility, the supervisor 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.

2.4.5 Document Work Refusals

As a part of their recordkeeping duties, all NASDA supervisory enumerators document and keep on file cases where individual enumerators were unavailable for work or turned down offers to work on a particular survey. **These records are important for evaluation purposes.**

2.5 BEING A SUPERVISOR

There is no escaping the fact that you will have to set an example as a supervisor. This means that besides knowledge of the job, you must develop an understanding attitude, pay attention to your personal traits, attitude, and habits. The following points should be considered.

2.5.1 Your Traits

These are five important characteristics of immense value to any supervisor:

- A Sense of Humor — The quickest way to get in a rut is to lose your sense of humor. Even terrible situations, the toughest problems and the most serious matters, often have their amusing sides. Keep looking for them.

- Enthusiasm — You will rarely be enthusiastic about anything you don't know much about. Know every aspect of your job and keep studying it. Know your objectives, and your enthusiasm will take care of itself. Know where you are going and keep at it until you get there. Enthusiasm can be developed. Enthusiasm is also contagious.

- Imagination — No one can tell you in exact terms how to develop this characteristic, but without it, your work is likely to be dull at times. You can sharpen your imagination by trying to place yourself mentally in the other person's shoes.

- Good Sense — Some people seem to have a liberal portion of "good old horse-sense" and some seem to have little. Good sense will often help you more than advanced knowledge. Stand back and look at a complicated problem with this question in mind: What is the most sensible thing to do in this case?

- Integrity — This trait is a combination of such things as honesty, fair dealing, loyalty, and trustworthiness. If people can trust you, you can lead them if you apply sound supervisory principles. You will need to be consistently honest and fair with everyone.

2.5.2 Your Attitude

Your attitudes, the things you do and say, are of utmost importance. If you have enthusiasm, zest, confidence, and goals, your work will be much easier. Your attitude will be reflected in the enumerators you supervise. Poor or indifferent attitudes only bring about sloppy results.

- Develop a genuine interest in people. Your interest in people should be apparent to everyone from the things you do and say.

- Patience is always required in dealing with people. If you don't have it, try to develop it. Anytime you lose your temper, you lose.
- Closely allied to patience is understanding. A good listener is one who pays close attention to what people are saying. Such a person is likely to understand things better than the constant talker. Put yourself in the other person's place. You will be more understanding and tolerant if you do.

- Loyalty is very important to any supervisor. You must believe in your work. Open criticism of the NASDA coordinator, Director, or public criticism of

NASDA or the statistics program can rapidly undermine enumerator loyalty and your value as a supervisor. This does not mean you should never criticize. Any organization needs frank and constructive criticism; however, when you have a distasteful task to carry out, don't criticize its source and don't take it out on the enumerators you supervise.

- You must be able to accept constructive criticism. Your own receptiveness to suggestion is important. Never fail to listen. You may get an idea of great value.

- Your tact is very important. Be frank, but not cruelly blunt.

- Be objective in dealing with problems and in dealing with people. Good listening helps, especially when accompanied by an open mind.

- Dependability goes without saying. If your people can't depend on you, your days as a successful supervisor are numbered.

Your attitude should reflect a sincere interest in people — their wishes, problems and needs. A vital desire of people is the need to be needed. People have a basic desire to be important and useful to others and to make a personal contribution to work which is worthwhile. Never sell short the importance of the people you lead nor the importance of their relationship to the job.

2.5.3 Your Habits and Behavior

A supervisor is a leader, and all leaders are constantly under the scrutiny of those they lead. It is imperative that your behavior and habits (short for repetitive actions/behavior) reflect a positive and proactive approach toward your staff, NASDA work in general and your role as a NASDA supervisor.
A good supervisor reaches a level at which they do not have to think about how to do or say the correct thing, it just comes naturally. Continuous practice of proper techniques, attitude and traits eventually causes them to become habitual, making the supervisor's job more enjoyable and ensuring a consistently high level of job performance. Think ahead; anticipate problems you and your staff may encounter and plan solutions before they are needed. This high level of performance, along with the habits which cause them, may be copied by enumerators.

Bad habits need to be recognized and targeted for change as they will make the supervisor's job more difficult and will surely be absorbed by enumerators.

Some bad habits are more apparent than others. Not wearing seatbelts, failure to read survey questions as written, sloppy field measurements, or habitual lateness are easily recognizable and show a lack of respect for the job.

Other bad habits may be less apparent, or more personal, but can often have a negative effect on performance. Quick temper, tactlessness, poor listening, bad diction, poor personal hygiene or appearance will alienate respondents and announce to enumerators a careless attitude.

2.5.4 Keeping Accurate Records

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

Supervisors, NASDA's managers in the field, are required to keep a file of pertinent information about each of their enumerators. This includes various forms and records discussed in both the NASDA ENUMERATOR and SUPERVISORY ENUMERATOR Handbooks.

Supervisors also keep a file of manuals and forms for all surveys their enumerators are working on, whether or not they're assigned any interviews to complete. This allows them to answer enumerator questions, especially over the phone. Keeping a file of questionnaire design and editing problems will help you do a better job completing a post-survey evaluation. Well-documented suggestions help in the design of the next year's survey.

A recommended file organization to follow is given below. This format can be repeated for each enumerator or survey.

- 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 NASS office on editing
Notes or problems during editing

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

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

2.5.5 Other Supervisory Abilities

You may now feel that a supervisor does practically everything. Some abilities you will need:

- Teaching or training — your ability to teach, either on an individual basis or in front of groups at State workshops, depends on successfully practicing the principles of supervision. Teaching is another word for training. You should devote considerable attention, thought, and practice to training the enumerators you supervise. Training may involve multiple sessions with an enumerator.

- Communications — The art of showing your people what you want done and how you want it done calls for full development of your ability to communicate ideas fully and effectively. The ability to convey ideas both orally and in writing is important.

- Planning, organizing, and scheduling work.
  Thoughtful, careful planning, organizing, and scheduling of tasks to be done are a must to conduct surveys efficiently and effectively. Try to provide work for those enumerators most willing and capable while maintaining cost efficiencies.

- Estimating workload: Any supervisor has to know how much an enumerator can be expected to do in a day or during the survey period. From time to

time you will need to carefully analyze what the jobs are and how long each one should normally take.

2.6 SUMMARY

Good supervisors have the ability to get people to enthusiastically do an effective job. Supervisory abilities can be developed through study and practice. Each supervisory enumerator should ensure that enumerators:

- know what is expected and when;
- communicate proactively with all parties (NASDA/NASS, respondents);
- are thoroughly trained;
- have guidance;
- are recognized for good work;
- are encouraged to improve themselves;
- have opportunities to accept greater responsibility; and,
- work under safe conditions.

Set the example — know the work, use common sense and enthusiasm, while maintaining integrity. Your attitude should reflect interest in the job and the enumerators you supervise. Remember to recognize your enumerators' abilities and never sell your enumerators short or forget their importance.

