



WORKFORCE MOBILIZATION

Planning for and Hiring Contingent Labor for the Upcoming Election Cycle

Introduction

Fair elections are a key tenet of a democratic society and hosting any election requires a workforce with exceptional organizational and planning skills. Given the transient and multifaceted nature of the many associated roles, US jurisdictions often face a significant challenge when efficiently staffing these positions.

The essence of democratic values—fair elections—is embedded in precision and diligence, fostering transparency and public trust. One key factor in recruiting election workers is age, with many current staffers at the latter end of their working life, increasing the need to recruit younger contingent labor. A study by the Election Assistance Commission in 2020 found that 65% of jurisdictions assert the need for younger recruits due to the prevailing average age of poll workers exceeding 60.

This whitepaper lays out the strategies and methodologies to successfully enlist contingent labor for election staffing. We'll cover every aspect from initial planning and warehouse to cohesive collaboration with suppliers and ballot handling.

HB Staffing's comprehensive approach aims to illustrate our profound expertise in providing labor support for elections. We're committed to aiding government organizations as they gear up for the forthcoming election cycles.





Planning: Laying the Groundwork

Every seamless election is the result of several months—and often years—of detailed and thoughtful planning. This is pivotal to ensuring the smooth execution of each and every segment of the election process.

As the saying goes, if you fail to plan, you plan to fail—and the evidence proves it: In 2018, the Brennan Center for Justice noted

jurisdictions with better job analysis and targeted recruitment faced 30% fewer issues related to staffing during election periods, compared to those that didn't.

Taking the time to plan an election recruitment strategy ahead of time is therefore of high importance if counties wish to carry out an election campaign free of hiccups.

Job Analysis & Descriptions

The labor needed throughout an election campaign covers a broad spectrum of categories spanning manual (warehouse jobs), skilled (multilingual election support, election trainers), technical (IT support), and administrative (office assistants).

When recruiting for roles, the importance of creating unambiguous and targeted job descriptions cannot be underestimated if the election campaign is to be free from mishaps. As a survey by the National Association of State Election Directors in 2019 showed, precincts with clear job descriptions had an impressive 40% reduction in procedural errors on election day.

Let's walk through some of the roles HB Staffing assists in recruiting for, covering the periods pre-election, during the election, and post-election:



- **Pre-Election**

Pre-election staff members are pivotal for the smooth conduct of elections. Often commencing their duties several months (and sometimes over a year) before election day, they form the backbone of logistical and operational preparedness essential for the successful execution of election activities. They're the unseen architects of the electoral process, working diligently behind the scenes to lay down the fundamental groundwork that enables a fair and seamless voting experience.

Pre-election staff are involved in warehousing tasks as well as preparing the voting location to be used for the election. They'll also distribute necessary materials to the required

destinations and train up staff who will later be involved in the election itself. Multilingual staff may carry out pre-election translation of materials in preparation for distribution.

Pre-election staff members are the unsung heroes of the electoral process. Their meticulous planning and organization are fundamental to the successful realization of democratic principles, enabling citizens to exercise their right to vote in an organized, efficient, and secure manner.

Below are some of the personnel that may be needed before the election process begins:



Warehousing Staff



Precinct Setup Staff



Material Distribution Staff



Drivers



Multilingual Support Staff



Election Trainers

- **During the Election**

Once the election is underway, a huge team of individuals is needed to ensure the election process runs smoothly, efficiently, and in keeping with the law.

At the election site, support staff protect the integrity of the electoral process by keeping the voting center organized and executing crowd/queue control on voting day. For those voters who cannot attend, vote-by-mail staff are crucial for ensuring everyone's vote is counted, helping foster public trust in the electoral system.

A wide range of skill sets are needed; for example, multilingual support staff ensure voting is accessible to those without English as their first language, while skilled IT professionals address any IT-related issues that might affect the smooth operation of electronic voting systems.

When it comes to counting ballots—arguably the most important part of any election—this needs to be carried out securely and compliantly. Not only will individuals count ballots; they'll also take care of storing ballots, checking vote counts, monitoring the movement of ballot boxes using GPS and collaborating with security personnel to move ballot boxes between locations.

The collective effort of these staff members ensures the reliability, inclusivity, and smooth conduct of elections, reinforcing democratic values by enabling citizens to exercise their right to vote in an organized and secure environment.

Below are some contingent labor posts that may need filling during the election itself:

- Voting Center Support Staff
- Ballot Support Staff and Proofers
- Ballot Box Tracking Operators
- General Clerical Specialists
- IT Technical Support Staff
- Logistics Support Staff
- Vote-by-Mail Clerical Staff
- Multilingual Election Support Staff
- Supervisory Personnel
- Customer Service Representatives
- Data Entry Specialists
- Office Assistants
- Stock Clerks

- **Post-Election**

The significance of trustworthy staff members continues even after the conclusion of an election, as several tasks require meticulous attention to uphold the integrity of the electoral process and prepare for subsequent elections.

