
Organisation and Administration

CHAPTER 5

ORGANISATION AND ADMINISTRATION

With the Census of Population being the largest national statistical exercise undertaken, a big pool of staff was involved in a wide range of activities in planning and development, lead up to and conduct of the survey operations and to the results dissemination. Preparation prior to the launch of the survey and support activities were critical to the eventual successful completion of the Census.

5.1 OFFICE SET-UP AND SELECTION OF FIELD REGIONAL OFFICES

To house the various functions and operations teams for the Census 2020, the Department started to source and identify suitable offices from 2018.

5.1.1 Data Processing (DP) Operations

In view of the space constraints in DOS Office, data processing operations were planned to be carried out from an external office space at The JTC Summit. The JTC Summit was chosen due to its accessibility and connectivity to public transport and its ability to support the Data Processing (DP) team's extended operational hours for evening and weekend shifts. The JTC Summit office space¹ accommodated DP operations and a Field Regional Office (RO) for the West-North region. At its peak, it housed a total of about 100 staff, including data processing operators, supervisors, field interviewers and IT support personnel. The office was set up from scratch with the required IT infrastructure (including personal computing devices) to access the data processing systems, with support from DOS' IT and office management teams.

5.1.2 Call Centre for Computer-Assisted Telephone Interviewing (CATI) Operations

The Census 2020 Call Centre¹ was set up in end 2019 to accommodate the CATI operations, which included the team supporting the management of respondent relations besides the hotline team. The dedicated call centre was located offsite, housing about 50 staff per shift, including supervisors, interviewers and IT support personnel. As the personal computers and workstations with network points needed to be connected to the call equipment and automatic outbound dialling system, the call centre location and set-up were provided by the vendor engaged for the

¹ Photos of Census 2020 DP Centre and Call Centre are provided in Appendix S.

development of the IT solution for the Census 2020 project. The vendor also provided the necessary equipment, facilities and support services such as hands-free headsets, recording system and meeting room.

5.1.3 Regional Offices (ROs) for Fieldwork Operations

With the main sample being grouped into 3 regions, namely the Central-South, East-Northeast and West-North. 6 Field ROs were set up to facilitate fieldwork operations (Appendix D).

Field ROs were used primarily by the ACDs, Census Supervisors and field interviewers for reporting, discussion and training purposes. The identified ROs were in closer proximity to the areas covered by each region to reduce the time and effort for the field team in travelling to and fro Field ROs while reaching respondents when needed.

The following factors were considered in the selection of Field ROs:

Accessibility

Field ROs needed to be easily accessible for the field team. They were preferably within the same or in nearby neighbourhood to the areas covered in the region. This reduced travelling time and improved productivity of the fieldwork operations. ROs needed to be well connected to public transport network as well since most of the field team relied on public transport in the course of their work.

Operating Day/Hours

As fieldwork operations were ongoing through the week and the field teams typically worked beyond normal office hours, the Field RO needed to be accessible including on weekends to facilitate fieldwork operations.

Tenure Period

As Census fieldwork operations lasted for a duration of up to 9 months, facilities which were able to accommodate short-term lease contracts and available for rental for the period needed were considered.

Taking into the above considerations, 3 Field ROs were rented from community clubs while the remaining 3 Field ROs were set up from rooms within the CATI and DP operations and DOS Office in Funan. The 6 Field ROs included:

- Central-South
 - DOS Office at Funan
 - Whampoa Community Club
- East-Northeast
 - Hougang Community Club
 - NCS Bedok
- West-North
 - Canberra Community Club
 - The JTC Summit

5.2 CENSUS BUDGET

The total project cost incurred for the planning and conduct of the Census 2020 was \$16.98 million.

Expenditure on the IT development and related items amounted to an estimated \$5.14 million. This included the development of the computer applications for the Internet, CATI and Fieldwork, provision of the tablets for field survey and set-up of the IT infrastructure.

The operating expenditure, covering the manpower cost, leasing of the Census 2020 Call Centre facilities, set-up and leasing of the DP Centre and Field ROs for fieldwork, publicity, printing, office supplies, hosting services for the IT infrastructure and other IT operating services was about \$11.84 million.

The Census 2020 expenditure was slightly lower than the \$18.0 million incurred for the previous Census in 2010, primarily due to the reduction of manpower costs with the scaling back of fieldwork and CATI.

