

#CampaignEquity:

A Blueprint for Safety, Inclusion & Equity in Political Campaign Work

Bernie 2020 partnered with [Working IDEAL](#) and [Redwood Enterprise](#) to create this document based on their work facilitating a dialogue with 2016 staff and engaging with other stakeholders and experts

Summary

This **CAMPAIGN EQUITY BLUEPRINT** is for candidates and campaign professionals who are committed to safety, inclusion and equity in political campaign work. It is based on listening to former campaign staff who gave feedback based on their experiences, proposed solutions and collaborated in the process. It is grounded in research about what works in the workplace and why. And it includes practical advice and realistic plans campaigns can implement today to foster a work environment of safety*, inclusion and equity.

The Blueprint begins with a set of **GUIDING PRINCIPLES** that set a standard of excellence for campaigns and candidates to adopt and incorporate into their strategy, operations and management decisions:

- *Your People Are Your Key to Victory.*
- *Your Campaign Culture Should Align with Your Campaign Values.*
- *Safety, Inclusion & Equity in Campaign Work Requires an Intentional Strategy.*
- *Why Safety, Inclusion & Equity in Political Campaign Work Matter and How to Achieve It.*
- *Your Campaign Should be Evaluated Based on Your Commitment to -- and Implementation of -- These Guiding Principles.*

This Blueprint also provides a set of **BEST PRACTICES** -- based on **KEY LEARNINGS** from experience and research -- for applying these principles to hiring, pay, harassment prevention, equal employment, training, oversight and accountability across the campaign, and more, including:

- *Diverse Leadership and Staff Hires Across All Departments*
- *Transparent and Objective Pay Systems*
- *Safe and Harassment-Free Campaign Workspaces*
- *An Inclusive, Respectful Campaign Culture Fueled by Trust*
- *Providing Effective Training*
- *Strong Organizational Structure and Communication*
- *Worker Voice and Job Quality.*

Read the Blueprint and Commit to these #CampaignEquity Principles and Practices.

**Safety in the workplace goes well beyond preventing harassment – everything from addressing hazards to protection from violence. Here we focus on best practices for harassment-free workplaces as a critical component of safety.*

Part 1: Guiding Principles

Campaigns should commit to these five guiding principles – and apply them as appropriate to the phase and scale of their particular campaign. Even candidates in local races can and should set and enforce norms of behavior and follow equal employment opportunity rules. Major presidential campaigns should prioritize creating a safe, inclusive and equitable campaign workplace for staff from the beginning. Although resources and time are always limited, failing to apply these principles can be expensive and inefficient. And while campaigns may be temporary, the choices candidates make about their workplace and their staff can have a lasting impact on careers and reputations.

Fair workplace practices matter - to effective outreach to all constituencies and communities, to getting more votes, volunteers, and grassroots donations, to broader perspectives that can help avoid messaging and policy mistakes. **In other words, safety, inclusion and equity are how you win.**

1. YOUR PEOPLE ARE YOUR KEY TO VICTORY.

Respect, value, empower, protect, include and support them.

- Leadership
- Staff
- Volunteers.

This includes **fair, meaningful evaluation and vetting of new hires** and **setting and enforcing a standard of inclusive, respectful behavior** for leadership, staff and volunteers.

It also includes quickly responding to concerns about conduct or behavior that involve any of the other people staff may interact with:

- Surrogates
- Vendors and contractors
- Donors
- Delegates
- Event staff
- Security personnel
- Party leaders and others
- Media
- Family and friends of the candidate.

It means **not treating the campaign's strategy, mission, goals or affiliations as separate from -- or more important than -- the safety, respect and inclusion of any campaign staff member or volunteer, or any person who is part of the campaign.**

Respecting, protecting and empowering your people is an essential element of how you win.

What Meaningful Evaluation and Vetting at Hire Could Look Like:

- Consistent, job-related criteria
- Avoid quick decisions based on who you already think you know
- Include known prior incidents of harassment or misconduct as vetting criteria
- Apply best practices from nondiscriminatory use of criminal history information
- Read more below under Best Practices

2. YOUR CAMPAIGN CULTURE SHOULD ALIGN WITH YOUR CAMPAIGN VALUES.

Campaigns should live their values and align their campaign's goals for a better economy and society with their own campaign culture and workplace. Because **candidates run for office to advance positive change**, they need to understand and explain how **these goals align with the campaign's goals for a better economy and society** and its **messages to voters about positive change in the world**. To build a campaign that is responsive to communities across America, campaigns need to build diverse and inclusive organizations from the ground up.

