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Welcome to the U.S. Election Assistance Commission's Guidebook on Successful Practices for Poll Worker Recruitment, Training, and Retention

Background and Purpose. The U.S. Election Assistance Commission (EAC) was established by the Help America Vote Act (HAVA) of 2002 to serve as a coordinating center for the Nation's election officials. Congress directed the EAC to research and compile a broad spectrum of "best practices" employed in preparing for and conducting elections, drawing on the collective experience, and wisdom of seasoned election administrators and community leaders, and to make these practices and procedures available to all.

This guidebook is the result of a 17-month applied research study commissioned by the EAC in 2005 and implemented through a partnership with IFES (formerly known as the International Foundation for Election Systems), The Poll Worker Institute, and the League of Women Voters.

This guidebook presents, for the first time, a framework for evaluating election-jurisdiction administrative practices based on interviews, surveys, and feedback from thousands of election officials and other community leaders nationwide. It is, necessarily, a "snapshot" of poll worker recruitment, training, and service practices across America in a limited period of time.

This guidebook is offered as a manual for election-jurisdiction administrators and others who assist in the ongoing effort to train and staff polling places with workers who contribute their time and skills for this fundamental exercise in the American political process. Flexibility is key: this guidebook presents a variety of field-tested techniques that can be adapted by election jurisdictions of varying sizes and demographics. Not all ideas and techniques will be relevant to every jurisdiction; the varying requirements imposed by individual State laws, local regulations, and time constraints mean that each jurisdiction must develop its own approach to poll worker training and service. Ideas and practices from all sources were subjected to three important criteria for inclusion in this guidebook: Can the results be measured? Can the practice be sustained in a given jurisdiction over time? Can the practice be replicated elsewhere? An attempt was made to gauge the effort necessary to implement each practice and to determine the resources required and the costs and benefits associated with the practice.

The EAC trusts that election administrators and community leaders will find this guidebook a useful source of ideas and techniques that they can adapt to the circumstances of their particular jurisdictions.

Approach and Methodology

Within the election community there is a tremendous wealth of experience and expertise in recruiting, training, and retaining poll workers. Over the years, election officials have devised innovative and resourceful methods for meeting the challenge of staffing polls on Election Day. The limitations of time and resources, however, have hampered efforts to share this expertise throughout the election world. This guidebook attempts to make that knowledge and expertise widely available.

- **Gathering Field-Tested Practices.** Every practice recommended in this guidebook has been tested in the field. Likewise, the tools, tips, and case studies all are derived from the practical experience of election professionals. As such, the contents of this guidebook are grounded in the realities of current election administration—a world of limited time and money, political and partisan controversy, and intense public scrutiny.

- **Maximizing Available Resources.** In seeking to tap the expertise of election officials, the authors of this guidebook relied on at least three important sources—The Election Center's Professional Practices Program, the National Association of Counties (NACo) Achievement Awards, and the EAC's "Best Practices in Election Administration."

- **NACo Survey.** The authors also relied heavily on a nationwide survey of local election officials conducted in the spring of 2006 by NACo, The Election Center, and the International Association of County Recorders, Election Officials, and Treasurers (IACREOT). The survey provided a benchmark of current practices of poll worker recruitment, training, and retention. The survey also provided important leads, guiding the authors to those election officials who are actively raising the standards for poll worker administration with new programs and approaches.

In addition to researching current and successful practices nationwide, the authors sought to gain a better, more complete understanding of the constraints on poll worker programs.

- **Focus Groups.** The League of Women Voters' Education Fund conducted focus groups across the country with election officials, poll workers, the general public, and stakeholders. The final report provided a nuanced picture of the challenges facing election officials. At the same time, the focus-group report provided an important perspective on the motivations for serving and potential strategies for reaching key audiences with effective recruitment messages.

- **Impact of State Laws.** The authors were also mindful of the complications imposed by myriad State laws governing who may serve at the polls. A compendium of State requirements compiled and verified jointly by Cleveland State University and IFES offers a framework for understanding the legal limitations in many States.

- **Outside Perspectives.** The authors worked with the EAC to appoint a working group of election practitioners, academics, and experts in adult learning, and accessibility and voting rights issues to bring important outside perspectives. The working group provided feedback on drafts at four different points in the project.

- **Extra Vetting of Particular Chapters.** The guidebook especially benefited from a series of interactive roundtables conducted on such areas as the role of adult learning in poll worker training, community organizations, accessibility issues, bilingual poll worker recruiting, college poll worker projects, and recruiting in hard-to-reach communities. The chapters on these topics benefited enormously from the insights and critiques of working group members and roundtable participants.

- **Compiling a Variety of Models.** The description of each practice and tool is based primarily on conversations and interviews with election officials about their programs. Wherever possible, the authors attempted to speak with election officials from both large and small jurisdictions. The models presented are "hybrids," merging common and universal elements from a variety of specific, individual models.

- Interviews with practitioners covered practical details, such as the amount of staff time required, the cost, and resources needed—vital information for any election official considering implementing a new program.

Providing a Framework for Evaluating Practices and Tools. The authors sought information that would help in evaluating practices and tools according to three important criteria: ability to measure, ability to sustain, and ability to replicate. In the interviews with election officials, the authors tried to gauge the political will necessary to implement the project, whether the officials had quantified the costs and benefits, and the level of risk involved.

The effort to provide a framework for evaluating the practices is limited by the fact that the survey provides a snapshot in time. The authors do not have the means to monitor change over several election cycles. Nevertheless, they believe even limited information about the ability to measure, sustain, and replicate these practices will greatly enhance the usefulness of the guidebook for individual users.

Field-Testing in Pilot Jurisdictions. In June 2006, the IFES/Pollworker Institute (PI) team selected three jurisdictions to pilot the guidebook. The jurisdictions chosen were Milwaukee, WI, Santa Fe, NM, and Hamilton County, OH. Selection criteria included at least one jurisdiction covered by Section 203 of the Voting Rights Act, at least one jurisdiction with a partisan representation requirement, and at least one jurisdiction introducing a new voting system. The participating election offices were both large and small and were geographically diverse.

Sites were asked to test the contents and usability of the guidebook and to implement practices from each of the three sections of the guidebook and track the results. Tracking the results gave the IFES/PI team objective, quantified information about the effectiveness of the practices and enabled the authors to develop and refine models for use in the guidebook. To replicate the experience of typical election officials who will receive the guidebook without extensive personal guidance, the research team took a hands-off approach to the pilot projects.

A post-pilot survey of the practices implemented asked election officials in the pilot jurisdictions to report on the following:

- Impact on staff.
- Impact on budget.
- Management challenges.
- Sustainability.

The survey also asked election officials several questions to gauge the usability of the guidebook: Could they find practices to address specific needs? Did they browse the guidebook? Was the table of contents useful?

Snapshot of Pilot Program Successes

Milwaukee, Wisconsin
Chapter 7, Working With Government Employees. With the support of the mayor and city agencies, 320 management-level city employees were recruited as poll workers (16 percent of the total number of poll workers). They provided valuable professional assistance in polling places on Election Day. These specialty poll workers brought a high level of management and problem-solving skills to the polling place operations—and contributed to building wider public support for the election office.

Chapter 10, Offering a Split-Shift Option. When the election office offered the split-shift option, 350 poll workers chose to take advantage of the option. The election office then recruited another 350 poll workers to cover the second shift. Many of these second-shift poll workders were new recruits who otherwise might have been unwilling to serve. It appears that many of the new recruits enjoyed their experience and are now willing to serve the whole day.

Santa Fe, New Mexico
Chapter 1, Recruiting the General Public.
Santa Fe leveraged a relationship with a local reporter, who published a notice about the need for poll workers for three consecutive days. More than 200 people responded to the notice—nearly overwhelming the election office.

Chapter 1, Recruiting the General Public.
Santa Fe posted bright orange poll worker recruitment signup sheets in the polling place. Twenty precincts returned the sheets with a total of 50 names.

Hamilton County, Ohio
Chapter 1, Recruiting the General Public.
Hamilton County developed a method for tracking the source of each poll worker, both new and old. The county tracked the source of each poll worker who worked in the election.

Impact on the Guidebook

- Pilot offices requested specific models and how-to instructions. The authors searched for existing models. They also used models developed by the pilot jurisdictions in the guidebook.
- Jurisdictions appeared to be less likely to use the guidebook to plan a complete overhaul than to make incremental changes over a longer period of time. The authors changed the guidebook to include more simple and easy-to-implement changes.