For you own protection, while acting in a Supervisor Enumerator capacity, you are expected to act in a professional manner at all times. There have been instances in the past where a Supervisor Enumerator and an Enumerator have been working together for a period of time and have developed a friendship. These friendships have had fallouts that resulted in the Enumerator accusing the Supervisor Enumerator of acting inappropriately or making inappropriate comments. When the Supervisor Enumerator is confronted with these accusations and says the Enumerator acted inappropriately we have had to remind them that they are the Supervisor and are expected to act in a proper manner and not participate in such behavior.

CHAPTER 3 HIRING & MAINTAINING A STAFF OF ENUMERATORS

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CHAPTER 3: HIRING & MAINTAINING A STAFF OF ENUMERATORS

3.1 NASDA EMPLOYMENT QUALIFICATIONS

There are some basic qualifications that all prospective NASDA enumerators and supervisors must meet. Failure to meet any one of these qualifications is sufficient reason to not hire a prospective candidate. Although these qualifications are covered in the Enumerator Handbook, they are reprinted here to provide supervisors a quick reference.

- Age — High school graduates that are at least 16 years old, or 16 to 17-year-old non-graduates with work permits (where necessary), or 18 years of age regardless of high school degree.

- Citizenship — Applicants must be either a U.S. citizen, or an alien lawfully authorized to work in the U.S.

- Education — High school graduates with an agricultural background are preferred. Applicants must have a passing score on the Enumerator Selection Aid.

- Relatives — While multiple members of one extended family may be employed by NASDA at the same time, no supervisory relationship between relatives is permitted. The NASDA coordinator has the right to make the determination if relationships between relatives exist in any unclear situation.

- Political Activity — Political activity is not permitted when working as a NASDA enumerator. Because the potential for conflict of interest and problems with survey respondents increases if the enumerator is engaged in partisan political activities, the employment of elected or appointive office holders is not advisable. If an individual employed as an enumerator becomes a candidate for local or county office, the individual must not be assigned any work in the election area during the campaign and election period.

- Business activities — Enumerators are not permitted to engage in other business activities while “on-the-clock” for NASDA. Offering products or services for sale, distributing brochures, promotional materials and/or business cards to any individual while “on-the-clock”, or canvassing respondents during or after enumeration will result in termination.

- Current or Retired Federal and State Employees — Employment of current NASS employees (State or federal) as NASDA enumerators is not allowed.

Use of NASS employees as NASDA enumerators has the potential for conflict and also may be viewed as a means of circumventing overtime regulations. Federal and State employees not working for NASS may be hired as NASDA enumerators or supervisory enumerators provided there is no conflict of interest.

Retired federal or State employees may be hired as NASDA enumerators. Appointment of a former federal or State employee should be at the first step of their appropriate title series, enumerator or supervisory enumerator, and should begin with the conventional trial period required of all new enumerators.

- Transportation and Communication — All applicants who will be paid for driving on NASDA business must have a valid driver's license, submit a current state motor vehicle driving record which meets NASDA's Driving Record policy (see3.13.1), maintain NASDA's minimum drivers insurance requirement (see3.13.1), have access to a dependable vehicle with functioning lap, or lap/shoulder seat belts (a minimum of lap belts are required by our insurance) abide by NASDA's seatbelt policy (see Enumerator Manual, 3.13.1). Applicants must also be readily accessible by telephone.

- Non-Discrimination —NASDA has a policy of fair employment opportunity for all qualified employees and applicants for employment. NASDA does not discriminate on the basis of race, color, religion, sex, age, national origin, sexual orientation, or any other basis protected by state or local law. NASDA does not discriminate against persons with disabilities as defined in the Americans with Disabilities Act and any applicable State or local law. It is NASDA's policy to keep the workplace free of discrimination, including sexual, racial, or other protected status harassment, and open to qualified persons with disabilities. Employees who believe that they have been subjected to any unlawful discrimination are directed to report their concerns to their supervisor. If the supervisor is the problem or cannot solve the problem, employees are directed to report their concerns to NASDA's Chief Operating Officer, Executive Vice President or Chief Executive Officer. All advertisements to hire NASDA employees must carry the notation that NASDA is a Fair Employment Opportunity Employer.

3.2 ENUMERATOR QUALITIES

The procedure below is designed to help you determine who to hire and who not to hire. Remember, you cannot hire relatives (see 4.1). It is important to evaluate a person's aptitude for the work, as many of the procedural details of the job can be taught. The following skills or qualities, not necessarily in order of importance, were mentioned by experienced NASDA supervisors as being most desirable:

- Alertness and intelligence;
- Friendly, outgoing personality;
- Quick learner;
- Good speaking voice, manner, diction;
- Good listener;
- Enthusiasm;
- Interest in work;
- Dependability;
- Honesty;
- Tactfulness;
- Neatness, both in appearance and handwriting;
- Self-confidence and poise;
- Agricultural background.

3.3 ENUMERATOR HIRING PROCEDURES

To satisfy NASDA's Fair Employment Opportunity 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 to screen 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 Fair Employment Opportunity Policy.

The normal procedure when hiring new enumerators is as follows:

I. Workforce Assessment

A. Determine how many enumerators will be needed.

B. Review upcoming data collection activities for workload and timing.

C. Contact those enumerators who have expressed interest in working the coming survey cycle. Get commitments from those who will work.

II. If additional staff needs to be hired:

A. Contact inactive enumerators who have good work records and have expressed interest in resuming work.

B. Canvass enumerators and former enumerators for friends/acquaintances who have expressed interest in enumerating.

C. Contact the local college, university, high school job placement offices.

D. Post job notices or fliers in schools, stores, churches, community centers.

E. Hold a job day event.

F. Place advertisements in local publications.

III. Screen potential candidates.

A. Make certain the respondents understand the intermittent nature of the job and its responsibilities. (With Objective Yield and similar surveys, be certain to stress the physical or special demands.)

B. Hand out applications. Be certain that when they are submitted, they are complete.

C. Administer the Enumerator Selection Aid to all applicants who complete the application form. Be certain to follow the instructions on the Enumerator Selection Aid pertaining to length of time for completion and the grading structure.

IV. Check references, interview candidates, and hire.

A. Check the references of those applicants who appear superior on the basis of the Enumerator Selection Aid score, locality and availability.

B. Selectively interview the best resulting candidates.

C. Reiterate the requirements and intermittent nature of the job at the beginning of the interview.

D. Hire, on a trial basis, the best candidate(s).

E. Complete new hire paperwork and submit it to the NASS office.

F. Enroll new hires in training or schedule time for training with them.

3.4 WHERE TO LOOK

Know where to look for quality candidates! If you can't interest qualified people, you can't end up with qualified enumerators. 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's 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.