This is where data validation staff will step in, to ensure that all data relating to the election is accurate and identify errors. Meanwhile, other staff members ensure election-related equipment is returned properly, stored securely and accounted for.

These are some of the staff members counties may call upon to help with proceedings after the election is over:

- Equipment Return Staff
- Data Validation Staff
- Warehousing Staff
- Drivers



Geo-Locating Facilities

Where should an election center ideally be geographically located, in order to ensure a smooth-running operation where all necessary tools and amenities are within easy reach? As the Pew Research Center found, strategic positioning is a key element to organizing an election—its research revealed that jurisdictions that strategically located their facilities reduced average voter waiting times by 25%, thereby increasing voter satisfaction.

Throughout our election recruitment campaign, we'll pinpoint strategic locations for warehouses, precincts, and other facilities needed during the election. This helps ensure the swift distribution of election materials and facilitates staff accessibility to their various posts.

Parking & Security

It's critical that election materials remain safe and secure throughout the election process. We'll take robust security measures in order to facilitate the safeguarding of election-related documents and goods.

Similarly, parking is a factor needing attention during the planning of elections, as a 2021 study found. The research by the Center for Election Innovation & Research showed that precincts with ample parking saw 15% more voter turnout than those with limited parking. HB Staffing always takes into account parking provisions when supporting your jurisdiction.

Lead Time

Due to the diversity and volume of the roles that need filling—from IT Support Staff to Stock Clerks—finding proficient election workers takes time. It is imperative to consider the necessary lead time to initiate the recruitment and training processes. Underestimating this time period can jeopardize the smooth running of the electoral process and its overall integrity.

Taking into account the lead time results in happier staff who stay in their posts for longer. A study from the Election Administration and Voting Survey indicated that jurisdictions which began their recruitment and training at least six months before elections had a 20% higher retention rate for their temporary election staff.

As is shown by these ten steps to a successful recruitment campaign, there are many consecutive phases that lead to staff members starting their new roles. All of them are essential to the overall election recruitment process and many of them necessitate several weeks or more in order to yield the desired results:

1. Define the Various Roles
2. Develop a Recruitment Plan
3. Write Compelling Job Descriptions
4. Advertise and Promote the Vacancies
5. Track Applicants Using IT
6. Shortlist Candidates
7. Conduct Interviews
8. Evaluate Candidates
9. Make Job Offers
10. Onboard Staff



Training & Orientation

Training poll workers is another crucial element of a successful recruitment campaign. Even skilled staff members need project-specific coaching in order to perform their tasks efficiently and effectively.

Employee churn is a major challenge facing elections. We have seen from over dozens of engagements, having a defined training program results in poll workers staying longer in their roles (+28%). We know that sufficiently-trained staff equals happy voters, with research from the Democracy Fund in 2020 showcasing that election precincts with heavy investments in training had 50% fewer voter complaints.

After identifying the requisite roles for the election recruitment, then finding trained individuals to fulfill the posts, we shift our focus to providing a comprehensive training regime that covers:



Job-Specific

Working alongside your organization, we'll develop customized training for each specific role, whether that's compliance-related or linked to impartiality.



Safety Protocols

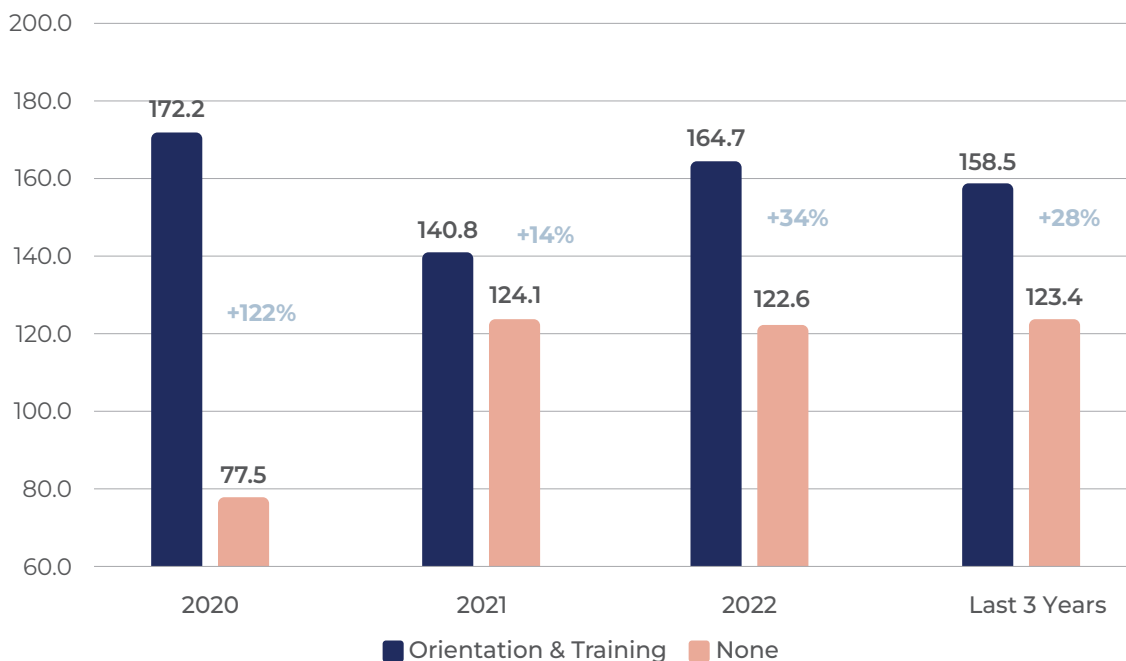
To keep everybody free from harm, we'll establish protocols in roles with potential hazards, such as warehousing.