Note on the Terminology and Reference to Specific Jurisdictions

The immense variety of election terms posed a challenge for the authors. Poll workers are variously called judges, booth workers, precinct officials, board workers, and, of course, poll workers. The person in charge of the polling place on Election Day can be called a precinct captain, chief judge, supervisor, or presiding judge, to name just a few. For simplicity's sake, we refer to all workers in a polling place as poll workers.

References to the sizes of jurisdictions are roughly based on the following breakdown:

- Large: population of 250,000 or larger.
- Medium: population of 50,000–249,999.
- Small: population of 49,999 or smaller.

Hybrid Discussion/Specific Models.
Whenever possible, this guidebook provides composites gleaned from dozens of interviews on any practice or method, rather than from the efforts of specific jurisdictions. The many models included in the guidebook (flyers, forms, tables, etc.) are most effective when presented in their original context, with references.

Overview: Strategies To Keep the Poll Workers You Want

The stars of Election Day are the poll workers who take pride in how well they manage the polling place. This section offers strategies to keep them coming back.

The principles used by corporations to retain good employees offer helpful guidance for election officials. Roger Herman's book on employee retention, *Keeping Good People,* includes the following principles:

- Cultivate strong personal relationships.
- Offer them the potential for growth.
- Reward them.

These strategies will help strengthen your relationship with individual poll workers. In turn, poll workers will strengthen their commitment to you. This section includes strategies for increasing the benefits for poll workers that do not involve increasing the stipend; it also examines a variety of ways to reward poll workers. In a 2006 survey of National Association of Counties (NACo) members, nearly 30 percent of the respondents said they conducted a post-election analysis to evaluate poll worker performance.

Chapter 18. Evaluating Poll Workers

In This Chapter

- Benefits of Evaluating Performance
- Resources Needed
- Pitfalls and Challenges
- Tips for Successful Implementation
- Evaluating the Poll Worker Performance Program
- Three Poll Worker Performance Evaluation Models

Poll workers, as well as election officials, need to know if they make errors.

Performance evaluations tell election officials which poll workers perform well or exceed expectations.

Many jurisdictions rely on voter feedback to evaluate poll workers. Nearly a quarter of the jurisdictions that participated in the spring 2006 NACo survey employ polling place observers. Their observations yield valuable information, but they cannot substitute for a structured evaluation of poll workers.

A structured evaluation traces errors to individual workers or teams of poll workers. After Election Day, officials review registration lists, provisional ballot applications, ballot accounting, and other paperwork and record all errors. They give report cards to poll workers or teams. This information can help plan training sessions and Election Day support.

This detailed post-election analysis takes time, effort, and planning, but it is the only way an election official can obtain a clear view of what actually happened on Election Day. Also, in the event of a legal challenge, election officials must have a way to account for errors.

In jurisdictions where poll workers rotate tasks, a structured evaluation requires a system to track who did what and when.

Benefits of Evaluating Performance

Performance evaluation helps election officials place poll workers in positions appropriate to their skills and abilities. Occasionally, election officials will use the information to decide not to rehire a poll worker. Such decisions are easier if the decision is based on evaluation data.

Performance evaluation also reveals who the Election Day stars are. Election officials can use the evaluation to reward

Poll Workers Can Be Evaluated on—

- *Their attendance at training class.*
- *How well and how quickly they open the polling place.*
- *How successfully they find names in the voter registration list and supplemental lists.*
- *How correctly they process provisional ballot voters and related forms.*
- *How well they direct lost voters to the correct polling place.*
- *How thoroughly they count ballots.*
- *How well and how quickly they close the polling place.*
- *How correctly and quickly they close reports and send the results and critical materials to election central.*
- *Their interactions with voters and other poll workers.*

excellent poll workers. In jurisdictions that offer opportunities to move into more responsible positions, evaluation data helps.

Data show trends across precincts and help identify issues in poll worker training. For example, if many poll workers are making the same mistake on the ballot accounting form, the reason might not be incompetence. Check that the form is clear and that the training has been thorough.

The point of poll worker evaluation is not to punish inadequate poll workers. It is a tool to improve accountability and the conduct of elections. If a challenge or a legal question arises after the election, officials must be able to recreate what happened at the polling place on Election Day.

Resources Needed

- **Staff time both before and after the election.** In one large jurisdiction, a staff member and several part-time assistants spent 6 weeks conducting the evaluation. In a small jurisdiction, the post-election evaluation process took one staff member a week to complete.

- **A database tool,** such as Excel or Access, or poll worker management software.

Pitfalls and Challenges

- Telling poll workers about their errors requires sensitivity and care. If the problem is minor or unusual, work with the poll worker. If the problem is major, such as disenfranchising a voter, consider “retiring” the poll worker.

- Long-time poll workers who have never been evaluated might bristle at first and regard the evaluation as a personal criticism. Election officials need to be clear that the evaluation is a tool for improving training and tracking how well poll workers are doing their jobs. Also, make it clear that you are evaluating only their performance of Election Day duties; do not make personal comments.

Tips for Successful Implementation

- A thorough evaluation requires planning before the election. Decide on the criteria and how performance will be measured. It might take several election cycles to establish measurable criteria and an appropriate grading system.

- Consider forming a task force of experienced poll workers to help develop the evaluation. Involving them in the process can help defuse potential resentment.

- Before training, inform poll workers that they will be evaluated.

- In jurisdictions where poll workers rotate Election Day tasks, make the precinct leader accountable. Provide the leader with forms to evaluate the performance of polling place staff. Conduct an analysis of how each polling place conducted the election—checkin procedures, provisional ballots, opening and closing—and go over the results with the precinct leader.

- In small jurisdictions, the evaluation process can be more personal. In one jurisdiction, the election official sends a note to the poll worker, along with a photocopy of the error and an explanation.

Evaluating the Poll Worker Performance Program

The goal of a formal poll worker performance evaluation program is to help weed out nonperformers and retain the most qualified poll workers.

One way to evaluate such a program is to take the poll worker tasks—attendance at training, opening and closing polls on time, and correctly processing provisional voters—and measure improvement from election to election.

Three Poll Worker Performance Evaluation Models

Evaluating and Rewarding by Teams (Humboldt County, CA)

The Humboldt County, CA, Elections Department requires more than 400 poll workers to conduct a countywide election. Poll workers open and close the polls, issue ballots, keep track of who has voted, and, in some polling places where we have multiple precincts, serve as traffic directors guiding voters to the right precinct board. These tasks and the list of supplies and equipment (tracked via a bar-code scheme) are one axis of the evaluation matrix. The other axis has the poll workers' names grouped by precinct board.

Election officers earn $71 for serving as a clerk and $76 for serving as an inspector. The county has conducted a poll worker evaluation and reward program since 1999. If the precinct board satisfactorily completes its tasks and returns the supplies and equipment, each poll worker on the board

"It has been difficult to measure whether the evaluation program has led to improved poll worker performance because the poll worker's tasks change at every election," says the Humboldt County, CA, election manager. "However, the evaluation program does underscore that the completely integrated training program (the poll worker manual, the training handouts, the performance evaluation, and supplies) directly leads to a more perfect Election Day. Everyone on the canvass team plays some role in the evaluation program."

"The bonus program costs approximately $8,000 per election. It was necessary to develop an extensive bar code scheme. On Election Night, everything that comes back from the polls is scanned. The next day it must be uploaded to a spreadsheet that shows what is missing (the first potential point deductions) and shows us what we need to find immediately. Other elements of the matrix are worked on and the voting history is captured, the rosters are gone through for completeness, accuracy, etc. One staff person is responsible for keeping score as all materials are gone through, and then the registrar reviews it at the end. Everyone on the canvass team plays some role in the evaluation program."

—Lindsey McWilliams, Elections Manager, Humboldt County, CA, Elections and Voter Registration Division

receives a $20 bonus. In the past two countywide elections, more than two-thirds of the precinct boards received their bonuses.