Ways to Lead on Culture

- Create a "culture code" that sets our campaign values and norms
- Share and post it everywhere, ask leadership to sign and visibly own it
- Engage leaders and staff on how to apply and communicate values in hiring, managing, problem solving
- Train on the importance of building inclusive work environments and disrupting bias.

Historically many campaigns have not been **intentional about building inclusive work environments that welcome people of color, women, LGBTQ individuals, and individuals with disabilities as staff**, and have not always recognized how to support staff who are **members of religious minorities, immigrants, and gender nonconforming, or who come from economically marginalized communities**. This can create a gap between a candidate's vision of positive social change and the experiences and working conditions of the people helping to achieve it.

Candidates and campaign professionals should affirmatively **communicate a shared understanding of the importance of diversity and inclusion**, identify the **behaviors that strengthen trust and collaboration**, and develop a **culture that looks for and leverages differences** in order to **achieve better, sustained results**.

Cultural transformation is a process of creating a workplace where all employees and volunteers are treated with dignity and respect, and where they have the opportunity to succeed. Leaders play a vital role in **modeling the behaviors of respect**:

- listening (including words and body language)
- responding and reacting with empathy and intention
- clarifying expectations
- right your wrongs (acknowledge and apologize)
- transparency (builds trust)
- recognizing employee achievement

Staff recognition and respect

- Bring in lunch or dinner to the field office.
- Leaders sit with organizers for 30 minutes to help hit call targets.
- Individual or team shout outs in emails and on conference calls.
- Invites to special events, candidate selfies.
- Say thank you on a regular basis.
- Ask staff what would support and recognize them.

Equal Employment Opportunity (EEO), Inclusive Workplace Strategy and Practices, and Organizational Trust are **linked concepts and values**.

Having internal practices that live up to the campaign's political values is critical for building trust and presenting an authentic message to the public.

3. SAFETY, INCLUSION & EQUITY IN CAMPAIGN WORK REQUIRES AN INTENTIONAL STRATEGY.

Campaigns are **startup companies** that are also **temporary**, creating a risk of overlooking or misunderstanding the need for investments in a high-quality human resources infrastructure. Designing effective workplace practices that work will save you time, money and potentially serious problems over the life of the campaign. But campaigns can also **harness the positive aspects of this culture, such as innovation and use of technology**, the same way they have done in recent years to create better ways to organize volunteers and contact voters. Technology can **support** but not **substitute** for good management.

Plan strategically for changes in needs and scale at each phase

- Align your HR and personnel plan with key dates on the timeline
- Anticipate growth and wind down based on campaign schedule
- Identify ways to scale efficiently, like common interview questions and standard onboarding deck.

The first step is understanding **that safety, equity and inclusion are a priority that can help you achieve all of your other goals better.**

It **starts with the very first hires** and it requires the **same strategic lens** as all other campaign plans (like media, field, fundraising, or outreach). Planning should include:

- Management capacity, supervision structure, and HR skill set
- Equity and inclusion lens
- EEO requirements.

It requires a **quickly scalable toolkit** that provides **orderly and intentional support** for **recruitment, hiring, onboarding,**

compensation, training, supervision, advancement, safety, reporting, and discipline.

- Core EEO compliance
- Thorough and nondiscriminatory vetting of new hires
- Strong data management
- Written procedures.

Particularly on larger campaigns, it includes **structures and practices to provide consistency and accountability** in a fast-paced environment with highly dispersed operations. Effective oversight of a decentralized operation includes:

- Strong organizational communication
- Formal accountability for diversity, equity and inclusion (DEI)
- Articulating a decision-making process with specificity for timing and communications between HQ and state offices, and identifying the final decision maker
- Monitoring decisions and outcomes.

Planning for and implementing **professional, objective, transparent, consistent and accountable practices** strengthens organizations, enabling them to achieve greater impact. It is a competitive advantage in recruiting staff and getting your candidate elected.

Incorporate this from the beginning, or waste money and time playing catch up.