5.3 IT PROCUREMENT AND MANAGEMENT OF CENSUS IT SYSTEM

In developing and implementing the IT solution for the Census 2020 system, an Invitation to Tender (ITT) was issued in the Government Electronic Business (GeBiz) in October 2018. The tender was awarded to NCS Pte Ltd in February 2019.

Detailed requirement studies were conducted for the vendor to understand the various functions required of the system applications and set-up. A user experience design was conducted, and DOS officers undertook intensive usability tests to verify

the system performance before it was finally commissioned for use in the actual Census in January 2020.

5.4 CENSUS STAFF

Planning and conduct of the Census 2020 was carried out by DOS officers. These officers undertook key leadership roles in areas such as planning of the survey, development and testing of the system, recruitment and training, finance and payroll and supervision of the operations.

The Census team was led by the Chief Statistician, together with the Deputy Chief Statistician and Census Director. In addition, 9 Deputy Census Directors (DCDs) oversaw key areas including pre-Census preparation and database set-up, data collection, data processing, data analysis and dissemination, publicity, manpower, logistics support and administration. Another 25 ACDs and 44 supervisors were appointed to run and supervise the Census 2020 operational activities (see Appendices A and B).

5.4.1 Recruitment of Daily-Rated Staff

Besides the planning and supervisory staff, some 220 daily-rated staff supported the day-to-day operations. To meet the manpower requirements for the Census administration, data collection and data processing, office clerk, computer-assisted telephone interviewing (CATI) interviewers, data processing (DP) operators and field interviewers were contracted through a bulk tender for the provision of manpower services from employment agencies. The manpower contract ensured the supply of a constant pool of staff in anticipation of potential high turnover.

As some respondents did not speak English, to overcome potential language barrier to allow for the completion of census survey forms or clarification for information submitted, daily-rated staff with proficiency in different languages or dialects were recruited.

5.4.2 Staff Strength

A summary of the total staff strength is as follows:

<u>Permanent/Contract Officers</u>	<u>Number</u>
Chief Statistician	1
Deputy Chief Statistician	1
Census Director	1

Deputy Census Directors	9
Assistant Census Directors	25
Census Supervisors	44

<u>Daily-Rated Staff *</u>	<u>Number</u>
Office Clerk	1
CATI Interviewers	53
Field Interviewers	77
DP Operators (DPO)	89

** This refers to the maximum number employed during the Census 2020 survey operations.*

Due to the COVID-19 outbreak, face-to-face visits were only arranged upon request from mid-February to early March 2020 and carried out after health and travel declarations were obtained from the households which had requested for face-to-face interviews.

With the implementation of elevated safe management measures during the CB period, Census officers telecommuted and worked from home instead of reporting to the Census offices.

A small pool of the CATI interviewers and DPOs also performed hotline call duties from home, after an urgent procurement was made for the additional services required, i.e. mobile phone SIM cards, to allow them to call respondents using officially issued telephone lines.

Field visits were suspended from April to mid-July 2020 and resumed only towards the second half of July, a month after the Phase 2 post-CB started.

5.4.3 Shift Arrangement

The operating hours of the Census operations were reviewed to meet the needs of respondents and to reach out to households who were usually not available for the survey during normal office hours. The Census 2020 Call Centre / Hotline operated from 9am to 10.30pm daily, including Saturdays, Sundays and public holidays. Census supervisors, including the DCD and ACDs, assigned to oversee the call centre worked on rotating shifts to cover the long operation hours and the 7-day work week.

When the Census was first launched, CATI interviewers worked based on two different shifts, with the day shift starting from 8.45am to 4pm and the night shift starting from 3.30pm to 10.45pm. Each operator worked a 6-day work week with 1

day off before starting the next week. The DP team started with day shift that operated from 8.30am to 6pm on Mondays to Fridays, excluding public holidays.

To ensure business continuity and a safer working environment for those returning to the workplace, a safe management system including split team arrangements, staggered work/lunch hours, safe distancing at work and regular disinfection of common touchpoints were put in place. CATI interviewers at Census 2020 Call Centre and DPOs at DP Centre were split into 2 teams and put on a rotating roster to reduce the risk of cross-team infection in the event of an incident.

5.4.4 Staff Profile Function Under Census 2020 System

To manage the staff profile, access rights, staff placement and movement for the Census staff, Staff Profile function was designed within the Census 2020 IT system. The system systematically captured the temporary staff movement record, thereby enhancing the coordination processes between the CATI, Fieldwork, DP and Administration teams.