Evaluating Poll Worker Performance (Allen County, OH)

Allen County's poll worker evaluation program began in 2001. It focused on three major areas—poll books, ballot summary sheets, and returning materials. We determined that we should probably deal with the 10 most important items in each category so as not to get too complicated. Over the past 5 year, we have made minor adjustments and modifications. We constantly debrief and review our process, looking for improvements. The key to keeping this from becoming an overwhelming project is incorporating the evaluation form into our established processes. In other words, we unpack in teams—one member fills out the evaluation form while the other unpacks. We complete the poll book form as we review the poll book from each precinct; likewise, with the ballot summary sheet. As we review each summary sheet, we are guided by the evaluation form.

We do not send a letter to the poll worker. We review the summary sheets personally with the precinct's presiding judge at the next training session—that way, we can answer questions if they have any. We then rely on the presiding judge to share the information with the others and oversee implementation.

Recently, we began something new—we held a voluntary debriefing session with our presiding judges and assistant presiding judges. We let them speak to us regarding their Election Day experiences. It went exceptionally well. One of the things we found out was that they did not really understand what 'standards' we were using in our evaluation of their work. Other than the fact that it is all covered in our Poll Workers Procedure Manual, we could not answer their question. So we are now working on just such a matrix or standards guide.

We have seen dramatic improvement. First, this process has helped us refine our teaching curriculum in ways that more directly address problems. Second, it helps poll workers better understand specific errors and solutions.

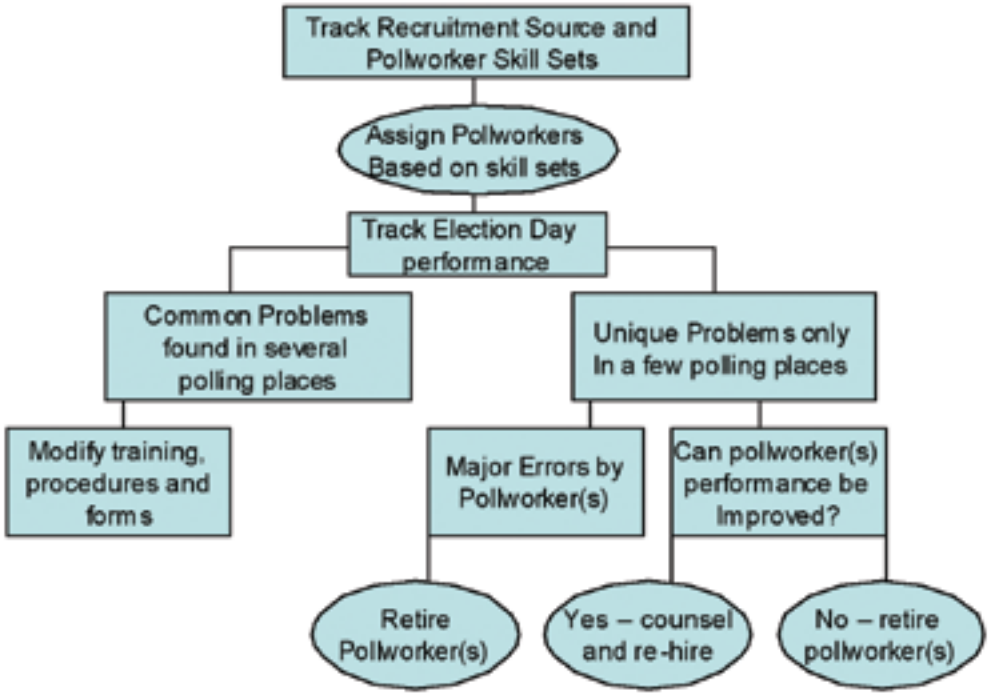
Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (pages 178–182)

Sample #54. Poll Book Report/Poll Worker Evaluation, Allen County, OH (page 183)

"Our success in this, I believe, is to present it in a nonthreatening way to the poll workers.This has always been our basic goal in refining our education process. The first error is on us—perhaps we didn't teach well enough. From there it is to determine if you, the poll worker, are listening as well as learning, thus the second error is on you. From there it allows us to track whether or not we have ongoing problems with the same folks making the same errors over and over, in which case we might need to move them out of their position."

—Keith Cunningham, Director, Allen County, OH, Board of Elections

Poll Worker Performance Tracking (Montgomery County, MD)



Sample Discussion of Poll Worker Evaluation Program

PROFESSIONAL PRACTICES PROGRAM 2006

EVALUATING ELECTION JUDGE PERFORMANCE
The RTE (Recruitment/Training/Evaluation) to Success!

MONTGOMERY COUNTY, MARYLAND
Contact: Sara Harris sara.harris@montgomerycountymd.gov 240-777-8522

Top quality election judge precinct performance is an essential element for successful voter service and well-conducted elections. Precinct election officials or early voting election officials can benefit from a well-planned, solidly implemented and integrated Election Judge Recruitment, Training and Evaluation program. Election Judge Evaluation is the third and necessary leg of a quality structure and voter service system.

The Montgomery County Board of Elections integrated a 3-part Election Judge Evaluation Program with Recruitment and Training, the Recruitment/Training/Evaluation (RTE) to success!

Part I - an in-depth analysis of election day documentation returned by election judges.
Part II - an Election Judge Performance Report prepared by trained observers.
Part III - a peer-to-peer survey conducted by Board of Elections staff after election day.

For the full text of this Professional Practices Paper, contact Sara Harris, sara.harris@montgomerycountymaryland.gov

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program (pages 184–186)

In This Chapter

- Using the Poll Worker Newsletter as a Communication Tool
- Challenges
- Resources Needed
- Tips for Developing and Maintaining a Newsletter
- Communicating With Poll Workers Before Election Day
- Communicating With Poll Workers on Election Day

One way to retain poll workers is to stay in contact and keep them informed. According to the NACo survey, 1 in 5 jurisdictions sends regular newsletters to its poll workers. Nearly 1 in 10 jurisdictions conducted an Election Day review by meeting with poll workers later or sending them a report.

Use regular communication with poll workers to—

- Affirm the value of the poll worker to the election office.
- Say "thank you" to poll workers.
- Build a sense of community.
- Keep mailing addresses (or e-mail addresses) up to date.

Using the Poll Worker Newsletter as a Communication Tool

Use the newsletter to prompt poll workers to contact the elections office. For example, give the dates of an upcoming election and provide a tear-off, signup form for them to complete and return. On the form, include information about positions and give them a choice of assignments. Also ask for updated contact information, including e-mail addresses, and feedback about their last experience.

Challenges

- Printing newsletters can be expensive; mailing them can be even more expensive. Consider e-mail as an alternative.
- Responding to feedback can be time consuming.

Sample #56. Poll Cat *Newsletter, Botetourt County, VA (page 187)*

Tips for Developing and Maintaining a Newsletter

Content

- *A review of the last election and plans for improving the process.*
- *Changes or possible changes in legislation.*
- *Training schedules and other important dates.*
- *Opportunities for advancement within the program.*
- *A feature on special poll workers to reward and strengthen commitment (i.e., bilingual poll workers, poll workers who have helped in recruiting, poll workers who go above and beyond the call of duty, and poll workers with interesting backgrounds).*
- *Recruitment messages, including a list of precincts where poll workers are needed.*
- *A questionnaire for future election availability and assignments.*

Resources Needed

Depending on the experience of the person assigned to develop the newsletter, MS Word is a basic option and PageMaker or MS Publisher are other options. MS Word offers several templates for creating professional-looking newsletters.

Tips for Developing and Maintaining a Newsletter

Content

- A review of the last election and plans for improving the process.
- Changes or possible changes in legislation.
- Training schedules and other important dates.
- Opportunities for advancement within the poll worker program.
- A feature on special poll workers to reward and strengthen commitment (bilingual poll workers, poll workers who help in recruiting, poll workers who go above and beyond the call of duty, poll workers with interesting backgrounds).
- Recruitment messages, including a list of precincts where poll workers are needed.
- A questionnaire for future election assignments and availability.

Design and Dissemination

- Consider asking a poll worker or community organization to produce the newsletter.
- Send electronic newsletters or briefings via e-mail to those who have e-mail.
- Put reserve and potential workers on the newsletter list.
- Provide copies of the newsletter at training classes to save the cost of mailing.

Evaluating Your Newsletter

- In a post-election debriefing, ask poll workers if the newsletter is worth it. Ask how to make it more engaging.
- Can you continue to produce and distribute a newsletter?

