



**29th Annual
National Conference
Savannah, GA**

2013 Professional Practices Program

Precinct Performance Report: Improving Performance Through Accountability

Montgomery County, MD

Submitted by:

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Introduction

Recruiting, training and fielding an effective and confident workforce of Election Day workers – who in Maryland are called “Election Judges” - is a tremendous challenge. The Montgomery County Board of Elections is always looking for ways to improve its program. Over the last few elections, we have evolved a Precinct Performance Report that delivers the following benefits:

- Provides clear feedback and accountability for precinct teams on what they did well and where they need to improve;
- Communicates the importance of accurate performance and the Board of Elections' commitment to meeting high standards;
- Informs election judges of how their precinct's performance compared to their peers;
- Identifies opportunities of improvement in each precinct;
- Specifically identifies precincts where recruiters need to focus their attention;
- Highlights opportunities for global improvement in the training curriculum;
- Eliminates assumptions about precincts' weakness and strengths and illustrates where the source of an issue may be found;
- Provides information to all workers, not just those in a leadership role in each precinct, giving all workers the information necessary to understand the importance of their roles and the overall performance of their entire team.

Evolution of the Program

The Montgomery County Board of Elections trains more than 4,000 Election Judges who work at more than 230 polling places on Election Day. In 2008, we re-engineered our training program, hiring more temporary staff to serve as trainers, and moved away from strict lecture style classes to hands-on proficiency classes with multiple trainers at each training session. It was readily apparent that these changes increased the overall skill level of our Election Judges and reduced errors. However, to supplement and increase the knowledge of the training staff and to measure the effectiveness of the training, we tasked our training staff with assisting the warehouse personnel in unpacking the precinct supplies after the election. During this process the training staff noted any abnormalities, such as documents not completed, not completed properly, or returned in the wrong location. The results were used internally to tweak the training presentations and materials.

Following the 2010 general election, although overall performance had increased, we still saw patterns of problems in specific precincts. Typically, the judges in these precincts had worked for multiple elections and were successfully completing training, but there were gaps in their knowledge or perception of what they were supposed to do that were hindering their success on Election Day.

To develop a comprehensive picture of each precinct's Election Day performance, we formalized our review procedure and created the Precinct Performance Report. This assessment was intended to provide critical data so that we could better document and visualize which precincts need attention and those areas where multiple precincts are underperforming, to improve our training program.

The Precinct Performance Report charts each precinct's success or failure at meeting established performance standards and goals. Since the data is precinct-specific, it clearly distinguishes between issues that face all or most precincts and those issues that are specific to one or a few precincts. The report is also a great motivational tool as judges use the data to improve their precinct rating each successive election.

The report is compiled in two phases which takes a team of six trainers two weeks to complete. During the first phase, the training staff gathers data during the unpacking of the precinct supplies from a variety of reports and logs related to the voting equipment, provisional voting, and other

paperwork that must be completed on Election Day. During the second phase, the trainers prepare a detailed assessment on each precinct based on that data, a review of the precinct's Roamer Report and an appraisal of any other complaints or feedback. Each precinct receives a ranking based on the number of errors (out of a total of 36 assessment areas listed on the report):

- Outstanding (0 errors)
- Excellent (1-4)
- Good (5-8)
- Fair (9-11)
- Needs Improvement (12-15) and
- Unsatisfactory (15+).

In addition, we prepare a Precinct Performance Summary Report that shows overall rankings for each precinct. After the election has been certified and both reports have been completed – approximately eight weeks after the election – each Election Judge is mailed copies of both reports. This provides feedback to all workers, not just those in a leadership role in each precinct, to understand how their precinct performed and how their performance rated in comparison with others in the county.

Although we provide the information to all Election Judges, we hold the Chief Judges – Maryland law requires two for each precinct, each with a different political party affiliation – responsible for their precinct's rating. Those whose precincts receive a rating of Needs Improvement or Unsatisfactory are not permitted to serve as Chief Judges again, unless they successfully complete a remedial training class where they meet individually with a trainer and discuss their precinct's performance issues. When a precinct receives a ranking of Outstanding, they are recognized at our annual Election Judge appreciation event, receive a certificate from the County Executive and are featured on our website.

Results

The Precinct Performance Report is an invaluable tool to evaluate and develop election judge performance and to ultimately improve the voters' experience at the polls. As a result of the data we've gathered, we have developed specialized and targeted training for Chief Judges in poorly performing precincts to assist them in recognizing and correcting mistakes. We have also changed our training program where we have identified errors across several precincts or identified that Chief Election Judges who attended a particular class or type of training share a common weakness. Recruiters also find that the report is helpful, used along with peer evaluations and voter feedback, to evaluate the performance of individual Election Judges. The information is used to identify issues for further investigation, for future assignments, and to assign workers to remedial training classes where appropriate, to ensure that each team is staffed with a knowledgeable and well prepared team.