5.5 TRAINING

Training of the staff at various levels was essential to ensure the quality of the data collected and processed. Training was one of the key factors in ensuring that the services delivered by the Census staff to respondents met the service standards of the Department. Training materials were developed based on past Censuses and GHS experiences and updated to reflect the latest Census 2020 requirements. To better engage the trainees and optimise the effectiveness of the training, the team reviewed and incorporated more visual aids in the form of animation and role-play and the use of interactive online quizzes.

5.5.1 Training of CATI Staff

Training for CATI supervisors was conducted over two days. Supervisors were trained in their roles and responsibilities in the supervision of the call centre as well as the Census coverage, questions and concepts. Functions of the IT system, CATI facilities and administrative features to support respondents in Internet submission were also covered to familiarise the supervisors with the application. In addition, supervisors underwent training on telephone etiquette as part of the preparation to handle calls from the public.

Additional training on SSIC 2020 and SSOC 2020 were also provided to equip the supervisors with working knowledge in these aspects.

A three-day mass training session was conducted in February 2020 for the CATI interviewers. A briefing on the overview of Census 2020, concepts and definitions, a walk-through of the different question flows, telephone techniques and protocols for handling different situations were provided. Hands-on sessions for practices on the enumeration process were also carried out.

Daily briefings and debriefs were conducted before and after each shift onsite to constantly reinforce the important key points and to provide updates on processes. For new CATI interviewers, CATI supervisors would guide them before allowing them to attend to calls on their own. During the period where interviewers worked from home, regular check-ins were also conducted by supervisors who were assigned to partner and guide the selected interviewers. As recruitment was ongoing, subsequent replacement trainings were held in small groups.

5.5.2 Training of Field Staff

Similar to the CATI training, training of the field staff, including supervisors and field interviewers was also conducted.

Training of the supervisors on the fieldwork enumeration and management system started in February 2020. Supervisors assisted in developing and testing the IT system. Briefings and training were provided prior to the conduct of the SLHH which they were involved in.

The ACDs and field supervisors were given two days of formal training to ensure in-depth understanding of their responsibilities in the fieldwork operations, supervisory skills required for the management of field interviewers, overview of the Census and the relevant questions, concepts and classifications. Additional training on the Census 2020, FWM and use of the tablet for enumeration were provided by the IT vendor.

When fieldwork resumed in July 2020, in view of safe distancing measures implemented in response to the COVID-19 situation, the training for field interviewers were conducted in small groups of not more than 5 at each location. Trainings for field interviewers were conducted with the use of digital platform, with a trainer facilitating his/her own small group. This approach to mass training from different locations, enabled the streamlining and sharing of the training resources as the trainees shared and learnt from others from different locations, during the question and answer and discussion sessions. Trainings were recorded and used during subsequent trainings for the later batches of interviewers.

Field interviewers underwent a three-day training programme. Comprehensive

training on concepts and definitions was included as it was of paramount importance for the interviewers who were working independently during the face-to-face visits to understand the concepts well. Apart from being trained on the care and usage of tablet for enumeration, the fieldworkers also underwent hands-on sessions using practical scenarios. Field interviewers were paired up to role-play on the enumeration procedures as part of the training, in their small groups. Fieldwork operations, including protocols for field visits and techniques of interviewing were emphasised.

5.5.3 Training of Data Processing Staff

Training of the DP staff was also conducted separately for the supervisors and DPOs.

Training for DP supervisors was completed in a day as all the supervisors were involved in both the development and testing of the DP system and were familiar with the Census concepts through their preparation of the training manuals. The 1-day training was to reiterate the functions of the DP system, their supervisory roles and clarify any issues or concerns on new scenarios.

Training was provided to ensure that the DPOs were able to handle the coding and editing roles adequately. All the staff were trained on tasks associated with both data coding and editing before they were assigned with specific roles.

The DPOs attended three days of DP training. The training was divided into two parts: (i) concepts and definitions of the data items collected in the Census 2020, and (ii) hands-on sessions to familiarise with the DP system.

For data coding, DPOs were taught the principles and structure of the SSIC 2020, SSOC 2020 and coding of workplace location. To reinforce the concepts taught, a hands-on session was conducted to allow the DPOs to be familiarised with the different techniques used for data coding.