4. WHY SAFETY, INCLUSION & EQUITY IN POLITICAL CAMPAIGN WORK MATTERS TO HOW YOU WIN -- AND HOW TO ACHIEVE IT.

SAFETY starts by **setting a norm of respect and inclusion from the top** and should be **a part of all operational and management decisions**. This includes consistent and clear accountability for applying and following your policy. It means protecting individuals who report violations from ongoing harm or retaliation.

- Provide multiple channels for reporting harassment and other workplace misconduct and clearly communicate who should receive notice within the campaign.
- Take early action to check the behavior before it becomes harassing.
- Identify campaign conditions that may create risk for harassment.
- Train leaders to prevent harassment and retaliation.
- Ensure adequate supervision and accountability in a decentralized operation.
- Address potential economic vulnerability.

Safety First

- Designate a safety officer or liaison to help troubleshoot housing and transportation risks.
- Respect concerns of staff from marginalized communities about working solo in hostile turf and offer canvassing partners.
- Post phone numbers for local crisis hotlines, health care, and other emergency resources specific to the area.
- Identify responsible individuals to provide real-time responses at events.

How Leaders Can Build Trust and Foster Dignity and Respect

- Be aware of your role to model respectful behavior and language. Challenge micro-aggressions (call out and call in).
- Be present and visible in offices and turf and listen and learn so employees feel respected and heard.
- Limit gossip and complaints.
- Work collectively as leaders to identify key values.
- Be willing to enforce consequences and set boundaries.

INCLUSION means **a culture where individuals can bring and be their authentic selves**, where individuals feel comfortable taking risks, innovating, expressing different perspectives, and sharing concerns. An inclusive culture creates an experience of mutual respect and belonging. Campaigns should **value the**

perspectives, experiences, identities, expertise and talents of the campaign staff, volunteers, and broader community – **including their multiplicity and intersectionality**.

An Inclusive Culture Helps Campaigns Succeed.

- Welcoming new ideas and perspectives can lead to innovations that save time or money instead of replicating the past.
- A more diverse team adds value by expanding the voters, volunteers and donors the campaign can reach.
- Broader input can avoid policy or messaging mistakes.
- Toxic cultures make campaigns less effective, interfere with staff performance, and can harm its reputation.

EQUITY means fairness in all aspects of the work, including

- Hiring and advancement opportunities that provide fair competition on a level

playing field – and that can have beneficial impacts on culture and behavior.

- Job descriptions for each department or area that identify skills and criteria.
- Intentional commitment to diverse representation at all levels

- A fair, objective and transparent compensation program
- Equitable distribution of work and respect for the contributions of others.

Prioritize these values and your team will be stronger and more effective.

5. YOUR CAMPAIGN SHOULD BE EVALUATED BASED ON YOUR COMMITMENT TO -- AND IMPLEMENTATION OF -- THESE GUIDING PRINCIPLES.

For major statewide and Presidential campaigns, the “invisible primary” is a theory of how campaigns compete before voting starts, and which campaigns are “ahead” and building stronger and more successful programs.

The **measures of success should go beyond money raised, offices opened and standing in the polls** to include whether and how campaigns make meaningful commitments to -- and investments in -- these core principles of safety, inclusion and equity.

But **these principles can and should apply to all campaigns**, even smaller, less resourced state and local races.

Many of the **Best Practices** that follow **can be scaled up or down** to reflect the scope and needs of your operations. **Inclusive hiring practices** that focus on the skills and talents you need and advance equal opportunity and foster diverse staff and leadership **are not complicated or expensive** – and they **can pay off again by supporting better culture and behavior**. **Objective pay practices** with set levels usually **save money and time** and make it easier for managers who are not compensation experts to implement.

Creating a **culture of respectful and inclusive behavior** requires leadership engagement and modeling of these behaviors, and there are **low and no-cost interventions** that can be very effective.

Most importantly, these practices can help **avoid very costly mistakes** that may seriously harm your campaign’s reputation and success.

Your campaign should compete and be ready to be judged on the quality of their work to build safe, inclusive and equitable culture and staff.

Part 2: Best Practices and Key Learnings

In this section, we provide some of the best practices and key learnings from inside and outside political campaign work – and from conversations with former staff who have shared often painful personal experiences and ideas to keep them from happening again. Not every idea will work for every campaign, but many of these are achievable and effective for most campaigns. Strong hiring practices -- including vetting and onboarding -- effective EEO compliance, objective pay structures and setting, communicating and enforcing clear standards of behavior are among the most important and impactful strategies.