As we have gathered consistent data from election to election, we have also begun comparing performance from election to election and tracking the effects of staffing and training changes. The information also assists us in looking further into the specific circumstances where problems occur, including looking beyond staffing and training into other factors in the polling place such as changes in voting demographics, a change in the peak turn-out times or a new polling place layout.

It has also improved awareness among the Election Judges of what we expect of them and improved their capabilities and their confidence, which is known to also have a positive effect on voter confidence. Election Judges, who did not previously receive clear feedback on their precinct's overall election success or failure, are now able to use the report to improve their performance for the next election. They are now able to identify specific areas that require improvement, so that they can pay more attention to those areas in training and perform better for the next election.

Copies of a Precinct Performance Report, an Election Summary Report and a comparison of summary reports for recent elections are attached to this Professional Practices Paper.

2012 Presidential Primary Election Precinct Performance Report

07-21 Chevy Chase United Methodist Church
Chief Judges:

Precinct Rating: Excellent

	Activity	Yes	No	Number
Electronic Pollbooks				
1	EPB Integrity Report - used to record opening and closing information for pollbooks			
	Completed Accurately & Signed	✓		
2	Consolidated Ballot Counts Reports			
	Generated prior to 6:50 AM from ALL pollbooks - verification that ballots count are zero	✓		
	Generated at closing from at least one pollbook - verification of ballot counts at Closing	✓		
3	Consolidated Voter Counts Reports			
	Generated prior to 6:50 AM from ALL pollbooks - verification that voter counts are zero	✓		
	Generated at closing from at least one pollbook - verification of voter counts at Closing	✓		
Voting Units				
4	Voting System Integrity Report - Part I - used to prepare the Voting Units for opening			
	Completed Accurately & Signed	✓		
5	Voting System Integrity Report - Part III - used to close the Voting Units			
	Completed Accurately & Signed	✓		
6	Voting System Integrity Report - Part II - used to record problems w/ voting units during the day	N/A		
7	VACs counted/packaged (flat & paper clipped) correctly	✓		
8	VAC Envelope cover sheet completed correctly		✓	
Provisional				
9	Provisional Ballot Certificate - Side 1, Section I - used at Opening			
	Completed Accurately & Signed	✓		
10	Provisional Ballot Certificate - Side 1, Section II - used at Closing			
	Completed Accurately & Signed	✓		
11	Provisional Ballot Certificate - Side 2 - used at Closing			
	Completed Accurately & Signed	✓		
12	Ballots Cast = Total Provisional VACs (if not equal, explained in Chief Judge Log)	✓		
13	Orange Provisional VAC used correctly		✓	
14	# of Provisional Applications Election Judge Section incorrect/incomplete			0
15	# of Provisional Ballots rejected - no signature on application/incomplete			0
All Other Reports & Tasks				
16	Called BOE by 7:00 AM - report polling place is ready to open	✓		
17	Report of Operations - used to indicate the status of the facility @ opening/during day/closing	✓		
18	Chief Judge Log - used to record issues/situations in Polling Place			
	Posting of Unofficial Turnout numbers - noted in log	✓		
	VIBS Unit Tested - noted in log		✓	
19	Sign-In Sheet - (properly used for non-voting visitors, i.e., Roamer, Board Members, etc.)	✓		
20	Problem VAC Log - used to record all Cancelled and Reissued VACs	✓		
21	VACs properly cancelled/reissued	✓		
22	Closing Totals Report - used to certify the election results at closing			
	All parts completed (boxes A-G)	✓		
	Signed by both Chief Judges	✓		
	If boxes A, E, G are not equal, explanation provided in Chief Judge Log	✓		
23	Chain of Custody Form - documents custody of election materials returned from polling place			
	Returned form to BOE	✓		
	Completed and signed	✓		
24	All voting unit memory cards returned	✓		
25	Modem card returned	✓		
26	All Electronic Pollbooks returned	✓		
27	Payroll Report - Chief Judge Certification signed	✓		
28	Electronic Pollbook Inner Seal intact	✓		
29	Voting units taken down/packed	✓		
30	Olive Bag - returned attached to voting unit cart	✓		