"We communicate with our 22,000 poll workers via a poll worker newsletter called the Poll Cat*. We mail the newsletter prior to every major election and it serves at least three purposes: (1) educates poll workers on the county's initiatives, (2) briefs poll workers on key procedures, (3) highlights interesting poll workers, and repeatedly seeks input from and gives thanks to the poll workers. It's a lot of work to produce a newsletter that is informative and fun, but we receive such great feedback that it's worth it."*

—Wanda Hamilton, Poll Cat *Editor, Los Angeles County, CA*

"It's the kiss of death to have a volunteer's name on a list and not stay in touch with them more than once or twice a year."

—Tyra Williams, Alpha Kappa Alpha Sorority, Washington, DC

- Can you measure its effectiveness? Can you track how much time and money the newsletter costs? Can you gauge whether it helps make poll workers feel better informed? How much does it help your retention rates? Does it encourage poll workers to become involved and take pride in their performance?

Communicating With Poll Workers Before Election Day

- Before Election Day, poll workers may have questions about training session dates, locations, and procedures. Poll workers must know how to contact the election office—the proper person to call and the phone number. Set up systems so poll workers can find information on their own.

- Encourage poll workers to use e-mail. It takes less time, especially when you create standardized e-mail responses to frequently asked questions (FAQs).

- Consider posting an FAQ page for poll workers on your Web site.

- Before Election Day, send a review of the most important things to remember.

- As Election Day approaches, prepare for an increase in the number of calls from poll workers. Make sure everyone updates voice mail messages to indicate when the caller can expect a response (within 24 hours). Designate people to field calls from poll workers and judges or to work with poll workers by voting district and precinct.

- It is important that your poll workers know how to reach you on the day before Election Day. Unanswered questions about polling-place assignments and locations can mean the difference between a polling place opening on time or opening late.

- "Ask Wanda." One jurisdiction has distributed a form in their poll worker training classes asking "Wanda" (a longtime poll worker who now works in the election office) for help. The form helps poll workers feel that a real person is there to answer their questions. It also provides an opportunity for poll workers to vent their frustrations to the election office.

Sample #57. Making It Count: Poll Worker Bulletin, *King County, WA (page 188)*

Sample #58. "Ask Wanda," Los Angeles County, CA, Feedback Form (page 189)

Communicating With Poll Workers on Election Day

It is most important to communicate with poll workers on Election Day, especially at peak times before the polls open and after the polls close.

- Jurisdictions now regularly issue cell phones to poll workers to use on Election Day to facilitate communication. But do not assume that all poll workers know how to use a cell phone. Include cell phone operation as part of your training.
- In some jurisdictions, poll workers are directed to call an area field technician, not the central office, when they encounter problems. In turn, the central office calls the area field technician when it learns about problems with voters or monitors.
- The central office number to call for help on Election Day is one of the most important pieces of information given to poll workers in training sessions. The process for requesting help must be repeated several times during training and in training materials. After the election, ask poll workers if they had problems communicating with the central office. Look for ways to expand technical support, reevaluate help-desk staffing level and procedures, or upgrade your phone system.

Sample #59. Letter to Poll Workers, Napa Valley, CA (page 190)

Sample #60. Poll Worker Survey Developed for EAC Pilot Jurisdictions' Poll Workers (page 191)

Post-Election Resources and Tips

- *Provide feedback forms during the training sessions and on Election Day. Encourage poll workers to write down questions, comments, ideas, or solutions. Spotlight any new procedures developed as a result of poll workers' feedback. Reinforce the importance of their initiatives to the entire process for future elections.*
- *Poll worker survey—A post-election survey can provide valuable information on how well components of the poll worker program are working.*
- *Set up a voice mailbox or an e-mail address for receiving feedback from poll workers after the election.*

In This Chapter

- Offer Excellent Training
- Give Special Recognition at Training
- Provide Incentives for Election Day
- Pay Poll Workers Quickly and Accurately
- Say "Thank You"
- Stage a Poll Worker Appreciation Event
- Establish a Training Certification Program
- Other Ways To Show Appreciation
- Statutory Requirements and Impediments

Poll worker retention takes effort, energy and resources, but the results are worth it. Elections office staff must work with, support, and nurture poll workers—those indispensable citizens who run the elections in the precincts.

Focus group participants have affirmed that the main reason poll workers return is that they enjoy the people they work with. Let your poll workers know you appreciate them. Thank them. Here are some ways to do that:

Offer Excellent Training

By providing poll workers with the tools and knowledge to run an election smoothly, you give them confidence, and they will return.

- Use discussion of techniques, Microsoft PowerPoint, hands-on training, and exercises. When appropriate, show a sense of humor.
- Some jurisdictions prefer to mix new and experienced workers in the same classes; others prefer to separate them according to their assigned Election Day positions.

Give Special Recognition at Training

Begin training sessions by recognizing individual poll workers. For example, acknowledge those who were recently married, celebrated a special event, won recognition, or distinguished themselves in some way.

- Give special ribbons for the number of years served.
- Offer door prizes.

"Confidence-building is what we're about."

—Sally Pujol, Precinct Operations Manager, Sacramento, CA

"A well-informed poll worker is a happy worker."

—Karen K. Hartenbower, County Clerk/Election Officer, Lyon County, KS

- Supply refreshments at training.
- Provide patriotic lapel pins.
- Provide name badges.

Provide Incentives for Election Day

Incentives might include—

- Bags for poll workers to take personal items to the polls.
- Lanyards for name tags.
- Survival packets, including candy, adhesive bandages, aspirin, and premoistend hand cloths.
- Election-specific lapel pins.
- Cookies or other food and drinks on Election Day.

Pay Poll Workers Quickly and Accurately

Tell poll workers when they can expect to be paid. Often poll workers are paid on the same biweekly cycle as the local government employees, so payday can be up to 2 weeks after the election. Make sure poll workers know this. Prompt payment shows your appreciation for the job they do.

Poll workers will become frustrated if the stipend they receive is incorrect and they have to spend time and effort to correct this.

Say "Thank You"

Volunteer-management experts stress the importance of saying "thank you" to your volunteers. Many poll workers who participated in focus groups around the country, however, said they do not remember being thanked for their service. Perhaps election officials need to say it louder. For example, election officials who provide doughnuts and coffee at the polls need to make it clear that they do so because they appreciate the service poll workers provide.

Of the jurisdictions responding to the NACo membership survey, 1 in 10 sent certificates of appreciation to their poll workers; 2 in 10 gave them ribbons, lapel pins, or other tokens of appreciation; and 1 in 60 sent thank-you letters.

Note: *Although many poll workers do appreciate the incentives, those who participated in the League of Women Voters' focus groups did not consider them a necessary form of thanks. Finding the funds to provide incentives can also be a challenge.*

Stage a Poll Worker Appreciation Event

Consider partnering with elected officials to host a poll worker reception or awards ceremony. This takes more work than a thank-you letter, but it may have greater impact. An appreciation event will—

- Publicly affirm the value of poll workers to your office and to the government.
- Provide an enjoyable social occasion.
- Strengthen ties among poll workers and foster a sense of community.

Invite your poll workers to a special event in their honor. Ask local elected officials and the media to attend. Give special recognition to those who have worked more than 1 year and those who have performed well. Guests who come to celebrate with the poll workers are potential new poll workers. A ceremony gives you great publicity and raises the awareness of the need for poll workers.

- Ask whether the food can be donated by a local restaurant or grocery store.
- Ask the local League of Women Voters to greet the poll workers as they arrive.
- Present door prizes and give each worker a token of recognition; e.g., a flower donated by your neighborhood florist.
- Award certificates of appreciation at the event, including special recognition of those with longer service.

Resources Needed

- Staff time to coordinate the event and invite poll workers.
- Cost of invitations.
- Cost of the event, which can include renting space and catering the food.

Sample #61. Poll Worker Badge, King County, WA (page 192)

Sample #62. Photo of Lyon County, KS, Tote Bag (page 193)

Pitfalls or Challenges

- The cost might be prohibitive for the jurisdiction.
- Some jurisdictions have rules prohibiting entertainment expenses. In this case, consider hosting a potluck supper without the use of election funds, where poll workers can contribute dishes and relax in an informal atmosphere.
- Accidentally leaving somebody off the invitation list can create hard feelings. Make sure your invitation list is up to date.

Establish a Training Certification Program

Those workers who complete the class could be paid more. The training consists of specific classes on procedures and laws at the precinct level.

To become certified, workers must attend a specified number of class hours and pass a test on the information presented in the class. This program creates a pool of dedicated workers who will return year after year.