DIVERSE LEADERSHIP AND STAFF HIRES ACROSS ALL DEPARTMENTS

What the Problem Is: Campaign hiring is often about looking to insiders and existing networks as a quick, cheap and efficient way to find and secure trusted and loyal staff. But because historically leaders and networks are insular and often white and [male](#) dominated, that tactic tends to replicate rather than expand talent.

Why It Matters:

- Diversity should be a priority not only for political and constituency staff, but it also matters in communications, data, field, finance, and all other departments.
- Leadership and staff diversity directly benefits campaign success -- through [better strategic decision making](#)¹, increased innovation and being better able to message and connect with different communities of supporters.
- Relevant skills and experiences that are valuable to a campaign may be underappreciated, such as student organizers who can bring diverse communities into the campaign.
- Leadership and staff diversity [can reduce harassment](#)² and boost equity, and at a cost accessible to campaigns of all sizes who may not be able to afford as much outside expertise.

What Works:

- Be intentional about representation from day one, and re-examine your hiring strategies and outcomes before and after each major phase of hiring.
- Review criteria and relevant experience to address barriers (check out EEOC's advice on barrier analysis [here](#))³ and broaden the definition of qualified and successful candidates to incorporate the value that people of diverse backgrounds bring to the campaign, such as important perspectives and contacts in communities.
- Conduct broad outreach and expand networks. For example, expand your applicant pool by recruiting at HBCUs, [community colleges](#), and other educational institutions with diverse student populations. Connect with student leaders with demonstrated organizing skills from underrepresented communities. Connect with communities of interest such as university gender justice organizations, retiree organizations, or apprenticeship programs. Conduct faith community outreach.

- Use a diverse interview slate policy for leadership hires modeled on the [Rankin-Chisholm rule](#)⁴. Research suggests that [having at least two women or minority candidates in a finalist pool increases the likelihood that a woman or minority is hired](#) (whereas having just one does not)⁵.
- Establish objective and consistent hiring and evaluation procedures, and follow them. For example, research suggests that [more structure \(like listing positives and negatives\) decreases bias in evaluating candidates](#).⁶ Deviating from your set procedures can allow bias to creep into the process.
- Incentivize leaders to recruit qualified diverse candidates. [Research suggests that having responsibility structures in place strengthens other diversity efforts](#) like training and mentoring.⁷
- Highlight leaders who achieve success in building diverse and high-performing teams.
- Regularly measure and report out your results.

SAMPLE DIVERSE INTERVIEW SLATE POLICY

For any open position at [xxx] level or above, the [campaign manager / state director / other decision-maker] will conduct an in-person or video interview with a slate of at least [###] candidates from diverse perspectives and backgrounds on the basis of gender, race and other factors, including multiple women and people of color.

TRANSPARENT AND OBJECTIVE PAY SYSTEMS

What the Problem Is: Historically, campaigns have adopted ad hoc pay policies and unstructured negotiation, often caught up in clamoring for top political talent and not paying attention to how that process may result in pay disparities by race or sex – or even arbitrary and unexplainable differences. When staff, already heavily invested in the campaign, find out through disclosure reports or media leaks that they are being paid unfairly compared to counterparts, valuable time, energy, and goodwill are lost trying to repair the damage to morale.

Why It Matters:

- Younger workers who usually comprise a large segment of the campaign staff [tend to place a high value on pay equity](#) and on clarity, consistency and transparency, making it easier to attract and retain talented people. [Additionally, research suggests that pay secrecy may hinder performance, and pay transparency may motivate top performers](#).⁸
- Simpler systems are easier to track and administer, and they can make more efficient use of scarce resources and minimize staff equity concerns that could arise down the road.
- Campaigns operate in the public domain, because of required reporting and media attention, so publishing pay scales, demonstrating pay equity and having objective standards will [maintain staff morale and demonstrate your campaign's commitment to living its values](#).

What Works:

- Simplify job structures and descriptions.

- Create a [pay grid or matrix based on role and objective measures of experience](#).
- Set [exact dollars for jobs at different experience/qualification levels](#) and not ranges.
- Create a formula that defines premiums in writing (like location, specific technical experience, or applicable outside experience) with a transparent and objective process for increases.
- Restrict negotiation or commit to match existing comparable staff at the same pay rate.
- Conduct regular reviews for pay equity across roles by gender and race.