Continued on next page

Precinct Performance Summary Report

November 6, 2012 General Election

D-P	Rating								
01-01	Excellent	05-01	Fair	07-15	U	09-22	Fair	13-18	Excellent
01-02	Fair	05-02	Excellent	07-16	Outstanding	09-24	Good	13-19	Good
01-03	Good	05-03	NI	07-18	Good	09-25	Excellent	13-20	Good
01-04	Outstanding	05-04	U	07-19	NI	09-26	Good	13-21	U
01-05	Fair	05-05/05-22	Good	07-20	Good	09-27	Excellent	13-22	Fair
01-06	Good	05-06	Excellent	07-21	Excellent	09-28	NI	13-23	Fair
01-07	Excellent	05-08	NI	07-22	Outstanding	09-29	Excellent	13-24	Fair
02-01	NI	05-09	Good	07-23	Good	09-30	Excellent	13-25	Excellent
02-02	Fair	05-10	Good	07-24	Good	09-31	Excellent	13-27	Fair
02-03	NI	05-11	Fair	07-25	Excellent	09-33	Good	13-28	Excellent
02-04	Excellent	05-12	Good	07-26	Fair	09-34	Fair	13-29	Excellent
02-05	Good	05-13	U	07-27	Excellent	09-35	Good	13-30	Fair
02-06	Excellent	05-14	Excellent	07-28	Fair	09-36	Excellent	13-31	Excellent
02-08	Excellent	05-15	Good	07-31	Excellent	09-37	Outstanding	13-32	U
02-11	Excellent	05-16	Good	07-32	Good	10-01/04-23	Excellent	13-33	Fair
03-01	Good	05-17	Excellent	08-01	Good	10-02	Good	13-34	Good
03-02	Good	05-18	Good	08-02	Fair	10-03	Good	13-35	Good
04-01	Good	05-19	Excellent	08-03	Good	10-04	Good	13-36	Fair
04-02	Good	05-21	Excellent	08-04	Excellent	10-05	Good	13-37	Good
04-03	Excellent	05-23	Fair	08-05	Fair	10-06	Excellent	13-38	NI
04-04	Good	06-01	Excellent	08-06/13-60	Fair	10-07	Outstanding	13-39	Good
04-05	NI	06-02	Fair	08-07	Excellent	10-09	Good	13-40	Good
04-06	Good	06-03	Good	08-08	Excellent	10-10	U	13-42	Good
04-07	Fair	06-04	Outstanding	08-09	Excellent	10-11	Good	13-43/13-70	U
04-08	Good	06-05	Good	08-10	Excellent	10-12	Good	13-44	Fair
04-09/04-27	Fair	06-06	Good	08-11	NI	10-13	Good	13-45	Good
04-10	Good	06-07	U	08-12	Excellent	11-00	Excellent	13-46	Good
04-12	Good	06-08	Fair	08-13	Excellent	12-01	Fair	13-47	Good
04-13	Excellent	06-09	Excellent	09-02	Good	12-02/02-07	Excellent	13-49	NI
04-14	Good	06-10	Good	09-03	Excellent	12-03	Good	13-50	Excellent
04-15	Good	06-11/06-15	U	09-04	Good	12-04	Excellent	13-51	Outstanding
04-16	Excellent	06-13	NI	09-05	Good	12-05	Good	13-52	Good
04-17	Good	06-14/04-35	Fair	09-06	Excellent	13-01	Excellent	13-53	Good
04-18	Good	07-01	Excellent	09-07	NI	13-02	Good	13-54	NI
04-19	Outstanding	07-02	Excellent	09-08	NI	13-03	Good	13-55	NI
04-20	Good	07-03	Fair	09-09	NI	13-04	Excellent	13-56	Good
04-21	Excellent	07-04	Excellent	09-10	Excellent	13-05	Good	13-57	Excellent
04-24	Good	07-05	Good	09-11	Good	13-06	Good	13-58	Good
04-25	Excellent	07-06	Excellent	09-12	Good	13-07	Good	13-59	Excellent
04-26	Excellent	07-07	Good	09-13	Good	13-08	Good	13-61	Excellent
04-28	Excellent	07-08	Excellent	09-14	Outstanding	13-10	Fair	13-63	Fair
04-29	Good	07-09	Excellent	09-15	Good	13-11	Good	13-64	Good
04-30	Excellent	07-10	Good	09-16	Fair	13-13	Excellent	13-65	Good
04-31	Good	07-11	Excellent	09-18	Good	13-14	Good	13-67	U
04-32	Outstanding	07-12	Excellent	09-20	Good	13-15	Good	13-68	Good
04-34	Outstanding	07-13	Good	09-21	Good	13-16	Good	13-69	U

*Each item listed on the Precinct Performance Report not completed/completed incorrectly is worth 1 point. EXCEPT: (1) blank Closing Totals Report, (2) failure to return memory cards, and (3) failure to return electronic pollbooks are worth 3 points each. Each incomplete provisional ballot is worth 1 point.