Some of prospects will express interest in the job at times when you are fully staffed. Organized supervisory enumerators will ease their hiring problems by keeping a file of interested potential candidates.

Some supervisors have found success with people who are involved in civic or charity work. They have found people who do volunteer work are more satisfied with the intermittent nature of survey work and yet, can handle the busy times.

Newspaper ads, especially in farm related publications, may be able to provide prospective enumerators with a farm background. Along with USDA, 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 supervisors and must carry the notation that NASDA is a Fair Employment Opportunity Employer.

College and university students are a source of Field office enumerators; however the turnover rate of students is generally high and requires more training resources. Field supervisors should be careful not to rely heavily on college students as enumerator candidates for these two reasons.

3.5 SCREENING

The Enumerator Hiring Procedure list (4.3) follows the screening, application, testing, reference, interview procedure which is designed to break the hiring procedure into three stages: turning respondents into applicants, applicants into candidates, and candidates into employees.

Screening is an active process in which the supervisor first guides the respondent into determining whether work as an enumerator suits them, then qualifies the abilities of the applicants, and finally chooses which of the screened candidates' best fits the available position.

The most important stage for the supervisory enumerator begins with the supervisor's first contact with the persons who respond to the supervisor's job advertisement. This is the screening interview.

Effective screening and selection of respondents to become applicants is key to your main responsibility of maintaining a competent staff of enumerators for survey data collection. It is during this early stage that the supervisor may save the most time and effort and will establish a credible pool of potential candidates. This can be very challenging, considering the tight time schedule of surveys, the demands on an enumerator's time when a survey is being conducted, and the inability to guarantee a specific amount of regular work.

All supervisors should be familiar with procedures and regulations discussed in the Employment Section of this manual.

3.6 THE SCREENING INTERVIEW

Many persons responding to a newspaper ad or poster may be looking for any work, and specifically, more work than is offered as an enumerator. Don't wait until the formal interview to explain the frequency of the surveys and approximate number of hours an enumerator can expect to work during a particular survey or year. Revealing the basics of the enumerator's position during your first contact will save you and the applicant time and may reduce turnover down the road. 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 respondent is not interested in enumerator work, and allows the supervisor to gauge the communication skills of the respondent.

(2) Tell the truth about the job. Do not try to "sell the job" to a respondent by sugarcoating any aspect of the work or frequency of work. Allow the

respondents the opportunity to determine whether the job is or is not for them.

(3) Be courteous and polite. Thank the respondents 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 respondent who is not truly interested in the job.

Refer to the NASDA Employment Qualifications for a guide on the basic questions to ask during the screening interview (4.11).

Minimum age requirements, necessity of a work permit, high school diploma, citizenship status 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 possible affect job performance and place the employee at risk.

This screening interview should give the supervisor information on the following qualities mentioned in the section on Enumerator Qualities: friendly, outgoing personality; good speaking voice, manner, diction; enthusiasm; interest in work; agricultural background.

To determine the effectiveness of their canvassing/advertising, supervisors must keep track of where the respondents are coming from. 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.

Effective initial screening will often reduce the respondent pool by 25-40%. This will save the supervisor a great deal of time and effort.

3.7 THE APPLICATION PROCESS

As a part of NASDA's Fair Employment Opportunity Policy, it is a responsibility of the supervisor to give an application to any respondent 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.

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 supervisors 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 supervisor information on the applicant's handwriting neatness, presence of any disabilities, their 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 supervisors must adhere to both the time limit and minimum test score.

There is often a reduction in the respondent pool at this stage. Thank the applicants 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.

3.8 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% (26 of 38) 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 supervisor 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. It is, however, unlikely that all will score 100%.

Call and write any applicants who do not pass the Selection Aid. Thank them for their time and interest but do not tell them that they failed the Selection Aid nor request that they mention the job availability to their friends. This will promote good public relations and will avoid hurt feelings.

3.9 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 Selection Aid score which applicants, if any, are best suited to the available position(s). Refer to the section on Enumerator Qualities (Section 4.2) for some guidance criteria.

As long as all of the resulting candidates have passed the Enumerator Selection Aid, it is up to the supervisor 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, and if done properly and thoroughly, will confirm the better applicant(s).

Just as in any interview process, checking references is an interactive process. Keep in mind that the applicant will not list references that are likely to identify any negative qualities of the applicant, so, in order to find out anything useful about the applicant, the supervisor must probe the reference/respondent.

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.

In the reference contact interview, the supervisor should probe for information on the applicant's: intelligence, dependability, honesty, tactfulness, neatness, self-confidence and poise.

3.9.1 NASDA's Referral Policy

It is in NASDA's best interests to check the references of potential employees. However, due to evolving employment law, to protect NASDA from potential liability, NASDA's Board has adopted a distinct policy as regards requests for references/referrals from sources regarding current or former NASDA employees.

If a current or former NASDA employee uses a NASDA supervisor as a reference and that employer call to check the reference, only two things are to be addressed:

- that the individual worked for NASDA;

- the dates beginning and ending that they worked.

Supervisors are cautioned not to give any more information, or comment upon the individual in any way. A number of lawsuits have successfully been brought against former employers when applicants were turned down for employment allegedly based on references from former employers. NASDA must eliminate this potential for liability and supervisors must be in the forefront to affect this.

3.10 INTERVIEWING ENUMERATOR CANDIDATES

Once the applicant(s)' references have been checked, the supervisor must determine which, if any, of the applicants are qualified to be considered enumerator candidates. All of these resulting candidates should be completely qualified to be hired.

Call and write the applicants whom you decide not to interview. Let them know the decision was very close, and you would like to keep them in mind. Never discuss anything said by an applicant's reference with the applicant. Be polite and businesslike to again promote good public relations and avoid any hurt feelings.

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, and just as importantly, who will not be hired. As such, it is very important for it to be conducted in a professional manner.

Conduct the interview where you will not be distracted by unnecessary noise or activity. Feild office supervisors can probably find an acceptable area in the NASS office building to conduct interviews.

Field supervisors 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 supervisor's authority. If this is not practical, you may use a quiet area in a restaurant. Supervisors must take and retain notes from this interview. Allow for time immediately after the interview to write additional notes reflecting your impressions of 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.

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.

In this final interview, the supervisor should probe for information on all of the qualities listed in the section on Enumerator Qualities, and any other qualities or skills appropriate to the position available.

The supervisor must prepare in advance for these interviews, as they are often the single deciding factor between equally capable candidates.

3.11 IMPROPER AND PROPER QUESTIONS FOR THE INTERVIEW

Be careful which questions you ask and that you ask each candidate the same questions! If the questions and/or answers are written keep them and attach them to the application form for everyone you interview regardless of whether they are hired or not.

Prepare a list of questions to ask each candidate. Each candidate must be asked the same set of core questions. This is imperative, both to satisfy fair hiring requirements and to allow the supervisor 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 candidate, let them respond with their answers and thoughts.