Neutral Political Orientation

In our democratic society, neutrality is a key part of every electoral recruitment process. Election workers are banned from displaying any political symbols on T-shirts, pins, hats, or elsewhere.

Training Has a Material Impact on Duration
Hours Worked Per Placement



Recruiting: How HB Staffing Gets the Right People on Board

Recruiting 101

Depending on the roles that need filling—and the specific needs of your organization—HB Staffing’s recruitment team will design a meticulous recruitment strategy covering:

- Role Determination
- Timeline Establishment
- Optimal Outreach Platforms
- Staff Satisfaction
- Staff Retention

Our election subject matter experts boast a decade of experience offering elections support for ten agencies, making our understanding of the elections staffing industry unparalleled. Read on to discover the ways our knowledge assists us when hiring contingent labor for elections.

Bulk Hiring

Since the workforce required for elections is extensive, HB Staffing will usually employ innovative bulk hiring strategies to speed up the process. Typically our employees organize job fairs and forge long-lasting partnerships with staffing agencies.

Why does HB Staffing employ these methods in order to recruit in volume? Because we’ve done our research. In 2020, the U.S. Election Assistance Commission reported that jurisdictions holding job fairs recruited an average of 300% more poll workers than those relying solely on online applications. Because we want to be efficient and effective, putting on job fairs is an intelligent choice.



Community Contribution Mindset:

In our previous work recruiting workers for election campaigns, we've learned that prioritizing individuals with a strong sense of civic duty typically results in higher levels of dedication and responsibility, integral to the success of election processes. And the research backs this up: a 2019 Gallup Poll found that individuals motivated by civic duty were 30% more likely to commit to their roles through the end of the election process.

We take a number of actions to try to attract staff who are motivated in this way, starting with our outreach and advertising. Typically, we'll target places and platforms that are frequented by those who are likely to have a strong sense of community, such as community centers, public libraries and community-oriented Facebook pages. When interviewing, we also incorporate questions that help us assess a candidate's mindset when it comes to performing civic duty.

These are just some of the many methods we employ in order to encourage the right type of candidates to the community-centered roles of election staffing.

Staff Retention:

Our work doesn't stop once posts are filled—it's important to keep teams engaged and motivated to increase their likelihood of staying committed throughout the course of the election. What's more, we perform ongoing engagement strategies because we

know that if staff are satisfied with the work they've carried out during one campaign, they're much more likely to want to return during the next election cycle.

And we know it works. The National Conference of State Legislatures found that jurisdictions with retention strategies like ours retained 70% of their temporary election workforce for subsequent elections. This reduces the need for the re-advertisement and re-recruitment of roles, which can be time-consuming and costly.

Ensuring Non-Political Orientation:

When recruiting election staff, it's critical that everyone is aware of the importance of neutrality. This ensures that impartiality and integrity within the election process are preserved. To ensure this important factor is not overlooked, we evaluate every candidate on their ability to remain neutral and provide detailed information about the importance of political detachment.

HB Staffing distributes clear guidelines and enforces stringent policies so that staff understand that any expression of political inclinations or affiliations during their service is prohibited. We also carry out regular training and transmit reminders to reinforce neutrality. Thanks to our strict procedures on this issue, election proceedings are conducted fairly, transparently, and free from any form of bias or undue influence.

Conclusion

The recruitment of contingent labor for county elections is a colossal endeavor, and one which HB Staffing is highly experienced in. Through precise planning, focused recruiting strategies, steadfast management policies, and strategic supplier partnerships, jurisdictions can assemble a proficient and devoted team to guarantee the electoral process retains its integrity and fluid operation. By adhering to the guidelines and strategies outlined in this whitepaper, counties can construct a resilient foundation for their election staffing efforts.

HB Staffing assists counties in navigating the distinct challenges posed by election staffing. Our extensive experience and skills in providing labor support for elections are characterized by our commitment to supporting governmental organizations in preparing effectively for upcoming election cycles. We draw upon our in-depth knowledge and insights to tackle the logistical complexities and the unique challenges associated with managing large-scale election processes.

Our tried-and-tested approach addresses every facet of election management. We'll also tailor it to meet your organization's specific needs and objectives.

In conclusion, this whitepaper is a testament to our dedication and capability in providing unparalleled labor support for elections. HB Staffing invites government organizations and agencies to collaborate with us in navigating the challenges of election staffing and ensuring our democratic processes are realized successfully.