SAFE AND HARASSMENT-FREE CAMPAIGN WORKSPACES

What the Problem Is: Campaigns are frenetic, dynamic, and tumultuous. Campaign culture has historically failed to hold staff accountable for harassment, toxic behavior and incidents of sexual misconduct, often fueled by traditional leadership structures that tend to be insular and disproportionately white and male-dominated. Campaign staff are often young, with limited prior work experience. [Physical isolation, the presence of alcohol and limited economic power can increase their vulnerability to predatory individuals.](#)⁹ Even in typical workplaces, victims of harassment are [more likely to downplay or avoid harassment than to report it.](#)¹⁰ Additional factors, such as staff power imbalances and the temporary nature typical of campaigns, may exacerbate this even further. Harassment problems often arise when there are weak structures for reporting and responding to incidents of sexual and other workplace harassment. Where leadership fails to respond promptly or impose discipline or if the organization fails to calibrate appropriate responses to the misconduct, and take proactive steps to prevent retaliation, workers will not feel free to come forward to raise concerns and even more serious problems can develop. Where individuals in critical positions are seen as indispensable it may be tempting to overlook misconduct – have deputies trained and ready to step up, or teams who share responsibility.

Why It Matters:

- Harassment and sexual misconduct [harms individuals](#)¹¹, interferes with [team process](#), undermines productivity¹², and violates the trust of everyone who is part of the campaign.
- Workers in safe and harassment-free workplaces are better able to perform their jobs and advance the campaign's mission and align with the goals the candidate seeks to achieve.
- Incidents of harassment, sexual misconduct and racial bias can harm the candidate and campaign, by causing [negative public attention](#), loss of trust among voters, and loss of talented staff and volunteers.
- Campaigns [may have legal liability](#) at the city, state and federal level for failing to prevent or appropriately respond to harassment and bias.

What Works:

- Establish [clear policies](#) for offices, volunteer spaces, events, and travel, that apply to the candidate, campaign leadership, supervisors, staff, volunteers, surrogates and anyone who is part of a campaign's world, and that have set time frames for response.¹³
- Policies should address all forms of harassment, not just sexual harassment.
- Policies should address dating or consensual sexual relationships between individuals in a direct reporting relationship.

- Consider written Culture Codes/Codes of Conduct (standards of conduct or group agreements) to ensure volunteers and others who are not staff understand and abide by norms respectful and inclusive behavior – and know how to report concerns. (While not every phone bank volunteer necessarily needs to sign a written agreement, these standards of conduct can be posted in campaign offices as well as online, and tools for volunteer leaders and individuals who have active and regular contact with the campaign should make expectations clear and promote safety, inclusion and equity.)
- Consider crafting policies and procedures with input from staff teams. For example, you could consider a [simple alert system](#)¹⁴ for field staff to request supervisor interventions with problematic volunteers. This makes policies more relevant and increases staff buy-in.
- Define who is accountable to keep staff and volunteers safe.
- Take quick, visible and responsive action to address and prevent harassing conduct and ensure no retaliation. [How workers perceive an organization’s response is directly related to harassment prevention, and perceived organizational tolerance may be the strongest predictor of harassment.](#)¹⁵
- Address physical isolation (safe transportation, housing, etc.) and also vulnerability (youth, identity, job experience, alcohol use). Minimize staff personal spending and provide prompt reimbursement to limit economic vulnerability.
- Use a “buddy system” for travel and have an individual designated to troubleshoot housing and transportation risk issues.
- Have [clear and effective formal and informal reporting processes](#) with [multiple avenues](#)¹⁶ that can protect staff members from retaliation and protect their privacy, and that make clear exactly who to go to and how.
- Policies should identify individuals designated to receive reports and provide support and training so they know how to respond. Policies should also specify that it is allowed and encouraged to “break” chain of command to report harassment or discrimination directly to the Field Director, State Director or other responsible person.
- Provide information on how to contact appropriate external resources for incidents of sexual violence (like the local police or hospital) or discrimination (like the EEOC).
- Anticipate potential risks of retaliation in work assignments and opportunities and train supervisors on strategies for preventing retaliation by others on the campaign, which may take the form of discouraging individuals from proceeding with complaints or making threats about future employment. Hold supervisors and others accountable for any retaliatory actions.
- Consider the use of [ombuds](#)¹⁷¹⁸ and third-party reporting options if resources allow – and on smaller campaigns designate a trained and trusted individual like an operations coordinator or field director to receive reports.
- Respond to incidents quickly with appropriate and calibrated discipline. In order to reduce the chance that [victims avoid reporting because they’re worried about causing outside harm](#) to the harasser, a policy should specifically convey that disciplinary action will be proportional—i.e. non-egregious first offenses will result in a warning or other disciplinary action, or termination.¹⁹
- Specify in writing what supervisors are required to do if they receive a report or witness harassment or other inappropriate behaviors, and hold them accountable for following the policy.
- [Conduct objective investigations by trained, neutral investigators, that protect individuals and clearly document all steps of the process.](#)
- Follow up with those reporting harassment to [share information on actions taken](#)²⁰ and ensure problem is resolved.