Other Ways To Show Appreciation

- Greet workers who return supplies with a smile.
- Convince local businesses to provide discount coupons for poll workers.
- Send personalized thank-you letters or cards, preferably handwritten.
- Have your jurisdiction proclaim and publish Poll Worker Appreciation Month every November.
- Send birthday letters and, for other major life events, greeting cards.

Statutory Requirements and Impediments

State laws, including the following, may have an impact on poll worker retention programs.

- **Certification or training requirements for poll workers.** These set minimum standards for poll worker knowledge and performance. Some might fail the certification process, or you may need to dismiss a poll worker. A statewide certification or training process will provide for both contingencies.

"I think that when President John F. Kennedy said, 'Ask not what your country can do for you; ask what you can do for your country,' he described Lawrence County poll workers."

—Marlene D. Gabriel, Director of Voter Registration and Elections, Lawrence County, PA

"Once they invest that much time and effort into becoming certified, they don't walk away. They stick around."

—George Gilbert, Director of Elections, Guilford, NC

- **Duration of term.** Many States specify the length of term for serving as a poll worker. Election officials who consider adopting a poll worker evaluation program may be required to keep poll workers until the end of their terms, even if their performance is poor.

- **Poll worker pay.** If poll worker compensation is set by State law and you believe the payment level is insufficient, consider other forms of compensation. Not all rewards need be monetary. For example, young poll workers might show progressive levels of proficiency on their resumes. Point out that serving as a precinct leader looks good on a law school or job application.

- **Rules prohibiting use of public funds for entertainment.** Know the rules about spending money for entertainment before planning a reception or event to thank your poll workers.

Model Program

In Pennsylvania, more than 300 poll workers and their families attended a ceremony honoring poll workers who had worked 10 years or more. Each honoree received a certificate and a flag. Six workers who had served for more than 50 years also received a rose and a letter of commendation from the State's highest election official.

Model Program

At least two jurisdictions work in cooperation with their local community college.To receive certification in one jurisdiction, the poll worker must attend 18 class hours. Approximately 40 percent of their workers are now certified. Retention in that county has run from 78 to 90 percent. In another jurisdiction, poll workers receive college credit for attending training sessions.

Section Three Samples

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (pages 178–182)

Sample #54. Poll Book Report/Poll Worker Evaluation, Allen County, OH (page 183)

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program (pages 184–186)

Sample #56. Poll Cat *Newsletter, Botetourt County, VA (page 187)*

Sample #57. Making It Count: Poll Worker Bulletin, *King County, WA (page 188)*

Sample #58. "Ask Wanda," Los Angeles County, CA, Feedback Form (page 189)

Sample #59. Letter to Poll Workers, Napa Valley, CA (page 190)

Sample #60. Poll Worker Survey Developed for EAC Pilot Jurisdictions' Poll Workers (page 191)

Sample #61. Poll Worker Badge, King County, WA (page 192)

Sample #62. Photo of Lyon County, KS, Tote Bag (page 193)

This Guidebook contains sample documents used by various State and local election jurisdictions. The U.S. Election Assistance Commission has published these documents with the express permission of its owner. These documents are intended to be representative of relevant election administration practice throughout the nation and to illustrate the concepts being described in the text. The inclusion of these samples in this Guidebook does not constitute an endorsement by the U.S. Election Assistance Commission. Additionally, as State law varies and is subject to change, readers are cautioned to obtain legal advice prior to adopting any new policy, procedure or document.

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA

Precinct Handbook Appendix A

PRECINCT BOARD PERFORMANCE MATRIX

Election Date: _____ Precinct Number: _____

Points Possible = 36 32 or above = BONUS

	ACTIVITY	YES	NO	POINTS POSSIBLE	POINTS AWARDED
1	Security Log Completed and returned as required			6	
2	Attended School of Instructions – Inspector only required			2	
3	Polls opened and closed timely			2	
4	Results transmitted by 9:00 p.m. or Elections Office notified of problem transmitting (See GEMS Log)			1	
	Roster-Index				
1	Ballot Statement completed			2	
2	Calculations on Ballot Statement are accurate			2	
3	Declaration of Election Officers completed correctly			1	
4	Certificate of Voters Voting completed correctly			1	
5	Absentee voters transferred to roster-index pages			1	
6	All absentee voters signed "AV roster" – not main roster			1	
7	All provisional voters signed "Log of Provisional Voters" and not master Roster			1	
8	Board finds voters on roster or supplemental roster – two or more registered voters voting provisional ballots loses point			1	
	Required materials turned in on election night in transport bag				
1	Ballot receipt completed and returned			1	
2	Regular voted ballots returned in Container A			1	
3	Container A sealed			1	
4	Number of ballots enclosed written correctly on Container A label			1	
5	**Provisional Plastic Bag** – label on paper, not bag, number of provisional ballot envelopes on paper, and Provisional ballot envelopes inside bag			1	
6	**Provisional** envelopes received from voters are completed correctly by board with affidavits as appropriate			1	
7	**Absentee Ballot (AV) Bag** – label on paper, not bag, number of absentee ballot envelopes on paper, and Absentee ballot envelopes inside bag			1	
8	**Write-in Bag (#3**) – label on paper, not bag, outside of envelope completed correctly and Write-in ballots inside envelope			1	
9	**Bag (Envelope) #2** – label on paper, not bag, check boxes completed correctly and Master Roster, Oath/Payroll, AccuVote Results Tape, completed affidavits, certificate, and etc. in envelope			1	

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (page 2)

10	**Ballots Not Read by AccuVote Bag** – label on paper, not bag, place all valid ballots the AccuVote could not read in this bag			1	
11	**Bag #1 –** label on paper, not bag, containing spoiled ballots, stubs, and surrendered AV ballots – **No valid ballots in bag**			1	
12	**Transport bag locked**			2	
	Miscellaneous				
1	Unused ballots returned in Supply Box			1	
2	Unused ballots accounting sheet completed correctly			1	
	Total Points			36	
	Bonus YES NO				

Performance Matrix (Appendix, page 1)

This is the matrix we use to calculate your bonus. Points are awarded on a pass/fail, all or nothing basis. This is how you can lose your bonus for not completing the Security Log. We try to keep the matrix as simple as possible so the items are not weighted for relative importance, except for the Security Log.

We give you a PRECINCT SUPPLIES CLOSING CHECKLIST which very much relates to the matrix. The Checklist tells you where things are supposed to go when you close your poll. Correctly following the checklist figures in 30 of the 36 points.

PRECINCT SECURITY LOG (page 3)

The Precinct Security Log is a single point of failure for losing your bonus. On Monday before the election, go to the poll and make sure we have given you everything you need for the election. This Log will be in the front of your Roster binder. We will fill in the boxes in BLUE: Precinct Name, the initial Seal Number on the Supply Box, and the AccuVote Serial Number, Memory Card Number, and AccuVote Security Seal Number Here's what you fill in, at a minimum. Note they are in RED.

- Inspector – print or sign your name.
- In the first Supply Box box, verify that the Seal Number on the Log is what was on the Supply Box. If it is different, check the NO box and note the number that was on the Seal. Verify that the contents of the Supply Box are intact. If there is a problem, **call us**.
- When you are ready to reseal the Supply Box, note the new Seal Number in the second box and check YES that you sealed the Supply Box.
- On Tuesday (election) morning, verify that the seal you put on the Supply Box Monday is still there. Check the YES box in the third box and write down the Seal Number.
- On Tuesday (election) evening when you are ready to reseal the Supply Box, note the new Seal Number in the second box and check YES that you sealed the Supply Box.
- At the lower left corner of the Security Log is a place to record the number on the big black ballot box

If something happens during the day that requires a change in your AccuVote, the AccuVote memory card, or the AccuVote Security Seal, you must note the reason for the change, and the serial number of the

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (page 3)

new AccuVote, AccuVote Memory Card, and AccuVote Security Seal. In the example above, the memory card was changed, and the number of the new card and security seal were recorded. The inspector initialed the Memory Card box and signed under the new Security Seal Number.