For data editing, the DPOs were trained on concepts and definitions, as well as classifications of data items. From the training, they were taught how to identify errors and data inconsistencies. Training on how to approach respondents and telephone techniques were also covered to prepare them for the verification process where they needed to contact respondents for clarifications. Constant coaching on phone etiquette was provided throughout the course of their work.

When DP work resumed, in view of safe distancing measures implemented in response to the COVID-19 situation, the training for DPOs were conducted in small groups of not more than 5 at each cluster, in the DP Centre.

5.6 PUBLICITY AND RESPONDENT RELATIONS MANAGEMENT

While efficient work processes were critical in the smooth delivery of survey operations, publicity was a key factor in soliciting public support and cooperation to ensure the successful conduct of Census 2020. A whole suite of Census publicity activities was planned with the objectives of promoting awareness of the Census at the national level and providing relevant information to the respondents who were selected to participate in the Census. To ensure that publicity activities reached out to different audience groups, the campaign included digital platforms on top of the usual traditional publicity modes.

5.6.1 Thrusts of the Census 2020 Publicity

The main thrusts of the Census 2020 publicity campaign were as follows:

- a) To create and sustain public awareness by publicising the conduct of the Census 2020 through various publicity channels and official media so that the public were more willing to cooperate;
- b) To allow the public a better understanding of the purpose of Census and usefulness of the data collected to galvanise their support and cooperation in the Census 2020; and
- c) To articulate the importance of accurate and complete information to be furnished by respondents, with provided information used by Government Ministries and agencies in their policy planning and formulation for the population.

5.6.2 Strategy of the Census 2020 Publicity

Census 2020 publicity was carried out progressively over 3 phases at a budget of about \$530,700. The type of publicity channel/media for each stage was determined by the publicity focus, target audience and cost effectiveness and coordinated with the services of the Government's Master Media Agency. Together, the different channels covered as wide an audience group as possible. A summary is provided in the following table:

Table 5.6.2: Census Publicity

Phase 1: Pre-Census Aug 2019 – Jan 2020	Phase 2: Enumeration Feb – Oct 2020	Phase 3: Post-Census Nov 2020 onwards
(a) Publicity Focus		
<ul style="list-style-type: none"> • Create public awareness • Articulate the purpose and importance of the Census 	<ul style="list-style-type: none"> • Galvanise public support and seek cooperation • Inform the public on the type of information sought and highlight the importance of furnishing accurate and complete information • Encourage Internet submission • Assure the public of data confidentiality 	<ul style="list-style-type: none"> • Thank the public for their support, cooperation and feedback • Inform the public on the broad timeline of Census 2020 releases • Release of key Census 2020 results
(b) Target Audience		
<ul style="list-style-type: none"> • General public 	<ul style="list-style-type: none"> • Households selected for enumeration • General public 	<ul style="list-style-type: none"> • General public • Business community and academia
(c) Key Publicity Media/Channel		
<ul style="list-style-type: none"> • Census 2020 information article in Statistics Singapore Newsletter • Census 2020 logo and tagline 	<ul style="list-style-type: none"> • Census 2020 Webpage • Press Release of launch of Census 2020 • Notification letters, Census 2020 information pamphlets and tokens of appreciation (coasters and bookmarks) to households selected for enumeration • Census 2020 print and digital posters at public locations (e.g. Public Libraries, Community Centres, Neighbourhood Police Posts, Hospitals, Sports Centres, Family Service Centres, Social Service Offices and Singapore Pools outlets) • Radio commercials • Advertisements (e.g. newspapers and MRT trains) • Uploading of Census 2020 video onto digital platforms (e.g. DOS's YouTube Channel, SingStat Website) 	<ul style="list-style-type: none"> • Updates via DOS and Census 2020 Webpage • Press releases of key Census 2020 results • Census 2020 information article in Statistics Singapore Newsletter • Media briefing, community and academics engagement sessions on the Census release • Connect with respondents and users who previously queried about the Census release

Phase 1: Pre-Census Aug 2019 – Jan 2020	Phase 2: Enumeration Feb – Oct 2020	Phase 3: Post-Census Nov 2020 onwards
(c) Key Publicity Media/Channel (Cont'd)		
<ul style="list-style-type: none"> • Targeted digital advertisements through platforms (e.g. YouTube and websites such as The Straits Times, Channel NewsAsia) • Broadcast across government agencies on Workplace by Facebook • Census 2020 information article in Statistics Singapore Newsletter • Collaboration with NLB on a Census article 		

Phase 1 – Pre-Census

Census Information Article

The September 2019 issue of the Statistics Singapore Newsletter (SSN) featured an article on Census 2020. It provided information on what the Census was about, the history of Census, the approach of conducting the Census 2020, improvements made to better support data collection and the tri-modal data collection strategy comprising Internet submission, CATI and Fieldwork. The paper is included as Appendix N in this report.