Improper questions are those which do not relate to the job. Do not ask questions:

- About personal matters: For example, do not ask a candidate if he or she is married, has children, or if they have plans regarding children. Also, do not inquire about a candidate's personal relationships.

- About any disability or medical condition: Keep in mind that there are basic physical requirements for the job; entering crop fields, performing work in unfavorable weather conditions, carrying survey tools and instruments. But

leave it up to the candidate to determine whether or not they can perform the job functions!

- If the candidate is a member of any lodges, clubs or societies
- About a candidates political opinions or affiliations
- About his or her ethnicity or country of origin
- How far away the candidate lives
- Their age: As long as a candidate is of sufficient age (see enumerator qualifications) the age requirement has been met.
- Their religion

Remember, the objective of the interview is to determine the best candidates for employment.

Some examples of proper questions are:

- Is the candidate lawfully authorized to work in the U.S.?
- Is the candidate available for part-time work on short notice?
- Can the candidate be reached easily by telephone?
- Can the candidate make telephone calls from his or her home?
- Does the candidate have a vehicle available for survey work? (Field only)
- Do they hold a valid driver's license? (Field/Driving only)
- Do they have the NEW minimum required vehicle insurance? (Field/Driving only)
- What is their background or knowledge pertaining to agriculture?
- Do they have a high school diploma or are they of minimum acceptable age?
- What is their current employment status?

- Do they have experience using a computer?

During the interview, go over the basic enumerator procedures, and give the candidate a general idea of what is expected. During this interview, you should cover the following:

- What NASDA does; NASDA's relationship to USDA and NASS; its history and mission; how the NASS office is organized and operates; that if hired, they would be employees of NASDA and not state or federal employees.

- That work is part-time; review expected period(s) of employment; their expected availability.

- What their particular job is; the duties and skills they would be expected to evidence.

- How the performance of the work will be measured.

- You would be their supervisor and they bring all work problems to your attention.

- That feedback on completed questionnaires may come from the NASS survey statistician.

- What the rate of pay, mileage, per diem, and payroll arrangements are.

These points are covered in the NASDA ENUMERATOR HANDBOOK. An adequate explanation requires the supervisor to know all details of the enumerator's job.

The interview should separate those candidates who are best qualified and truly interested in the job. As you go through the interview and discuss details of the job, some candidates may indicate the job is not what they anticipated and are no longer interested.

Allow them to do so: do not try to talk them into taking the job or try to change your description of the job's characteristics to make it sound more appealing. Don't waste your time, and NASDA's training expense, just filling slots with "maybe" hires. They will cause you more problems than they are worth, and merely delay your need to hire effective personnel.

Never give any indication during the interview that you will hire the candidate. It is not fair to the candidate to think that they will gain employment when there is a chance they will

not. Wait until you have given careful consideration to the most qualified and interested job candidates, and only then let each candidate know your decision.

Call and write those candidates you do not hire in as timely a fashion as you call those you do hire; it is courteous and will be appreciated. Keep in mind that all of these candidates should be qualified and you may want to hire one of them later. You may retain the applications of candidates who you may consider hiring at a later date, but the candidate(s) should be informed that the application will only be valid for one year.

3.12 VALID REASONS FOR NOT HIRING

When there are more candidates than positions, some of the candidates will not be hired. It is important that you be prepared to communicate to those candidates not hired the honest and valid reasons for their not being hired.

In the initial screening, you should have covered all of the basic job requirements. When it comes down to the final stage of hiring one candidate over the other, you will have to make your decisions based on what you perceive to be small differences in abilities.

If asked, be prepared to communicate to those candidates not selected the valid reasons for your decision. The functional words here are valid and prepared; don't try to wing this when faced with an upset or angry non-hiree. All reasons for not hiring must be documented in writing and kept with the application for three years.

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.

3.13 FORMS AND EXPENSES

Once you have made your selections, make sure the proper forms are signed and sent to the NASS office as soon as possible.

Forms:
Employment Eligibility Verification (Form I-9)
Application and Appointment Form (NAS-001)
Federal Tax Form (W-4)
State Tax Form

NASDA Certification of Confidentiality Motor Vehicle Insurance Form (NAS-004)

Allow enough lead time before the enumerator actually begins work to be certain your newly hired enumerator is on the rolls and all payroll information is recorded properly. The new enumerator should be given a copy of the NASDA ENUMERATOR HANDBOOK and must sign the acknowledgment form. You should provide the signed acknowledgment form to the NASDA Coordinator or Director for inclusion in the new employee's personnel file.

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 NASS office. Reimbursement for expenses should be claimed on NAS-011.

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CHAPTER 4: FORMS & INSTRUCTIONS

4.1 LIST OF FORMS

Supervisors are required to complete and file or forward to the NASS Office or provide to the new hiree 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)
Other: Receipt of Handbook form.
Motor Vehicle Record
Proof of automobile insurance (higher of state minimum or 25/50/25)
Hiree's voided check.

Timesheet:
NASDA Time, Mileage & Expense Sheet (NAS-011)

Evaluation:
NASDA Enumerator Performance Evaluation (NAS-008)
NASDA Supervisory Enumerator Performance Evaluation (NAS-015)
Interviewer Monitoring Form (NAS-012) (Feild office Supervisor 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)
NASDA Letterhead Stationery
NASDA Envelopes

These forms can be found on the NASDA website.

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. Applicants should complete NAS-001 using a typewriter or ball point pen. All copies must be legible. It is important that all questions on the application form be answered fully and accurately.

Remember, all application forms submitted must be retained for three years, regardless of whether or not the applicant is hired.

When a candidate is selected, the NAS-001 form must be signed by the hiring NASDA supervisory enumerator and sent to the NASS office. The NASS office will enter a unique five digit employee number and rate of pay on the NAS-001.

The first two digits of the employee number should be the State FIPS code while the other digits can be at the discretion of the NASS office. The new employee must then be enrolled in the NASDA employee database by the NASS office.

The NASS office will send a copy of the NAS-001 to the supervisor and retain a copy in the NASS employee office file.

After being hired, new NASDA employees will be added to the Administrative System for Enumerators (ASFE) by the NASS office. New NASDA employees will also be added to Pay America Inc.'s Payroll Personnel System. NASDA has contracted with Pay America to process NASDA employee pay rolling. Along with name and address, Pay America's employee database file contains each enumerator's payroll information.

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 Feild office enumerator applicants), vocabulary, following instructions and arithmetic. 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 must 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.

This form is required by law. Supervisors must follow the instructions given on the form. Each applicant is required to submit for your examination proof of their eligibility for employment as required on the form.

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 for federal taxes.

A new Federal Tax Form W-4 should be completed any time an enumerator changes his or her address or changes other items that affect his or her tax withholding liability, for example the number of dependents, age, marital status, household income.

If an enumerator has a complicated situation and 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 supervisors are not authorized to give any tax or legal advice.