Precinct Security Log

Precinct 3A-12		Inspector Milt Boyd		
Supply Box	Sealed when you arrived for setup? ☑ YES ☐ NO Seal No. 114057	Sealed when you left after setup? ☐ YES ☐ NO Seal No.	Sealed when you arrived election day? ☐ YES ☐ NO Seal No.	Sealed when you closed election night? ☐ YES ☐ NO Seal No.
AccuVote	AccuVote Serial No. 71347	Memory Card No. 128-015	AccuVote Security Seal No. 0147963	
Change to AccuVote, memory card, and/or AV Security Seal	REASON FOR CHANGE: New Serial No. Election Officer Initial	REASON FOR CHANGE: [illegible] New Memory Card No. [illegible] Election Officer Initial MB	REASON FOR CHANGE: [illegible] New Seal Serial No. [illegible] ELECTION OFFICER SIGNATURE milt boyd	
Changes to AccuVote, memory card, and/or AV Security Seal	REASON FOR CHANGE: New Serial No. Election Officer Initial	REASON FOR CHANGE: New Memory Card No. Election Officer Initial	REASON FOR CHANGE: New Seal Serial No. ELECTION OFFICER SIGNATURE	
Ballot Box No. 45	REASON FOR CHANGE: New Ballot Box No. ELECTION OFFICER SIGNATURE		REASON FOR CHANGE: New Ballot Box No. ELECTION OFFICER SIGNATURE	

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (page 4)

ELECTION NIGHT RETURN LABELS

We provide you with bar-coded labels for the bags/envelopes we expect you to return on election night. We depend on these labels for our election night inventory so these count toward your bonus. If you do

BAG/ENVELOPE NO. 2 1E-35 100001	ABSENTEE ENVELOPES 1E-35 100001
PROVISIONAL ENVELOPES 1E-35 100001	BAG/ENVELOPE NO. 3 (Write-ins) 1E-35 100001
UNREAD BALLOTS 1E-35 100001	BAG/ENVELOPE NO. 1 1E-35 100001

not use them, you will not get your bonus.

You have six large plastic bags with clear plastic pouches attached to them. Inside the pouches are paper slips that correspond to these labels. Pull the paper slips out of their pouches far enough to put the bar code label on the upper right corner of the slip and put it back in the pouch.

GENERAL ELECTION
NOVEMBER 7, 2006

ENCLOSE IN THIS ENVELOPE **NO. 1**

Check (√) items as they are inserted in this envelope.

- ☐ Spoiled Ballots (If any)
- ☐ Stubs from Ballots Used
- ☐ Absent Voter Ballots Surrendered (If any)

Place this envelope in Transport Bag

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (page 5)

COMBINED ROSTER INDEX (Page 6)

Your Combined Roster Index has changed from June, 2006. There are more pages and we have tried to make all of them easier to deal with and fill out. We are using red type to try to focus your attention on boxes or sections that **must be completed**.

The first page has three boxes on it. The upper right box contains information we provide: your precinct name (e.g. 1E-45), your precinct number (e.g. 100008), your polling place location, and the title of the election.

The Declaration of Election Officers on the left side of the page also has your precinct name and the date of the election. **All poll workers must sign in this box before the polls open.** The inspector should also put her/his name on the line in the sentence, "Signed in the presence of *(inspector's name)* on _____, 20__." and put the election date on the other blanks.

You may need to replace a poll worker during the day. If this occurs, you must note the change in the FILLED VACANCIES CERTIFICATE. The box has instructions: print the person's name who did not appear or who left on the top lines and print the name of the replacement poll workers on the bottom lines.

BALLOT STATEMENT PAGE (page 7)

This box used to be on the Combined Roster Index page but enough people either got it wrong or didn't fill it out that it now has its own special page complete with instructions. Notice it says in bold red type, "This Statement must be completed after you close your Poll." We really mean it. You get one point for trying and another if your addition is correct. While it doesn't have the matrix weight of the Security Log, this is really the key to election integrity.

It has instructions for each line of the Ballot Statement.

Sample #54. Poll Book Report/Poll Worker Evaluation, Allen County, OH

ALLEN COUNTY BOARD OF ELECTIONS
ELECTION DATE_____/____/_____PRECINCT_____

POLL BOOK REPORT

	CORRECT	COMMENTS
OATH SIGNED		
CERTIFICATION SIGNED		
SIGNATURE		
ADDRESS		
VOTES CAST		
STUB NUMBERS		
PROVISIONAL		
YELLOW LAST PAGE		
HIGHLIGHTER		
ABSENTEE		
MISC		

POLL BOOK EXCELLENT GOOD FAIR CHECKED BY_____

FORM PE-3

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program

Board of Elections
Montgomery County, Maryland **D-P** **Polling Place**

POLLING PLACE SUPPORT PROGRAM
(Electronic Poll Books) PRECINCT EVALUATION REPORT - 2006

ARRIVAL TIME: _____ **DEPARTURE TIME:** _____ **Primary** ☐ **General** ☐

I. **OUTDOOR SIGNS**

1. "VOTE HERE" Sign (1 or 2 - to direct voters into polling place from street)	Yes	No	N/A
2. "No Electioneering" Signs (see attached Site Map)	Yes	No	N/A
3. Temporary "Elderly/Handicapped Parking" Signs (see attached Site Map)	Yes	No	N/A
4. Temporary "Van Parking Only" Sign (1) - (see attached Site Map)	Yes	No	N/A

II. **INDOOR AND/OR OUTDOOR SIGNS**

1. "Accessible Entrance Directional Arrow" Signs (2)	Yes	No	N/A
2. "Red Arrow" Signs (6)	Yes	No	N/A
3. "Watch Your Step" Caution Signs (2-If Required)	Yes	No	N/A

III. **INDOOR POSTERS, SIGNS, AND/OR DOCUMENTS** (*No signs may be posted near Voting Units*)

Are the following required posters/documents clearly posted inside Polling Room?

1. Instructions to Voters From the Attorney General of Maryland	Yes	No	N/A
2. Specimen Ballot/Text of Questions Appearing on Ballot **(General Election only)**	Yes	No	N/A
3. Write-in Candidate List **(General Election only)**	Yes	No	N/A
4. Zero Report Tapes from each TS Voting Unit	Yes	No	N/A
5. Unofficial Voter Turnout Report 10:00 a.m. & 3:00 p.m.	Yes	No	N/A

Are the following convenience signs/posters inside the Polling Room?

1. Write-in Voting Instruction Poster **(General Election Only)**	Yes	No	N/A
2. Voter Access Card Notice (On Voting Unit Table with Voter Access Card Box)	Yes	No	N/A
3. "Wait Here" for Escort to Voting Unit (Voting Unit Table)	Yes	No	N/A
4. Voting Time Warning Notice to Voters (Voting Unit Table)	Yes	No	N/A

Are other signs and documents posted in the Polling Room or near the entrance to the Polling Room but inside the polling facility?

1. TS Voting Unit Instruction Poster	Yes	No	N/A
2. Provisional Ballot-Clarified Uses	Yes	No	N/A
3. Voting Rights in Maryland Poster	Yes	No	N/A
4. Identification Requirement and Provisional Voting Poster	Yes	No	N/A
5. Voters with Special Needs Poster	Yes	No	N/A
6. Warning	Yes	No	N/A
7. Election Judge Poster	Yes	No	N/A
8. Voting Rights Act – Subsection F	Yes	No	N/A
9. Combination Sign: No Smoking, No Children Over 12 in Voting Booth, No Cell Phone Use, No Photographs of Persons Voting	Yes	No	N/A

IV. **POLLING ROOM LAYOUT/GENERAL OBSERVATIONS**

1. Is room layout conducive to smooth traffic flow from station to station?	Yes	No	N/A
2. Is there a working land telephone in the polling room? If not, please call **240-777-8580** to report.	Yes	No	N/A
3. Are Check-in Tables set-up to process voters efficiently?	Yes	No	N/A
4. Are Electronic Poll Book cords contained and not a safety threat to voters or election judges?	Yes	No	N/A
5. Are Voting Units positioned at an angle to ensure voter privacy while voting?	Yes	No	N/A
6. Are two (2) Touch Screen Voting Units designated accessible?	Yes	No	N/A
Visually Impaired (Standing)?	Yes	No	N/A
Mobility Impaired (On Table)?	Yes	No	N/A
7. Are **ALL** Touch Screen Voting Units up and running?	Yes	No	N/A

If not, why not? _____

8. Are there lines of five (5) or more voters? Where?	Yes	No	N/A

Check-in Table ☐; Provisional Table ☐; Voting Unit Table ☐; Other ☐.
If other, explain _____

9. Are all judges wearing name tags?	Yes	No	N/A

V. **SECURITY – Critical Election Materials**

Are any of the following materials **unattended**?

