

1 our correctional officers. And I believe it's
2 through those kind of sharp focuses into our
3 environment and our culture is where we can have
4 the best impact in enhancing the professionalism of
5 our workforce, retaining our workforce and
6 recruiting people into the important business of
7 corrections.

8 Thank you.

10 Director.

11 Mr. Maupin?

12 MR. MAUPIN: Thank you for having me here
13 today. I think I have a little different
14 perspective than probably any other presenter here.

15 I'm the director of the corrections division
16 for AFSCME Council 31 in Illinois. I negotiate and
17 enforce labor agreements with the state of Illinois
18 to cover over 10,000 union members who work in the
19 Department of Corrections.

20 And with respect to the issue of employee
21 retention and recruitment and training as it
22 relates to the issue of prison rape, my experience

1 has been that the statistics on prison rape are
2 difficult, that there's clearly instances where
3 there's physical evidence that indicate that there
4 was rape that did occur. There's some where after
5 the fact there's no physical evidence and there's
6 the question of whether it was consensual or
7 nonconsensual, and that it's difficult to base
8 conclusions when the facts can be fleeting.

9 But separate from that, I have to tell you with
10 respect to staff sexual misconduct with inmates, we
11 have a zero tolerance policy in Illinois. The
12 union strongly supports that. Any staff that
13 sexually engages in any fashion with an inmate
14 doesn't belong working in the Department of
15 Corrections. It is a crime in Illinois. People
16 are prosecuted for it. And I believe that if a
17 previous presenter pointing out, and it's been our
18 experience too, that we have more female members
19 prosecuted than male members for the violation of
20 that statute since it became the law in Illinois,
21 which is an interesting sociological phenomenon.
22 But we fully support that, and we think anybody

1 that engages in that kind of activity endangers
2 everyone else in the facility by engaging in that
3 kind of behavior and they don't belong working
4 there.

5 But separate from statistics and studies,
6 there's some common sense perspective issues that I
7 think can reduce the frequency of rape in
8 corrections, and I want to mention a few.

9 One is single celling in maximum security
10 facilities. It use to be axiomatic that maximum
11 security inmates were single celled in virtually
12 every state in the nation, but in the face of
13 rising populations and budget pressures, some
14 states have begun double celling max inmates. When
15 max inmates have cell mates, the frequency of rape
16 increases. Best practices would indicate that max
17 inmates should be single-celled.

18 Number two, realistic budgets that provide for
19 an adequate number of corrections staff. And some
20 corrections employers are not filling a sufficient
21 number of front line security staff positions
22 because of budget pressures. And the understaffing

1 of a security operation in a prison means fewer
2 eyes watching what is happening in a cell house,
3 which, in turn, makes predatory inmate behavior
4 more likely. It is, therefore, incumbent upon all
5 those who make budget decisions at all levels of
6 the government to allocate the necessary revenue to
7 provide for an adequate number of corrections
8 staff.

9 Extensive preservice and inservice training,
10 there's been a lot of talk about that. In Illinois
11 we do 240 hours of classroom preservice training
12 before a new hire steps foot in a facility, and
13 then he spends three weeks in a facility other than
14 that, which he is going to work at under the
15 supervision of a senior officer before they ever
16 step foot in the facility they work.

17 In addition, annually there's a 40-hour
18 what's called cycle training, inservice training.
19 I brought the list of what is taught in both sexual
20 harassment and supervising female offenders in
21 special populations, inmate sexual assaults,
22 prevention of sexual assaults, intervention of

1 sexual assaults, are all part of the course work at
2 the preservice and the inservice course work that
3 we make our staff go through before they start and
4 every year.

5 Now reducing turnover, if you can recruit nor
6 retain security employees, you're forever putting
7 inexperienced staff in situations where they will
8 not perform as effectively or with as much security
9 consciousness as more senior staff. Quality
10 training combined with corrections experience equip
11 security staff with the insight and observational
12 skills to detect inmate on inmate predatory
13 behavior more quickly.

