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

Thank you.

Director.

Mr. Maupin?

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

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

And with respect to the issue of employee retention and recruitment and training as it relates to the issue of prison rape, my experience
has been that the statistics on prison rape are
difficult, that there's clearly instances where
there's physical evidence that indicate that there
was rape that did occur. There's some where after
the fact there's no physical evidence and there's
the question of whether it was consensual or
nonconsensual, and that it's difficult to base
conclusions when the facts can be fleeting.

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

But we fully support that, and we think anybody
that engages in that kind of activity endangers everyone else in the facility by engaging in that kind of behavior and they don't belong working there.

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

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

Number two, realistic budgets that provide for an adequate number of corrections staff. And some corrections employers are not filling a sufficient number of front line security staff positions because of budget pressures. And the understaffing
of a security operation in a prison means fewer
eyes watching what is happening in a cell house,
which, in turn, makes predatory inmate behavior
more likely. It is, therefore, incumbent upon all
those who make budget decisions at all levels of
the government to allocate the necessary revenue to
provide for an adequate number of corrections
staff.

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

In addition, annually there's a 40-hour
what's called cycle training, inservice training.
I brought the list of what is taught in both sexual
harassment and supervising female offenders in
special populations, inmate sexual assaults,
prevention of sexual assaults, intervention of
sexual assaults, are all part of the course work at
the preservice and the inservice course work that
we make our staff go through before they start and
every year.

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

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

In the absence of full collective bargaining
rights for security employees, corrections managers
make wage and benefit decisions for their staff.

In that milieu, wages and benefits lag. No matter how well-intentioned a manager is, collective bargaining is the industrial equivalent of consent of the governed, and it empowers people to have a say in their economic conditions and results in better pay and benefits, and it reduces turnover.

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

We don't have any vacancies in the Department of Corrections in Illinois. We have thousands of people trying to get hired in the jobs because these are good jobs because the collective bargaining process has made this an attractive profession and the majority of our applicants have bachelors in law enforcement. They're a much more
skilled and educated workforce than a generation ago because we've made this a profession.

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

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

This also has a negative market force on public managers trying to raise wages and benefits in the public sector because of the low wage drag on the market. We also believe that at the facility level, it's incumbent upon wardens and
local union leaders to hold facility labor
management meetings on a monthly basis.
Corrections employers poison the potential for
collaborative process from such meetings when they
take the worker's concerns under advisement, meet
among themselves later and, unilaterally, decide
what to do.

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

Now, for states that don't have these legal
rights for workers, I understand that the
paramilitary structure of the corrections security
workforce makes it difficult for some corrections
managers to recognize that the seeding of some

is in their overall best interest, and it's
culturally a challenge. I understand that. But,
it's also necessary in a vital precondition to
progress in the target areas.

Like I use the Illinois example. I'm sure
Wisconsin and Minnesota and Connecticut, you know,
Ohio, they're probably on par with us. I'm not

just saying that the places that have full scale
collective bargaining rights have these kind of
wages and benefits.

Our turnover rate, if you factor out
retirements, is barely over two percent. People
don't quit these jobs. And of those, you know,
some of them are fired because they shouldn't be
working here. But no effort to reduce the
frequency of prison rape can succeed without
recruiting, training and retaining security staff.
And AFSCME believes by implementing the above recommendations public employers can create an environment in which the offense of prison rape is less frequently committed.

I thank you.