Rating Scale*	
Outstanding =	0
Excellent =	1-4
Good =	5-8
Fair =	9-11
Needs Improvement (N I) =	12-15
Unsatisfactory (U) =	16+

Report Totals	
Outstanding =	11
Excellent =	67
Good =	94
Fair =	31
Needs Improvement (N I) =	16
Unsatisfactory (U) =	11

Precinct Performance Report Results by Election

Note: When evaluating overall precinct effectiveness, the Montgomery County Board of Elections also takes other factors into account, such as voter turnout, staffing levels and unique situations that may have been faced at that polling place during the day.

D-P	GG2010 Rating	D-P	PP2012 Rating	D-P	PG2012 Rating
01-01	Outstanding	01-01	Excellent	01-01	Excellent
01-02	Excellent	01-02	Good	01-02	Fair
01-03	Excellent	01-03	Excellent	01-03	Good
01-04	Excellent	01-04	Good	01-04	Outstanding
01-05	Excellent	01-05	Good	01-05	Fair
01-06	Excellent	01-06	Fair	01-06	Good
		01-07	Good	01-07	Excellent
02-01	Good	02-01	Good	02-01	NI
02-02	Excellent	02-02	NI	02-02	Fair
02-03	NI	02-03	Good	02-03	NI
02-04	Excellent	02-04	Excellent	02-04	Excellent
02-05	Fair	02-05	Good	02-05	Good
02-06	Fair	02-06	Good	02-06	Excellent
02-07	Outstanding	02-08	Good	02-08	Excellent
02-08	Outstanding	02-11	NI	02-11	Excellent
03-01	Excellent	03-01	Good	03-01	Good
03-02	Good	03-02	Good	03-02	Good
04-01	Outstanding	04-01	Good	04-01	Good
04-02	Excellent	04-02	NI	04-02	Good
04-03	Outstanding	04-03	Good	04-03	Excellent
04-04	Excellent	04-04	Excellent	04-04	Good
04-05	Fair	04-05	U	04-05	NI
04-06	Good	04-06	Good	04-06	Good
04-07	Outstanding	04-07	Excellent	04-07	Fair
04-08	Fair	04-08	NI	04-08	Good
04-09	Fair	04-09/04-27	Good	04-09/04-27	Fair
04-10	Fair	04-10	NI	04-10	Good
04-12	Excellent	04-12	NI	04-12	Good
04-13	Good	04-13	Excellent	04-13	Excellent
04-14	Excellent	04-14	NI	04-14	Good
04-15	Excellent	04-15	Good	04-15	Good
04-16	Excellent	04-16	Excellent	04-16	Excellent
04-17	Excellent	04-17	Fair	04-17	Good
04-18	Good	04-18	NI	04-18	Good
04-19	Outstanding	04-19	Excellent	04-19	Outstanding
04-20	Outstanding	04-20	Good	04-20	Good
04-21	Excellent	04-21	Excellent	04-21	Excellent
04-23	Excellent				
04-24	Outstanding	04-24	Good	04-24	Good
04-25	Excellent	04-25	Excellent	04-25	Excellent
		04-26	NI	04-26	Excellent
04-27	Good				
04-28	Good	04-28	Excellent	04-28	Excellent
		04-29	Good	04-29	Good
04-30	Good	04-30	Excellent	04-30	Excellent
04-31	Good	04-31	Fair	04-31	Good
04-32	Good	04-32	Good	04-32	Outstanding
04-34	Good	04-34	Good	04-34	Outstanding
05-01	Good	05-01	Excellent	05-01	Fair
05-02	Excellent	05-02	Excellent	05-02	Excellent
05-03	Good	05-03	Good	05-03	NI
05-04	Good	05-04	Good	05-04	U
05-05	Good	05-05	Good	05-05/05-22	Good
05-06	Outstanding	05-06	Excellent	05-06	Excellent

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 **Board of Elections**
Montgomery County, Maryland

Location
18753 North Frederick Avenue, Suite 210
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Hours of Operation
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April 13, 2013, Election Judge Recognition

Start [Taskbar icons] 3:28 PM 6/7/2013

Photograph on the Board’s website of Chief Election Judges from precincts that received an “Outstanding” rating on their Precinct Performance Award, pose for a photograph at the annual Election Judge recognition event with the County Executive and members of the Board.