1. Electronic Poll Books (EPBs) at Check-in Tables?	Yes	No	N/A
4. Voter Access Cards at Check-in Tables or Voting Unit Table(s)?	Yes	No	N/A
5. Card Case (Keys, Supervisor Cards, Password, Tamper Tape) at Voter Assistance Table?	Yes	No	N/A
6. Unvoted Provisional Ballots	Yes	No	N/A
7. Voted Provisional Ballot Bag	Yes	No	N/A
Is Tamper Tape secure on ALL Voting Units?	Yes	No	N/A

Please explain below exact item and location of any security breach observed.

_____

_____

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program (page 2)

LEGAL PROCEDURE COMPLIANCE:

I. **CHECK-IN REGISTER JUDGES:**

Are Judges:

1. Determining eligibility of voter to vote a standard/electronic ballot?			
a. Asking voter **"What is your Name?"** Repeating the name?	Yes	No	N/A
Asking voter **"What is your Month and Day of Birth?"**	Yes	No	N/A
2. Locating voter's name with Electronic Poll Book?	Yes	No	N/A
a. Asking voter **"What is your Current Address?"**	Yes	No	N/A
3. Discretely confirming the Voter's party affiliation? **(Primary only)**	Yes	No	N/A
4. Processing Voter Access Cards?	Yes	No	N/A
5. Processing Voter Access Cards to activate the audio ballot, if requested?	Yes	No	N/A
6. Following this procedure in the **exact order** as indicated above?	Yes	No	N/A
7. Asking ID Required Voters to produce acceptable identification.	Yes	No	N/A
a. Recording ID information on Supplemental Change Form.	Yes	No	N/A
b. If unacceptable or no identification, directing voter to Chief Judge.	Yes	No	N/A
8. Issuing "Change/Correction Voter Information Supplemental Form" (for changes to voter's record)?	Yes	No	N/A
9. Passing activated Voter Access Card to VAC Judge?	Yes	No	N/A
10. Directing eligible voters to VAC Judge?	Yes	No	N/A
11. Directing ineligible voters to the Chief Judge?	Yes	No	N/A

II. **VAC JUDGES**

Are Judges:

1. Removing VAC from Electronic Poll Book Printer?	Yes	No	N/A
2. With VAC in hand confirming **Voter's Name** and **Date of Birth**?	Yes	No	N/A
3. Recording the following on front of VAC?			
a. Check-in Table Number (T-1, T-2, T-3)	Yes	No	N/A
b. Electronic Poll Book Number	Yes	No	N/A
c. Voter Tally Number & marking off assigned Number on Tally Sheet	Yes	No	N/A
4. Initializing VAC in designated space?	Yes	No	N/A
5. Instructing voters to sign the VAC on the Signature Line?	Yes	No	N/A
6. Giving Voter activated Voter Access Card?	Yes	No	N/A
7. Instructing Voter to proceed to Voting Unit Table with VAC and activated Voter Access Card?	Yes	No	N/A

III. **TOUCH SCREEN VOTING UNIT JUDGES**

Are Judges:

1. Monitoring activity around Touch Screen Voting Units?	Yes	No	N/A
2. Managing lines when necessary?	Yes	No	N/A
3. Explaining to voters how to use the TS Unit & insert Voter Access Card?	Yes	No	N/A
4. Collecting VACs from Voters?	Yes	No	N/A
5. Confirming voter's Ballot Type on screen: Dem., Rep., or Other? **(Primary Election Only)**	Yes	No	N/A
6. Confirming appearance of ballot? **(General Election)?**	Yes	No	N/A
7. Recording Voting Unit Number on VAC?	Yes	No	N/A
8. Placing VAC in Envelope attached to Voting Unit?	Yes	No	N/A
9. Marking off voter number on "Voting Unit Tally Sheet" affixed to Voting Unit?	Yes	No	N/A
7. Have Judges cancelled a ballot? How?	Yes	No	N/A

8. Is voter's secrecy being preserved at all times?	Yes	No	N/A
9. Collecting Voter Access Card from voters?	Yes	No	N/A
10. Returning Voter Access Cards to Check-in Tables in a timely manner?	Yes	No	N/A

1V. **ASSISTANT CHIEF /PROVISIONAL JUDGES**

Are Judges:

1. Facilitating Provisional Voting for voters not qualified to vote a standard/electronic ballot for the following reasons:

a. Not listed in the Precinct Register.	Yes	No	N/A
b. Listed in the Precinct Register but indicated a change of address.	Yes	No	N/A

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program (page 3)

c. Listed in Precinct Register but claims to have a different party affiliation **(Primary Election Only)**.	Yes	No	N/A
d. Listed as an Absentee Voter or as having already voted.	Yes	No	N/A
e. Listed as "Show ID" and unable to provide sufficient identification.	Yes	No	N/A
f. Listed as "pending" & "Show ID".	Yes	No	N/A
g. Listed as "pending" & Need DL#/SSN#.	Yes	No	N/A
h. Challenged by a poll watcher & could not provide acceptable form of identification.	Yes	No	N/A
i. Other. (explain) _____	Yes	No	N/A

Which of the above reasons is most common for issuance of Provisional Ballots? 1. _____ 2. _____ 3. _____ 4. _____

2. When issuing Provisional Ballots, are Judges			
a. Checking that "Maryland Provisional Ballot Application" is complete?	Yes	No	N/A
b. Making sure the voter has completed a Voter Authority Card?	Yes	No	N/A
c. Explaining to voter how to fill in ovals on Provisional Optical Scan Ballot?	Yes	No	N/A
3. Controlling and securing voted and unvoted Provisional Ballots?	Yes	No	N/A
4. Are judges assisting elsewhere in the precinct?	Yes	No	N/A

Are there bilingual judge(s) in the precinct?	Yes	No	N/A

Position: _____ **Language**: _____

Position: _____ **Language**: _____

V. **CHIEF JUDGES**

1. Have voting unit problems occurred opening the election or while voting? (If so explain below)	Yes	No	N/A
2. If after 10:00 a.m., has "Precinct Unofficial Turnout Report" been posted outside polling room door?	Yes	No	N/A

3. Who is in or has been in the polling room?
Challengers and Watchers ☐; Candidates ☐; Political Party Workers ☐; Media ☐; Visitors ☐, (Name/Group) _____

(Remind Chief Judges to include this information and Election Coordinator's visit on Election Day Log.)

Voter Situation

Have Temporary VACs been issued? (If so, why?) (If, supplied)	Yes	No	N/A
Has voting assistance been given requiring completion of "Voter Assistance Form"?	Yes	No	N/A

If so, in what type of voting: Standard/Electronic ☐; Standard/Electronic with VIBS ☐; Provisional ☐

Resolving Voter Problems

a. Provisional Voting – Providing choices of voting location, if needed?	Yes	No	N/A
b. Issuing a Provisional Voter Authority Card and assisting voter completing the card?	Yes	No	N/A
c. Assist Voters locating correct polling place the Electronic Poll Book? (If applicable)	Yes	No	N/A
d. Proof of Voting-"Certificate of Participation" form – Requested by voter?	Yes	No	N/A
e. Other – What and How? (e.g. name, address changes, voter registration)			
f. Have voters requested "paper Ballots"? If yes, How many? What did Chief Judge do?	Yes	No	N/A

REPORT COMMENTS, EXPLAINATIONS & OBSERVATIONS: Please describe and indicate exactly position, location and situation and print clearly:

_____

_____

Sample #56. *Poll Cat* Newsletter, Botetourt County, VA

Occasional News for Our Officers of Election

POLLCAT

Botetourt County, Virginia
Volume I, Number 1 March, 2006

BOARD NOTES

Botetourt County Electoral Board

Every City and County in Virginia--134 in all, has a 3-member Electoral Board. In this first issue of our PollCat newsletter, I want to explain what Electoral Boards are all about.

The Electoral Board oversees elections in Boteoturt County, working with the Registrar's office to make sure the precincts are staffed, have all the necessary paperwork, have properly tested and certified voting machines loaded with the current election, and provides for the supervision of the conduct of elections. YOU, of course, are the real workers of the election. The integrity of elections in Botetourt County starts with the officers of election in the precinct.