- Avoid transferring staff as a solution where it may put others at risk or disadvantage the individual reporting harassment. Research suggests although management may be hesitant to terminate high performers when they engage in egregious workplace violations, [retaining them results in a net negative](#).²¹ Keep in mind that even for rising stars, their [toxicity](#) to the campaign may very well outweigh their contributions.
- Conduct more thorough vetting of staff before hiring to review and evaluate prior reported or known incidents of sexual harassment, racial bias or other conduct inconsistent with campaign values.
- Train managers, hiring officials, and decision-makers about Title VII and its prohibition on employment discrimination in the use of criminal history. [Ensure hiring policies are consistent with EEOC guidance](#) and state “ban the box” laws.
- Ensure well-trained, resourced and responsive people and culture staff.

AN INCLUSIVE, RESPECTFUL CAMPAIGN CULTURE FUELED BY TRUST

What the Problem Is: Campaign leadership is not always willing to act to address ineffective leadership and toxic work cultures that result, and set the standard for respectful, professional and inclusive behavior and practices. Actions that may be interpreted as protecting a harasser or refusing to confront a trusted member of the inner circle can cause individual and collective harm and risks future harm. Outreach or constituency programs that are tokenized, or lack power, resources or ability to voice concerns, can lead communities to mistrust the candidate and campaign.

Why It Matters:

- [Effective leadership action](#) and strong organizational norms can help set standards of behavior that can help prevent harassment.
- It does not require spending money or hiring lawyers and consultants to provide the kind of leadership that builds trust.
- Failing to respond in a timely, clear and proportionate way can undermine every other good thing you are doing. Good policies and procedures, training, and responsive HR staff have little impact if the culture is driven by a leadership team that is dismissive or fails to authentically prioritize these core principles.

What Works:

- Campaign culture should reflect and align with the positive social values that candidates stand for and seek to achieve in the broader world. Having a racial or gender justice policy platform without a real commitment to that program internally is not enough.
- Campaign leaders must be willing to act to address ineffective field leadership and toxic work cultures that result and set the standard for respectful, professional and inclusive behavior and practices.
- Fostering inclusive culture and practices should be recognized as part of the core job of a leader (especially heads of departments, state or field operations) and not the exclusive responsibility of those who have HR or DEI roles.
- Campaign leadership should practice empathy, and appreciate the harm caused by actions that may be interpreted as protecting a harasser or refusing to confront a trusted member of the inner circle.

- Campaign leaders should recognize and engage the expertise of campaign staff with direct and authentic experiences to build relationships with marginalized communities, spread the campaign's message, and engage new volunteers and voters.
- Honest conversations about behavior, norms, building trust, and healthy and unhealthy practices need to occur, including lowering the level of hostility, bullying and intimidation that can escalate into more serious forms of harassment.
- Understand how to be an effective ally and train on bystander intervention.
- Open conversations should include addressing the underrepresentation of women and people of color in leadership and the impact of racial and gender bias within campaign power structures.
- In selecting leaders, consider the people and communication styles needed to create the culture and climate the campaign seeks to achieve.

PROVIDING EFFECTIVE TRAINING

What the Problem Is: Anti-harassment, EEO and management skills training are common in many workplaces, but not typical on campaigns. Campaign management may not feel the need to invest in workplace training, given its temporary nature, limited resources, and time pressure. Training scenarios and approaches developed for more traditional workplaces may not be applicable, but more importantly even existing workplace training is often highly legalistic and ineffective.

Why It Matters: With a young and vulnerable workforce, often with limited job experience, training becomes especially important. Focusing on behaviors, rather than legal rules, and setting norms for inclusive and respectful conduct can reduce the risk of harassment and set clear standards.