Most states also require enumerators to complete a tax withholding form for their state.

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

Although NASDA supervisory enumerators and enumerators are not federal employees, 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. 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 State minimum insurance coverage.

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 the NASS office file.

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 Deputy Administrator for Field Operations with supporting evidence of violation. The Deputy Administrator will coordinate further personnel and legal actions with NASDA's Executive Vice President & Chief Executive Officer (EVP).

See 3.13.1 of the revised (January 2007) Enumerator Manual for substantial changes to NASDA’s Vehicle Policies.

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

Specific instructions for completing the NASDA Time, Mileage, and Expense Sheet are given in Chapter 4 of the NASDA Enumerator Handbook and on the back of the NAS-011.

A supervisor should not have any surprises when reviewing the NAS-011's for enumerators. While reviewing the forms, look for inconsistencies in enumerator's workloads and amounts of mileage and time claimed. To adequately review time-

sheets, supervisors will need to be aware of enumerator assignments, their work progress, and any possible difficulties they encountered while working. **All enumerator timesheets are to be reviewed and signed by a NASDA Supervisor, with the official file being maintained in the FO, not the NASDA Supervisors' files (although they may certainly keep secured copies of their enumerators' timesheets, if they wish). Faxed copies of signed timesheets are acceptable as the official FO file copies–NASDA Supervisors do not need to fax in a copy, and then also mail the original to the FO. NASDA Coordinators should also be reviewing the timesheets for both the Office and Field Enumerators and initialing off on them after their review.**

4.9 NASDA ENUMERATOR PERFORMANCE EVALUATION FORM (NAS-008)

Greater detail is given on completion of this form in Chapter 6 of the NASDA Enumerator Handbook and Chapter 6 of this manual.

4.10 NOMINATION FOR SPECIAL AWARDS (NAS-009)

Greater detail is given on completion of this form in Chapter 5 of the NASDA Enumerator Handbook and Chapter 6 of this manual.

4.11 NOTIFICATION OF ELIGIBILITY FOR PROMOTION (NAS-006)

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

4.12 PERSONNEL ACTION OF NASDA EMPLOYEES (NAS-002)

Payroll Network's system must be updated to reflect any change in employee status. This includes changes such as termination, pay increases, marriage, and changes in withholding taxes, address changes, etc. Changes in an employee's name or address should also be recorded in the ASFE.

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 Executive Vice President & Chief Executive Officer.

Promotion from enumerator to supervisory enumerator is a Personnel Action recommended by the 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 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. The NASS office must enroll the new employee in the NASDA employee database, and submit the required copies of the NAS-001 form to NASDA's EVP for approval.

Requests for any action pertaining to the hiring or termination of a NASDA supervisory enumerator must be submitted to NASDA’s Executive Vice President & Chief Executive Officer. NASDA's EVP retains the final approval and appointment authority for any action pertaining to NASDA supervisory enumerators.

The authorizing signature comes from the EVP for appointment or termination of a NASDA employee. For job actions pertaining to the supervisory enumerators, the NASS Director will also sign the form as a statement of recommendation.

4.13 NASDA NOTIFICATION FORM (NAS – 003)

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

- the supervisor is not satisfied with the performance of an enumerator's duties;

- a respondent's dog bit an enumerator and the animal may need to be quarantined;
- an enumerator slipped on ice in a farmer's yard and broke an arm;
- authorities contacted the NASS office in an investigation of an enumerator;
- a NASS employee behaved in a manner that an enumerator found offensive;
- a 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 supervisors closest to a situation to keep others informed and work together for a reasonable solution. When the NASDA supervisor initiates the form, they send it to the NASS office.
The NASS office forwards it to NASS HQ and, if needed, may add an additional comment or explanation to clarify the situation. When the NASS office initiates the form, they send it to NASS HQ. If appropriate, the NASS office will forward a copy to the affected NASDA supervisor. NASS HQ receives all forms and forwards copies to NASDA HQ.

This form does not take the place of any official documents supervisors 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 their avoidance or resolution may take place as quickly and efficiently as possible.

4.14 ENROLLING NEW EMPLOYEES IN THE EMPLOYEE DATABASE

After being hired, new NASDA employees will be added to the Administrative System for Enumerators (ASFE) by the NASS office. New NASDA employees will also be added to Pay America Inc.'s Payroll and Personnel System. NASDA has contracted with Payroll Network's America to do NASDA employee pay rolling. Along with name and address, Pay America's employee database file contains each enumerator's payroll information.

Whenever possible, it is recommended that enumerators receive payment by Electronic Funds Transfer (EFT), sometimes called direct deposit, to a local bank account. To open a direct deposit pay account, employees must submit a voided blank check. To open a direct deposit savings account, employees must submit a deposit slip with bank and account information.

CHAPTER 5: EVALUATION, PROMOTION & QUALITY CONTROL

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CHAPTER 5: EVALUATION, PROMOTION & 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. The supervisory enumerator should consult the ENUMERATOR HANDBOOK for the evaluation guidelines.

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 NASS office 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 the various elements and sub-elements on which NASDA enumerators are to be evaluated. When evaluating enumerators, NASDA supervisors should follow those guidelines. Supervisors must use both objective and subjective evaluation. Objective criteria are based on actual counts, i.e., 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. See NASDA ENUMERATOR HANDBOOK for detailed explanation of elements and rating criteria.

Each of the sub-elements being rated should be considered independently. If you feel an enumerator is doing unsatisfactory work, document how they might improve their work. Also, point out those elements on which an enumerator is doing better than an average job.

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 and on the back of the NAS-008 form when completing either the survey evaluation or the annual evaluation.

If travel costs are prohibitive, supervisory enumerators may initially mail 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 supervisor 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 NASS office to be maintained in the NASDA personnel folders.

5.3 HOW TO EVALUATE

Some people consider an evaluation as a criticism and have a negative outlook toward it. For the evaluation to be an effective supervisory tool, supervisors must approach the evaluation process as an opportunity to offer suggestions for improvement in a positive way.

Make certain your 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.
The training and resources are available to assist all enumerators reach the highest performance level. You must explain this to them.

When you evaluate an enumerator:

- Prepare. Be certain to have all relevant documentation before beginning an evaluation. This includes the notes you have taken on each enumerator's performance during the evaluation period.

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

- Be positive. Your 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 done less well. While it is criticism, evaluation must be viewed positively by both the supervisor and the enumerator.

- Begin with the praise and work toward those areas in which the enumerator may need help. The functional word here is help; evaluations are supposed to assist the enumerator in performing their work.

- Offer suggestions. Evaluation is a time for offering guidance, not for giving orders. Offer suggestions for remedial reading, self help practice, or additional training.

- Be consistent. All your enumerators must be evaluated on the same elements, in the same order of importance, in each of the evaluations you perform over time.

- Soften the evaluation by using yourself as an example. When bringing up an area in which an enumerator requires improvement, relate an example in which you needed to do something extra to improve your earlier performance.