The Electoral Board is also charged with canvassing the election. This process is performed the day after the election by the Board reviewing the results turned in by each precinct, to verify the results and catch any errors or omissions (the dreaded phone call the day after an election).

The recount in December was a clear reminder of this very important function. (Botetourt County had NO changes in the results reported by the precincts).

PREPPING FOR AN ELECTION

Phyllis Dierschow, General Registrar

As soon as one election is over, we begin to prepare for the next.
This is the first in a series of columns where I hope to explain the workings of voter registration and election management.
To be eligible to vote, you must be registered. A qualified voter resides in Botetourt County, is 18 or will be by the fall election, is a citizen of the US, is not a felon and has not been adjudicated mentally incompetent.
The task of keeping and updating the rolls of registered voters is a daily process. Ted Towles primarily handles that task.
Election management is the second task of this office. We qualify candidates, pack election supplies, program voting machines, and most important - assemble and train our officers of election for each election.
In 2006, we have a full slate:
May 2, 2006 Town Elections
June 13, 2006 Democratic Primary
November 7, 2006 General Election
Please be willing to serve when asked. We count on our faithful, well-trained officers to conduct the best election possible. It is a privilege and an honor to serve your fellow citizens.

POLLcat SPOTLIGHT

Coloring Eggs - revived by a Pharmacist

Originally, the Persians and later the Egyptians exchanged colored eggs to celebrate the return of spring and as a sign of goodwill. The eggs were often a bright red to signify blood and life force. By 1880, in America, the Pennsylvania Dutch and Ukrainians were the only ethnic groups who still observed this tradition. A druggist in New Jersey came up with the idea of powdered dye in small packets after spilling some on a suit and ruining the suit. He had a worker pre-package the dyes which made it easier to color the eggs and the tradition was renewed. Of course, today many people use the colored plastic eggs filled with candy. I am looking for a chicken that lays chocolate eggs!

Sample #57. *Making It Count: Poll Worker Bulletin,* King County, WA

Sample #58. “Ask Wanda,” Los Angeles County, CA, Feedback Form

QUESTIONS?

ASK POLLS

Jean, Leslie, Ophelia, Ballard

...if you have questions about:

- your assignment
- getting paid
- your precinct board

For the quickest response, call the number on your appointment notice .

If you do not have that number call:
562.462.2509 *or*
800.815.2666 *(Option 7)*

ASK WANDA

Wanda

...if you have questions about:

- procedures at the polling place
- something you did not fully understand in training class

For the quickest response, send an email to:
askWanda@rrcc.co.la.ca.us

...or visit website at www.lavote.net, click on “Take the Pollworker Plunge,” then click on “Pollworkers only,” then click on “Ask Wanda.”

If you do not have email, call: 562.462.2728

Sample #59. Letter to Poll Workers, Napa Valley, CA

JOHN TUTEUR
REGISTRAR OF VOTERS

NAPA COUNTY ELECTIONS DEPARTMENT
900 Coombs St Rm 256 NAPA CA 94559-2936
PHONE 707.253.4321 FAX 707.253.4390

DEAR POLL WORKER,

I wanted to let you know how proud I am of each and every one of our poll workers and your performance on Election Day November 7, 2006. I spoke with several of you late in the day at those locations where lines had formed. I was uniformly impressed with the calm and professional manner with which voters were being treated during a difficult time.

I want to assure you that our Elections staff is working on changes that will be implemented well before June 3, 2008 to insure that poll worker stress and voter frustration are avoided during that Primary Election. Please contact me directly if you want to discuss our training and Election Day procedures by voice 707.253.4459 or by electronic mail at jtuteur@co.napa.ca.us.

Congratulations and thanks for your vital contribution to the successful conduct of the November 7, 2006 General Election. I look forward to working with you again in June 2008.

Sincerely,

JOHN TUTEUR
REGISTRAR OF VOTERS

Sample #60. Poll Worker Survey Developed for EAC Pilot Jurisdictions' Poll Workers

CITYOF MILWAUKEE ELECTION COMMISSION
SURVEY QUESTIONS

1. **How many elections have you served?**

   a. First Time b. 1-2 c. 3-5 d. 6-10 e. 10+

2. **What motivated you to become a pollworker?**

   a. Friend/neighbor b. Election Office Request
   c. Advertisement/flyer d. Community Organization
   e. Other _____

3. **Please tell us your age category:**

   a. 18-25 b. 25-40 c. 40-60 d. 60-

4. **On a scale of 1 to 5, with "1" being "poor" and "4" being "excellent," please rate the training manual.**

   1 2 3 4

5. **Did you attend pollworker training prior to the election? Yes No**

6. **Did you attend any supplemental training offered? (i.e., hands-on training)**

   Yes No

7. **How strongly do you feel that the training adequately prepared you to operate the voting system on Election Day?**

   1 – Strongly Agree 2 – Agree 3 – Disagree 4 – Strongly Disagree

8. **How strongly do you feel that the training adequately prepared you to administer the election procedures, such as checking in voters, determining their eligibility and providing provisional ballots?**

   1 – Strongly Agree 2 – Agree 3 – Disagree 4 – Strongly Disagree

9. **On a scale of 1 to 4, with "1" being "unsatisfying" and "4" being "very satisfying," please rate your Election Day experience.**

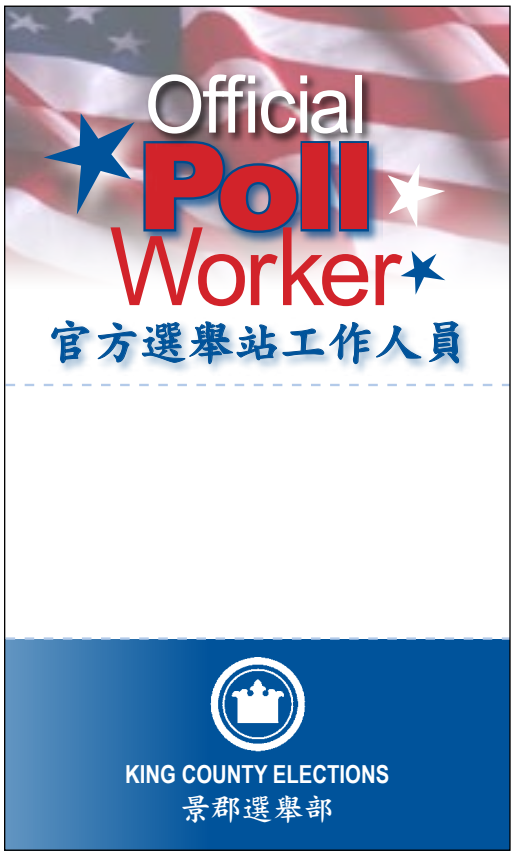
   1 2 3 4

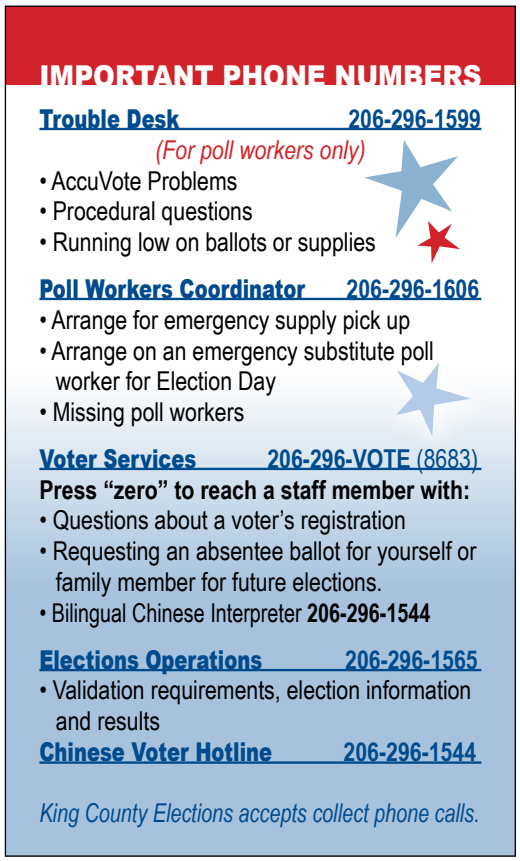
10. **How likely are you to serve as a pollworker in future elections?**

    1 2 3 4

THANK YOU!!!

Sample #61. Poll Worker Badge, King County, WA





Sample #62. Photo of Lyon County, KS, Tote Bag