What Works:

- Use-evidence based approaches, including tailoring the approach to campaign work and identifying relevant risk factors and situations.
- Consider alternative formats like roundtables to share perspectives on harassment and bullying and talk through examples and scenarios, or debriefing actual problems and resolutions.
- Provide tools for addressing a range of behaviors and contexts, including after work or offsite activities, and varying levels of seriousness.
- Incorporate reminders about respectful and inclusive conduct and where to get resources in daily huddles or reporting check ins and regular staff calls.
- Provide regular staff and leadership training on harassment and respectful and [inclusive](#) workplaces²² as well as [bystander intervention](#).^{23 24}
- Provide leadership training on cultural competence and inclusive leadership.
- Consider sharing personal stories or experiences to build empathy and a greater understanding of the actions individuals can take to build workplaces with safety, inclusion and equity.
- Use technology to distribute effective online training to a dispersed workforce, and, as appropriate volunteers and others associated with the campaign and its events.
- Partner with state parties or other organizations to share resources.
- Tie training on individual behaviors to [larger organizational values and systems](#).²⁵
- Have management follow up trainings with check-ins about what was learned.

STRONG ORGANIZATIONAL STRUCTURE AND COMMUNICATION

What the Problem Is: Campaigns can experience explosive growth without enough advance planning or structures to support hiring, onboarding, training and managing a dispersed staff. Campaigns may have to change quickly in response to changes in fundraising or public support and time-pressed leaders may not have the skills or capacity to make strategic decisions about people and culture. Reporting and communications systems focus on rapidly rolling out new plans and priorities but do not always timely communicate changes in workplace policy or standards of behavior.

Why It Matters:

A lack of investment and planning at the beginning can compound these problems, forcing campaigns to play catch up and spend more money to adopt needed structures and programs later in the game.

Inadequate communications, oversight, and reporting deprives leaders of key information they need to spot problems early while they are easier to solve.

As campaigns grow and Election Day gets closer, leaders have less time and capacity to make good decisions. Having a strong and well-organized structure at the beginning – appropriate to the scale and phase of the campaign – reduces distractions and mistakes at critical junctures.

What Works:

- On large campaigns, establish a department with clear authority reporting to top leadership. On smaller campaigns, have an accountable staff person with the right training and skill set.
- Provide adequate staffing for the current and planned size and scope. Plan for changes in needs and future growth at each phase.
- Increase vetting of new hires to include a broader set of risks like harassment or EEO violations [while also ensuring policies are nondiscriminatory in the use of background checks](#) consistent with EEOC guidance.
- Ensure core EEO compliance as a floor and apply an equity and inclusion lens throughout.
- Consider a Chief Diversity, Equity and Inclusion (DEI) Officer role on larger campaigns, and on all campaigns establish formal accountability for DEI.
- Establish a scalable approach to recruitment, hiring, onboarding, compensation, training, supervision, advancement, safety, reporting, and discipline.
- Develop better organizational communication of policies and reporting mechanisms.
- Use data management to track hiring, compensation and attrition by demographics.
- Have written procedures, readily accessible online for staff and volunteers.
- Use technology to support, not substitute for good management.
- Particularly on larger campaigns, have structures and practices that provide consistency and accountability in a fast-paced environment with highly dispersed operations, including clear designated responsibilities and coordination at local and headquarters level.
- Train managers to lead at all levels with a clear chain of command and communications.
- Anticipate future wind down and closure of operations.

WORKER VOICE AND JOB QUALITY

What the Problem Is: On campaigns, the shared mission of making positive change in the world may lead to a culture of overwork, sacrifice, and low pay that may be justified as necessary to advance the campaign's broader mission. Staff well-being and health, workplace democracy and worker voice may be seen as a low priority. When effective oversight of basic management and operational processes, like work assignments, travel arrangements and expense reimbursements is lacking, it can lead to abuse of young and economically vulnerable staff.

Why It Matters: Campaign staff, especially field staff who are closest to voters, have good information to share on resource allocation and strategy. Campaigns fighting for robust policies that support collective action and workers' rights are strengthened when they support those goals internally.