The Census 2020 logo and tagline (Figure 5.1) were unveiled in the same issue of the SSN. The logo for Census 2020 depicted four stylised icons of individuals representing people from the four ethnic groups – Chinese, Malay, Indian and Others. The positioning with one in front of the other symbolised togetherness in supporting Census 2020. Elements of the Singapore crest have been incorporated to create a Census logo that is representative of census-taking in Singapore. The logo was designed to reflect the cooperation and active participation of all respondents towards the successful conduct of Census 2020 in Singapore. The tagline “Your Response Matters. Together, We Shape Our Future.” emphasised the importance of participation of all selected households.

Figure 5.1: Census 2020 Logo and Tagline



Phase 2 – Enumeration

Census 2020 Webpage

The Census 2020 Webpage was launched on 4 February 2020. It served as an avenue to:

- a) Publicise and create awareness for the Census 2020;
- b) Assure the public of data confidentiality and security of information;
- c) Seek cooperation from selected respondents to submit their survey returns via Internet, telephone or face-to-face interviews;
- d) Provide a convenient entry point to Internet submission portal; and
- e) Allow users to self-help on Frequently Asked Questions (FAQ) via the Ask Jamie virtual assistant which helped reduce the enquiry calls to the Census 2020 Hotline.

Official Launch

A press release (Appendix L) was issued on the Census launch date, 4 February 2020, to inform the public of the modes of data collection and how selected households could submit their survey returns. General information on the Census 2020 was also provided.

Notification to Households

Notification letters (Appendix H) were posted to households selected for the Census sample enumeration progressively from 4 February 2020. Together with the notification letter, the selected household received the Census 2020 information pamphlet (Appendix F) and a specially designed Census souvenir (Appendix E).

The notification letter informed households that they have been selected for the Census 2020 and provided information on the available submission modes and submission deadline. The information pamphlet outlined the purpose of the Census and the type of information collected. These materials were available in the four official languages of English, Chinese, Malay and Tamil. With greater familiarity and adoption of Internet submission of forms, the Internet user guide (Appendix G) was placed online to assist users on-the-go and provided step-by-step instructions and screenshots on how to submit the survey returns online.

Other useful information like the Census 2020 Internet submission website, toll-free hotline number (1800-236-2020), Census Webpage and email address were also printed in the publicity materials to facilitate Internet and telephone submissions as well as public enquiries.

Reminders to Households

Reminder letters (Appendix H) were posted to selected households if their survey returns remained incomplete by the stipulated deadlines. Due to the impact of COVID-19, fieldwork was suspended for 2 – 3 months. In addition to the two reminder letters sent, further reminder letters were sent to households yet to submit the survey by the extended due dates to boost response.

Reminder emails and SMSes were also sent to respondents who requested for email reminders/SMSes via the self-service feature on our Internet submission portal.

Census 2020 Poster

The design of the Census 2020 poster (Appendix E) portrayed the coverage of the Census 2020, including household and housing characteristics, economic profile, education profile and demographic characteristics. To generate public awareness, these posters were distributed to Singapore Police Force (SPF), People's Association, Town Councils and other government agencies for display at strategic locations such as community centres/clubs, neighbourhood police posts, regional and community libraries, sports centres and hospitals.

Radio Commercials

Radio commercials were broadcasted in four official languages over Class 95.0 FM, Yes 93.3 FM, Capital Radio 95.8 FM, Warna 94.2 FM and Oli 96.8 FM during the enumeration period from February to August 2020.

Advertisements in Newspapers and Mass Rapid Transits (MRTs)

Newspaper advertisements were published in the Straits Times, Lianhe Zaobao, Berita Harian and Tamil Murasu during the enumeration period.

Advertisements were also placed in MRTs running on North-South, East-West, North-East, Circle and Downtown lines to generate public awareness.