14 In order to reduce turnover, corrections
15 employers need to take the following steps: Number
16 one, embrace full collective bargaining rights for
17 security employees. Public employers who extend
18 full collective bargaining rights to security
19 employees are for superior wages and benefits to
20 those who do not.

21 In the absence of full collective bargaining
22 rights for security employees, corrections managers

1 make wage and benefit decisions for their staff.
2 In that milieu, wages and benefits lag. No matter
3 how well-intentioned a manager is, collective
4 bargaining is the industrial equivalent of consent
5 of the governed, and it empowers people to have a
6 say in their economic conditions and results in
7 better pay and benefits, and it reduces turnover.

8 Our pay in Illinois, an eight-year
9 correctional officer makes 48,000, an eight-year
10 sergeant makes 54.6, and an eight-year lieutenant
11 makes \$67,800. That's their base pay. It doesn't
12 count shift differentials, doesn't count longevity
13 pay, overtime pay, for their benefits, full retiree
14 health care. These are the things that recruit and
15 retrain employees.

16 We don't have any vacancies in the Department
17 of Corrections in Illinois. We have thousands of
18 people trying to get hired in the jobs because
19 these are good jobs because the collective
20 bargaining process has made this an attractive
21 profession and the majority of our applicants have
22 bachelors in law enforcement. They're a much more

1 skilled and educated workforce than a generation
2 ago because we've made this a profession.

3 And the collaborate of the state of Illinois
4 and AFSCME in establishing these wages and benefits
5 and conditions of employment have resulted in the
6 raising of the quality, the standards with respect
7 to recruitment and retention of employees.

8 I also believe as we have done in Illinois
9 that public employers should reject prison
10 privatization. We have a law in Illinois that
11 prohibits the state from contracting with any
12 private operator to provide for security functions
13 with respect to the incarceration of inmates. And
14 the fact is that if you look at private prison
15 operations, the way they save money is on the
16 labor. They pay less. They offer inferior
17 benefits.

18 This also has a negative market force on
19 public managers trying to raise wages and benefits
20 in the public sector because of the low wage drag
21 on the market. We also believe that at the
22 facility level, it's incumbent upon wardens and

1 local union leaders to hold facility labor
2 management meetings on a monthly basis.
3 Corrections employers poison the potential for
4 collaborative process from such meetings when they
5 take the worker's concerns under advisement, meet
6 among themselves later and, unilaterally, decide
7 what to do.

8 Effective labor management meetings require
9 persons with authority to come to the meetings and
10 engage in dialogue at the meeting to a mutually
11 satisfactory result if at all possible, not always
12 going to be possible. I've done more of these than
13 probably anybody in this room, and I'm telling you,
14 sometimes you can, sometimes you can't. But one of
15 the things about this process, it gives the
16 security staff ownership of the operational
17 decisions which affect the manner in which they
18 engage in their labors and reduces alienation and
19 disenfranchisement, which contribute to employee
20 turnover.

21 Now, for states that don't have these legal
22 rights for workers, I understand that the

1 paramilitary structure of the corrections security
2 workforce makes it difficult for some corrections
3 managers to recognize that the seeding of some
4
5 is in their overall best interest, and it's
6 culturally a challenge. I understand that. But,
7 it's also necessary in a vital precondition to
8 progress in the target areas.

9 Like I use the Illinois example. I'm sure
10 Wisconsin and Minnesota and Connecticut, you know,
11 Ohio, they're probably on par with us. I'm not
12
13 just saying that the places that have full scale
14 collective bargaining rights have these kind of
15 wages and benefits.

16 Our turnover rate, if you factor out
17 retirements, is barely over two percent. People
18 don't quit these jobs. And of those, you know,
19 some of them are fired because they shouldn't be
20 working here. But no effort to reduce the
21 frequency of prison rape can succeed without
22 recruiting, training and retaining security staff.

1 And AFSCME believes by implementing the above
2 recommendations public employers can create an
3 environment in which the offense of prison rape is
4 less frequently committed.

5 I thank you.