What Works:

- Foster an appreciation across leadership for the value of field organizers who are closest to the voters. Create mechanisms to incorporate field organizers' perspectives on resource allocation and strategy.
- Structure campaigns to promote greater worker voice for staff and volunteers. Consider opportunities for collective action such as through unions or other worker organizing efforts. .
- Examine culture of overwork, including of staff and volunteers, to treat workers with dignity and respect and pay a fair salary.
- Better utilize staff members' talents and appreciate why those of certain demographic groups may not feel safe in certain communities.
- Engage staff and volunteers in sourcing solutions to translate core principles of safety, equity and inclusion into on the ground actions.
- Consider creation of staff position focused on wellbeing and health and/or a counselor who employees could consult about workplace harassment under the confidentiality governing the profession.

SOURCES

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- ¹⁰ Equal Employment Opportunity Commission. Select Task Force On The Study Of Harassment In The Workplace - Report Of Co-Chairs Chai R. Feldblum & Victoria A. Lipnic. Retrieved from https://www.eeoc.gov/eeoc/task_force/harassment/report.cfm#_ftnref60, which concluded that “The least common response of either men or women to harassment is to take some formal action - either to report the harassment internally or file a formal legal complaint.”
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- ¹⁴ Equal Employment Opportunity Commission. Testimony of Erin Wade, Founder and CEO of Homeroom. Retrieved from https://www.eeoc.gov/eeoc/task_force/harassment/wade.cfm. The testimony describes a restaurant owner's experience of designing a color-coded alert system for wait staff to request manager attention to customers engaged in harassing behaviors.
- ¹⁵ National Academies of Sciences, Engineering, and Medicine. (2018). Chapter 4 in *Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering, and Medicine* (pp 47). The National Academies Press. Retrieved from <https://www.nap.edu/read/24994/chapter/4#47>

¹⁶ Equal Employment Opportunity Commission. Written Testimony of Heidi-Jane Olguin, CEO of Progressive Management Resources, Inc. Retrieved from https://www.eeoc.gov/eeoc/task_force/harassment/10-22-15/olguin.cfm , describing a "multifaceted" complaint system as "critical."

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¹⁹ Feldman-Summers, S. (2000). Analyzing Anti-harassment Policies and Complaint Procedures: Do They Encourage Victims to Come Forward? *The Labor Lawyer*, 16(2), 307-317. Retrieved from <http://www.jstor.org/stable/40862738>

²⁰ Oppenheimer A. J.D. (October 2002). Investigating workplace harassment: 10 steps to success. *You and The Law*, 6. Retrieved from https://amyopp.com/wp-content/uploads/2013/06/Investigating_Workplace_Harassment.pdf

²¹ Housman, M. & Minor, D. (Nov. 15) Toxic Workers, Harvard Business School, Working Paper 16-057, 3 Retrieved from http://www.hbs.edu/faculty/Publication%20Files/16-057_d45c0b4f-fa19-49de-8f1b-4b12fe054fea.pdf

²² Equal Employment Opportunity Commission. Select Task Force On The Study Of Harassment In The Workplace - Report Of Co-Chairs Chai R. Feldblum & Victoria A. Lipnic. Retrieved from https://www.eeoc.gov/eeoc/task_force/harassment/report.cfm#_ftnref211. The report notes that "in studies of attorneys and court employees, researchers found significant correlations between incivility and gender harassment."

²³ Equal Employment Opportunity Commission. Select Task Force On The Study Of Harassment In The Workplace - Report Of Co-Chairs Chai R. Feldblum & Victoria A. Lipnic. Retrieved from https://www.eeoc.gov/eeoc/task_force/harassment/report.cfm#_ftnref226. The report notes that "a few researchers have explored the potential of using bystander intervention training in the workplace, and they are encouraged by the possibilities."

²⁴ Laschinger, H. & Leiter, M. & Day, A. & Gilin-Oore, D. & P Mackinnon, S. (2012). Building Empowering Work Environments That Foster Civility and Organizational Trust. *Nursing research*. Retrieved from https://www.researchgate.net/publication/230768550_Building_Empowering_Work_Environments_That_Foster_Civility_And_Organizational_Trust

²⁵ Frank D. & Alexandra K. (2018). Why Doesn't Diversity Training Work? The Challenge for Industry and Academia. *Anthropology Now*, 10(2), 48-55. Retrieved from <https://scholar.harvard.edu/files/dobbin/files/an2018.pdf>. The authors assert that the "key to improving the effects of training is to make it part of a wider program of change."