Digital Advertising on YouTube and Websites

With an increased reliance on digital platforms for news and entertainment updates, a video on Census 2020 was produced and placed/advertised on YouTube, Singapore Department of Statistics' Corporate Website and Census 2020 Webpage. Digital advertisements were also displayed on other whitelisted websites (e.g. The Straits Times, Channel NewsAsia, TheSmartLocal, Yahoo, AsiaOne) to reach out to the online community.

Census 2020 Token of Appreciation

As part of the notification package, Census 2020 coasters and bookmarks were given to houses selected to participate in the Census as a form of appreciation for their time and effort spent in completing the survey.

Census Information Article

In conjunction with the conduct of the Census in 2020, the National Library Board wrote an article "Head Count: The History of Census Taking in Singapore", which was reviewed by DOS, on how census taking had evolved over the last 150 years. The article was published in the January – March 2020 issue of NLB's BiblioAsia publication. The article is included as Appendix M in this report.

The September 2020 and March 2021 issues of the Statistics Singapore Newsletter (SSN) featured other articles on the conduct of Census 2020 amidst the

COVID-19 pandemic and response modes. These are included as Appendices O and P in this report.

Phase 3 – Post-Census

Latest updates on Census 2020 were posted on the Census Webpage until its closure on 31 December 2020.

With the release of the Census 2020 results, softcopy publications and accompanying tables in excel format were made available for free download online from DOS's website.

5.6.3 Public Feedback

During the Census operations from February to December 2020, a total of 4,236 feedback and queries on the Census 2020 were received via emails and letters. Majority of these (97 per cent) were received via emails.

Feedback can be broadly classified as follows:

Table 5.6.3: Public Queries and Feedback

Total	4,236
Internet Submission Related Issues	1,932
Login and Account Activation	608
Requests to Extend Internet Submission Due Date	1,077
Clarifications on Data Items	77
Reports on Technical Problems Encountered	32
Requests for House ID and Password	96
Other Issues	42
Request for CATI Interview	352
Operations	1,873
Updates of Survey Returns Submitted, including from Overseas Members	116
Requests for Notification Letters	362
Clarifications on Participation in the Survey	519
Requests for Confirmation of Submission	92
Report Successful Completion of Survey	281
Report Vacant Addresses or Addresses Used for Other Purposes	126
Clarifications on Confidentiality Issues	32
Verify Authenticity of Survey and Identity of Survey Officers	78

Table 5.6.3: Public Queries and Feedback (Cont'd)

Operations (Cont'd)	
Requests to Extend Submission Due Date	51
Requests for Fieldwork Follow-Up	25
Requests for Email/Letter with Required Information	107
Other Requests/Clarifications	84
Feedback on Service	
	35
Others	
	44
Data Requests	11
Comments/Suggestions	33

The additional letters sent to encourage households to submit their survey returns via the Internet led to an increase in the percentage of respondents' feedback for assistance on Internet submission, from slightly more than one-third of the total feedback in 2010 to almost half of the total feedback in 2020. Of these, majority of the feedback for Internet submission was to request for an extension to the submission deadline.

Separately, with increased public education and awareness in illegitimate soliciting of personal information, respondents were also more vigilant when providing information for the survey via the phone. On top of calls to the Census 2020 Hotline to verify identities of callers/visitors, 78 emails were received to confirm the authenticity of the survey and identity of Census officers before respondents were willing to provide the required information.

Overall, Census 2020 received a total of 4,236 feedback, more than double the 1,958 feedback received in Census 2010. Aside from growing Internet penetration and the convenience of using emails as a feedback tool, the increase in feedback is also partly attributed to the scaled-down call operations during CB. With a reduced pool of hotline officers in line with the government initiative on safe distancing measures, respondents who had difficulties connecting through the Census 2020 Hotline relied on email as a form of communication. Email was also the main mode of communication for the pool of respondents who were overseas and were unable to return to Singapore due to travel restrictions implemented.

The Census 2020 toll-free Hotline received over 36,000 calls from respondents who called in mainly to submit their survey returns via telephone, make general enquiries, verify identity of hotline, fieldwork and data processing officers or seek assistance in submitting information over the Internet. Compared to the over 52,000 calls received in Census 2010, the decreased inbound call volume for Census 2020 could be attributed to scaled-down call operations and the increased preference for

digital communication such as emails and online self-help over speaking to an interviewer in person.