



## Problematic Practice

Unpaid hours can lead to burnout.

Job responsibilities are impossible to do in the contracted number of hours.

No comp time policy or other method of allowing recovery from peak crunch times.

## Potential Solutions

### Sustainable Practice

Overtime pay for hourly workers is legally mandated.

Make job descriptions as doable as possible, and plan ahead for surges of work during campaign peaks. Build in time for education and professional development. [LINK to PD page (7th table) here]

Don't burden organizers with unnecessary additional work, such as administrative duties.

Provide time for rest after work crunches, including compensatory hours for nonexempt hourly workers, flextime for salaried employees.

(Check state laws for rules on comp time and overtime. Federal law forbids comp time for exempt professional/managerial salaried employees.)

### Aspirational Practice

Give bonuses to salaried employees who work many excess hours at peak times. Spell out who is eligible for bonuses and who for overtime pay in the personnel policy.

Hire more organizers so workload can be divided into manageable chunks.

One rule of thumb is that core job functions should take up 60% of work hours, leaving 40% for administrative work, planning, meetings and organizational and professional development; aspire to fund positions that can be so spacious.

Dedicate time to strategizing about truly feasible and sustainable campaigns far in advance.

Offer substantial sabbaticals, retreats or other extra paid leave after campaigns end.

Consider an annual reflection week when all staff are encouraged to step away from normal duties to read and watch videos to learn, as [this organization](#) does.

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## Potential Solutions

### Problematic Practice

Paid leave is often inadequate.

### Sustainable Practice

Give adequate paid leave, including 12+ sick days as needed, parental leave, flexible holidays for staff of different religions, bereavement leave, and 3+ vacation weeks to start, rising over the years.

### Aspirational Practice

Consider allowing sick leave to be taken preventatively as mental health days.  
Consider joining the [growing trend](#) towards a 4-day work week for all (as in [this exemplar](#)).  
Consider the high tech sector norm of unlimited time off, totally flexible as long as the work gets done.

Too many and too long meetings crowd out task time, pushing staff's priority work outside of their work hours.

Keep meetings short (ideally 50 minutes to allow for breaks between them), when possible.

Eliminate unnecessary meetings, or invite only those whose input is needed and those whose work would be affected by the topics on the agenda. Let others know they are welcome, but are free to prioritize other work.

Set certain days to be 'no meeting days'.

Research and adopt systems and practices to make meetings more productive and/or to make them unnecessary.

Invest in scheduling software to make it easier to set meeting times.

Expectation of being digitally available 24/7, interrupting rest and family time.

Managers should model going offline on weekends, nights and vacations.

Set limits on digital communication hours for work-related messages (e.g., everyone offline 8 pm to 8 am).