- Ask how you can help or improve as a supervisor. Your enumerators evaluate you in the performance of your duties. Ask them how you can be a better supervisor. You will often find out the different needs each enumerator has regarding your supervisory duties.

5.4 NASDA SUPERVISORY ENUMERATOR EVALUATION (NAS-015)

As part of the cooperative relationship, the NASS office staff will prepare a recommended evaluation for submission to NASDA headquarters on each NASDA supervisor by completing a NASDA Supervisory Enumerator Evaluation Form, NAS-015. Just as NASDA supervisors evaluate the enumerators after each major survey, NASS office staff will evaluate NASDA supervisors after each major survey to help NASDA headquarters develop a composite evaluation for the year.

The rating guidelines given below are the basis for evaluating supervisor's performance on each element. The tasks listed should be used as a guide for the criteria to be considered when rating each category and element. Each category and element will be considered independently.

As soon as the annual evaluation is completed and signed by the Director, the NASDA coordinator, as the NASS representative, will discuss face to face the evaluation with each supervisory enumerator. The supervisor's signature on the evaluation denotes receipt of the evaluation, not agreement with it, in whole or in part.

The supervisor will sign the NAS-015 form, and then all copies will be forwarded to NASDA's Executive Vice President & Chief Executive Officer for consideration, final approval, and signature. The NASS office and supervisor's copies will be returned to the NASS office. A signed copy of the evaluation will then be given to each respective supervisory enumerator.

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.

The NASS office staff will follow these criteria and guidelines when evaluating each supervisor's performance on each of the elements listed on the NAS-015 form.

CHAPTER 5: EVALUATION, PROMOTION & QUALITY CONTROL

As part of your development as a supervisor, you should gauge your performance regularly. On the basis of the elements listed below, how did you perform in the most recent survey cycle?

A. Personnel Management

1. Maintained Adequate Staff
   - Had an adequate, qualified enumerator staff hired and trained
   - Supplied sufficient staff for survey assignments
   - Informed staff of their NASDA responsibilities

2. Monitored Enumerator Availability
   - Aware of enumerator availability for surveys
   - Contacted enumerators who did not return an availability letter
   - Notified enumerators if they would be working
   - Maintained file of each enumerator's availability letters

3. Completed Work When Necessary
   - Got assigned work completed on schedule
   - Assisted other supervisors when needed
   - Assisted enumerator with an overwhelming workload

B. Allocate and Monitor Work
`

1. Work Assignments
   - Assigned work to be completed efficiently and timely
   - When allocating from a pool, scheduled work to attempt contacting all portions of the sample
   - Assigned to enumerators who had been told to expect survey assignments

2. Reviewed Completed Work
   - Reviewed enumerator's completed work
   - Reviewed work in the presence of the enumerator when feasible
   - Discussed data relationship errors with enumerators
   - Stressed data quality

3. Informed On Work Flow Status
   - Monitored a schedule set up by the F0
   - Stayed informed of enumerator's survey progress
   - Anticipated work flow problems

4. Maintained Work Flow Schedule
   - Monitored a schedule set up by the F0
   - Moved samples on promptly after reviewing
   - Reminded enumerators of survey time table when necessary
   - Kept NASS office informed of survey progress and any potential problems

C. Enumerator Training

1. New Enumerator Training
   - Discussed NASDA ENUMERATOR HANDBOOK with newly hired enumerators
   - Provided training on NASS' mission, NASDA policy and procedures, including chain of authority, and completing NAS-011 forms
   - Discussed general enumerator responsibilities in pre-survey and survey activities
   - Included practice examples and hands-on activities

2. Pre-survey Training
   - Verified enumerators had received and understood when and how to complete home study guides
   - Checked to see if any enumerators were having problems completing study guides
   - Provided assistance in situations where necessary
   - Reviewed completed study guides prior to survey training

3. Assisted With Survey Training
   - Taught agenda topics at workshops
   - As training group leader, facilitated and role played in such a way as to emphasize specific points during practice interviews
   - Demonstrated proper procedures during field practice
   - Kept an open communication line to assist enumerators, in whatever way necessary

4. On-The-Job Training
   - Interacted with enumerators who were on-the-job
   - Constructively critiqued enumerators' data collection procedures
   - Offered suggestions and demonstrated proper technique when necessary

- Developed rapport with each enumerator to establish learning exercises rather than fault finding

D. Supervise Enumerators

1. Availability to Staff
   - Remained available on a regularly scheduled basis
   - Left telephone number or place to be contacted
   - If answering machine used, regularly followed-up on messages, at least once per day during survey and more often during critical stages
   - Knew enumerators' schedules and adjusted schedules to meet the situation

2. Monitored Interviewing Techniques
   - Monitored enumerators conducting interviews
   - Familiar with and understood the concepts of proper interviewing techniques (asked questions as worded, probed when necessary) and their impact on data quality

3. Provided Evaluative Feedback
   - Documented and delivered annual employee evaluations, as prescribed
   - Completed major survey evaluations
   - Gave enumerators informal feedback based on reviewing work, monitoring interviewing, and observing survey procedures
   - Provided feedback in a way enumerators felt was a learning exercise rather than fault finding

4. Completed Quality Assurance
   - Completed assigned quality assurance samples within a minimum amount of time after original sample was completed

E. Public Relations

1. Attitude toward Work
   - Had an excellent attitude toward work
   - Built in each enumerator a team attitude toward other enumerators, the NASS office staff, and the effort to collect quality survey data
   - Was a positive influence on enumerators, took an interest in their concerns, and offered positive reinforcement

- Anticipated conflicting situations, discussed them professionally with enumerator(s) and NASS office staff
- Cooperated fully with enumerators, other supervisors, and NASS office staff

2. Assisted Enumerators In Dealing With Respondents
   - Provided assistance to enumerators when necessary
   - Stressed knowledge of the survey program and taught the principles and concepts of interviewer-respondent communication needed to complete an interview successfully
   - Helped enumerators deal with reluctant respondents and refusals

3. Communicated With Staff
   - Communicated regularly with enumerators
   - Offered constructive reinforcement for work done correctly and/or efficiently
   - Had open communications with each enumerator in a way to suit that enumerator's personality and style

4. Communicated with Public
   - Effectively represented NASDA to public
   - Maintained friendly relations with public, media
   - Nurtured positive, long-term relationships with respondents

F. Administrative Responsibilities

1. Followed Task Specifications
   - Followed task, job, or survey specifications as described in verbal or written instructions, survey training, survey interviewer's manual(s), or NASDA HANDBOOK(s)
   - If conflict occurred, analyzed problem and made decisions in line with other policy. Documented problem and sought policy clarification on important issues

2. Reviewed NAS-011 Forms
   - Monitored timeliness of submission, reasonableness of time, mileage and/or other expenses claimed, project codes being charged, and completeness
   - Discussed questionable entries with enumerator and worked with Field office to resolve differences;

- Worked with enumerators having problems to prevent future problems

3. Completed Enumerator Evaluations
   - Completed survey evaluations on those working major surveys, and annual evaluations on all enumerators
   - Discussed annual evaluation with all enumerators
   - Filed a copy of each enumerator's evaluations

4. Maintained Files
   - Maintained files of all required forms and documentation including, hiring forms, availability letters, NAS-011 forms, evaluation forms, current questionnaire versions and interviewer's manuals
   - Documents could be retrieved quickly and accurately
   - Communicated effectively and in a timely manner with the Field Office and NASDA Headquarters

5.6 PROMOTIONS

NASDA's supervisor promotion program has a trial level and eight levels within active status.

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 supervisors not performing satisfactorily for promotion to active status may be given an extended evaluation period of up to six months or may be retained in the enumerator series. The evaluation period cannot be extended beyond six months, or a total of one year.

Once accepted into active status, to be promoted to the next level an individual must; (1) be recommended by the NASS office, (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 supervisors not offered enough work due to their state's survey workload.

Hours worked includes any regular-time hours worked as recorded on your Time, Mileage and Expense Sheet, NAS-011. The Administrative Technician in the NASS office will keep track of the number of hours you report to have worked.

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

5.7 NOTIFICATION OF ELIGIBILITY FOR PROMOTION (NAS-006)

The NASS office 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 enumerators eligible for a promotion, the NASS office will notify NASDA supervisors with a Notification of Eligibility for Promotion form, NAS-006.The supervisor must review the enumerator's latest annual performance rating, and decide whether to approve or not approve the promotion. To approve the promotion, the NASDA supervisor must check the appropriate box to indicate their approval of the promotion, sign the NAS-006 form, and return it promptly to the NASS office. If the NASDA supervisor decides not to approve the promotion, they should complete an Enumerator Evaluation Form, NAS-008, documenting their reasons. These reasons must be discussed with the enumerator and the Enumerator Evaluation Form should be signed by the enumerator indicating their supervisor has discussed these concerns with them.

In the case of enumerators at the trial level, supervisors should receive the NAS-006 from the NASS office 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 supervisor within 100 hours of an enumerator's eligibility for promotion.

NASDA's Executive Vice President & Chief Executive Officer approves the promotions of NASDA supervisory enumerators by signing the NAS-002 form. If the NASS office recommends not approving a promotion to a NASDA supervisory enumerator, the NASS office must complete the NAS-013 form, document the reason for recommending denial of promotion, complete and have the NASDA supervisory enumerator in question sign a Supervisory Enumerator Evaluation Form, NAS-015 indicating that the NASS office staff have discussed their concerns with the supervisor and forward this information to NASDA's Executive Vice President & Chief Executive Officer.

Any enumerator or supervisor 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 supervisors 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 NASS 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 State, and select which nominees will receive the awards.

The NASS office staff reviews and nominates the supervisors in their State, and recommends to NASDA headquarters which nominees should receive the awards.

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 NASS office and the original copy submitted to the NASS Deputy Administrator for Field Operations. Prior to each Award Committee meeting, NASS is responsible for establishing the total cash amount of awards to be given in each state.

A few States will participate in an expanded awards program where enumerators or supervisors 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 service (or multiples thereof). Length of service for supervisory enumerators should include all prior service as an enumerator.

The NASS office 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 a NASS Field Office then submitted to NASDA to be, signed by the appropriate NASDA official and sent to the NASS office by April 1 where they will be signed by the NASS Director prior to presentation to the recipients.

5.10 ENUMERATOR ADVISORY PANEL

The purpose of Enumerator Advisory Panels is described in the NASDA ENUMERATOR HANDBOOK.

5.11 DISMISSAL

It is the responsibility of supervisory enumerators to recommend the 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. NASDA cannot have enumerators on the rolls who will not be assigned work, nor can these individuals be allowed to retain NASDA materials or NASDA I.D. cards. The supervisory enumerator should consult the NASDA Enumerator Handbook for additional information concerning 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 supervisor is required to immediately recommend dismissal of the enumerator, and report the recommendation of dismissal through the NASS office to NASDA's Executive Chief Operating Officer. Failure to promptly report such dishonesty could result in the supervisory enumerator's termination.

With the exception of breach of confidentiality or falsification of records (which result in immediate, nonnegotiable termination), termination recommendations should be based upon documented, substandard performance by enumerators. This is because it is the supervisory enumerator's responsibility to document any problems (as they occur) associated with the work performed by an enumerator and discusses these problems with the enumerator responsible as they arise. Documentation means: (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 termination for cause, NASDA Headquarters is to be contacted in advance of the termination.

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

The only person authorized to dismiss or terminate a NASDA supervisory enumerator is NASDA's Chief Operating Officer, Executive Vice President or Chief Executive Officer, or their designate.

5.12 DISMISSAL FORMS

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

Any NASDA enumerator who has not worked on a survey during the last 12 months should be dropped from the employee database. An exception may be made for an enumerator who has a valid reason for not working but plans to work in the future. Each November, a review should be made in the NASS office for names to be dropped. This action will reduce the list of employees in the payroll firm's files. However, if the enumerator will be used at some later date it will cost more to delete and add to the payroll than leaving inactive for a number of months.

5.13 GRIEVANCE PROCEDURES

If a NASDA employee has a grievance with NASS, NASDA, or any employee(s) of either NASS or NASDA, they should follow the grievance procedures outlined in the NASDA ENUMERATOR HANDBOOK.

CHAPTER 6: SALARY & REIMBURSEMENTS

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CHAPTER 6: SALARY & REIMBURSEMENTS

6.1 PAYROLL INFORMATION

As NASDA enumerators complete their NAS-011 forms each week, one copy is sent to their NASDA supervisor and another copy to the NASS office. (See Chapter 4 of the NASDA ENUMERATOR HANDBOOK for instructions on completing NAS-011s). Each week, NASDA supervisors should review the enumerator's NAS-011 form very carefully and discuss any questionable entries with the individual enumerators. If a correction is necessary, notify the NASS office as soon as possible so the forms may be corrected before processing.

The NASS office must process the data through the ASFE and transmitted to the Payroll Network by COB on Wednesday following the end the pay period. If an enumerator's NAS-011 is received too late in the NASS office to meet this deadline, it will be held and processed the next pay period. NASDA engages an outside vendor to do enumerator pay rolling.

After processing the data through the ASFE, the NASS office electronically transmits the payroll data. Additions and changes made to the PC system's employee database file will also automatically be transmitted.

When a NASDA employee 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. They will then be dropped from the NASDA employee database file.

As of 9/1/99, time sheets submitted to the NASS Field office one pay period late must have the written approval of State Statistician prior to payment. Time sheets submitted more than two pay periods late must have the written approval of a Associate Deputy Administrator in NASS Headquarters, Washington, D.C.

6.2 LIMITATIONS ON HOURS WORKED

NASDA appointments are for part-time employment only and there must be some definite breaks in the employment of an individual. No NASDA supervisor or enumerator is permitted to work more than 1500 hours per calendar year (January 1 through December 31). Supervisors must keep current on the hours worked by their enumerators, and maintain a sufficient enumerator pool to avoid exceeding this hourly limitation. Regular and overtime hours are both included in the hourly limitation?

6.3 UNEMPLOYMENT COMPENSATION

The USDA Office of the General Counsel confirmed the position of the Unemployment Compensation Commission and indicated that NASDA enumerators are eligible for unemployment benefits under federal and state regulations. Filing for unemployment compensation is not grounds for dismissal.

NASDA supervisory enumerators should review all unemployment claims for accuracy and validity. Days and hours worked as claimed for unemployment should be verified with the enumerator's records. Many NASDA employees also hold full-time employment. Occasionally some of these employees will lose their full-time employment. While they may be entitled to unemployment benefits generally, they are not allowed to claim benefits while they are actively working for NASDA.

When claims are improper, such as when unemployment is claimed for periods the enumerator was working for NASDA, both the unemployment office and the NASDA headquarters' office should be notified.

Such improper actions, if verified, can be the basis for choosing not to reactivate the enumerator on future surveys. The NASS office completes and signs the unemployment form verifying employment since the NASS office holds the employment records. All correspondence and forms dealing with unemployment actions must also be signed promptly by NASDA supervisory enumerators.

All notifications of applications for unemployment are mailed to NASDA Headquarters and then faxed to the applicable NASS office. The notification must be responded to promptly if the enumerator does not qualify for benefits or the unemployment bureau will consider the applicant qualified. Often, the NASS office and supervisory enumerators have only a day or two to respond if an enumerator does not qualify for unemployment compensation.

In claims for unemployment compensation the following items are reviewed:

- An enumerator who has worked the necessary time to qualify for unemployment compensation (which vary by state), is eligible for the unemployment benefits.

- Filing for unemployment benefits signifies that the enumerator is available and looking for full-time work.

- Because NASS survey work is part-time but on rigid time schedules, NASDA supervisors may choose not to use individuals who are actively seeking full-time work; the assumption being that an individual looking for full-time work would leave the part-time job if full-time work could be found. It is important that the supervisor confirm that each enumerator is or is not available for work prior to establishing survey schedules. Remember, NASDA employees cannot “double-dip”; they cannot receive unemployment benefits while they are actively working for NASDA.

When interviewing prospective enumerators, explain that NASDA enumerator work is only part-time, but on a rigid time schedule. The question on the employment form NAS-001 "Are you seeking a full time position with NASDA or any other organization?" is useful in screening out those individuals seeking full-time employment. NASDA is interested in employing persons who want, and can maintain, part-time employment.

6.4 MILEAGE REIMBURSEMENTS

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

NASS office 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 Field 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 NASS offices 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. All expenditures must be accompanied by a receipt to receive reimbursement. Reimbursements made on an NAS-011 will be charged to the NASS office's NASDA account. NASDA will not provide telephone lines or telephone equipment to employees.

NASS statisticians are not authorized to purchase supplies with NASDA funds. Enumerator supplies identified to be purchased locally should be purchased and supplied by NASS field offices.

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 NASS office should make enumerators aware of these high cost areas.

6.7 ADVANCE OF FUNDS

NASDA enumerators and supervisors are not authorized to use government travel requests. Whenever a NASDA employee is required to attend a state, regional, or national training school and the purchase of a transportation ticket presents a hardship, the NASDA supervisor and NASS Director should send a letter to NASDA's Executive Vice President & Chief Executive Officer requesting an advance of funds. The letter should show the enumerator's name, address, cost of ticket (including tax), time and points of travel. NASDA will issue a check for the price of the ticket to the enumerator and send it to the NASS office. Allow 10 days for the check to arrive. Advances will not be approved unless the request is signed by the NASS Director.

CHAPTER 7: SAFETY

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CHAPTER 7: SAFETY

7.1 PROMOTING A SAFE WORK ENVIRONMENT

Refer to the ENUMERATOR HANDBOOK for information on Safety, Liability and Accidents.

The primary responsibility for the supervisory enumerator is to maintain your safety and the safety of others. The supervisor promotes a safe work environment by:

- ensuring that the safety aspects of NASS field training are stressed and understood by enumerators.
- pointing out safe/unsafe work procedures as a part of supervisory visits.
- demonstrating personal safe work habits in all contacts with enumerators.
- reminding enumerators of the importance of safety on the job.
- 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.

Whenever a survey is initiated, many enumerators will be involved 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, they must not merely stop work but also immediately notify a NASDA supervisor, the NASDA coordinator, and the NASS Director.

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 supervisors. It is important to have a record of each injury and the details surrounding the injury in case future reference is needed. Each enumerator and supervisor should receive a supply of the NAS-016 when hired. Supervisors also receive a supply of the NAS-017.

When enumerators have an injury, they should immediately complete a NAS-016 and forward it to their NASDA supervisor. After receiving the NAS-016 from an enumerator, the NASDA supervisor will then complete and forward a NAS-017 to the NASS Feild office. When supervisory enumerators have an injury, they should immediately complete a NAS-

16 and forward it to the NASS Field office. The NASS Field Office will maintain on file the 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 NASS office. The NASDA supervisor should also notify the NASS office 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.

7.4 WORKER'S COMPENSATION

NASDA employees have Worker's Compensation Insurance coverage through Hartford Insurance Company. The "Employer's First Report of Accident" forms are provided by the insurance carrier and are distributed to all NASS office's having coverage under the one firm. If you are having trouble obtaining "Employer's First Report of Accident" forms, first contact the NASS office. If the NASS office is out of forms, the Claims Department of The Hartford can be contacted at (703) 642-4700 for additional forms.

Supervisory enumerators must report all job related injuries to themselves or to enumerators to the NASS office. The "Employer's First Report of Accident" 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 "First 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 able to continue work.

The "Employer's First Report of Accident" should be reviewed carefully, checking for errors, omissions and supervisor's signature. Contact the Hartford Company’s claims department to get instructions on were to mail the original claim. The NASDA supervisory enumerator

for whom the enumerator was working must sign the report. Keep one copy for the NASS office; send one copy to the NASDA's EVP, and one copy to the employee injured. The insurance carrier will submit a copy of "Employer's First Report of Accident" 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 them selves have requested that you do so.

However, in all cases when state law requires automobile accident reports, they 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 NASS office and to NASDA Headquarters.

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 would put on the person in question. This protects NASDA, and prevents NASDA employees from suffering additional medical problems which may result from returning to work too soon. The release, as well as all medical information, must be kept in a confidential medical file which is separate from any other file pertaining to the enumerator.