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Keynotes

CALIFORNIA CORRECTIONAL SUPERVISORS ORGANIZATION

California Correctional
Supervisors Organization, Inc.

"Supervisors Representing Supervisors"

1481

**BIGGER AND BETTER
THAN EVER**

*CCSO Headquarters
Expansion Project Is Complete*

See Page 8



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PUTTING YOUR DUES TO WORK



ART GONZALES
CCSO State President

I hope you and your families are having an amazing summer so far. Here at CCSO, we're very excited to be putting our members' hard-earned dues to work to bring our organization to the next level. Our goal in the coming months is to enter the next phase of our transformation and growth, while continuing to build on the top-notch services we provide to our membership.

With the additional funding from the recent dues increase, we're planning to bolster our legal services so that our members have access to the highest level of representation possible. We're also pleased to report that we now have the resources to take on legal battles that we were unable to previously. In addition, we want to focus on supporting our

chapter presidents with the tools and skills they need to become more effective representatives, as well as continuing to provide our membership as a whole with top-notch training and Conferences that will help us become a stronger, more competitive organization moving forward.

Our goal in the coming months is to enter the next phase of our transformation and growth, while continuing to build on the top-notch services we provide to our membership.

If we want to compete with other labor organizations, we have to make that leap to the next level, and to do that, we need to be financially equipped to invest in our growth, services and programs. In years past, our budget was way below average, and we were at risk of

not being able to function. But now, we're able to provide a good, solid financial foundation for the organization and make some critical decisions in order to sustain stability and allow us to be able to accomplish some of the things that we were unable to in previous years due to budgetary restrictions.

One major investment we've made was recently completed: the expansion of CCSO Headquarters. The expansion will allow us to accommodate more people and provide more office space for staff, as well as saving us money on meeting spaces for business, Board and chapter presidents meetings. It will also serve as a resource for our members as we begin the formation of working groups to tackle pressing issues at our institutions. I'm very proud of all the individuals who helped make this project a reality.

Moving forward, with the dues increase, we're hoping to get back out into the field and reconnect with our chapter presidents, help contribute to some of the institutional needs and support our local communities. We'd also like to develop task forces and working groups to start addressing some of the major issues that are affecting our members, such as the health-care package, establishing CCSO as the sole representative for

excluded employees within CDCR, and any institutional needs and concerns that chapter presidents may have. We will work tirelessly with you to address these issues and achieve positive outcomes.

These plans are just the beginning of all the enhancements and improvements we will be making to our organization in the future. Our expanded budget will allow us to build our reserves, and that, in turn, will enable us to grow and do even more for our members than ever before. Thank you as always for your trust in me and in our Board of Directors, chapter presidents and staff. 🗝️



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CALIFORNIA CORRECTIONAL SUPERVISORS FOUNDATION



PAUL GONZALES JR. I
State Board Member, NPO

What is the California Correctional Supervisors Foundation (CCSF)?

In the Summer 2020 edition of *Keynotes*, I wrote an article introducing CCSF and addressing some of the foundation's goals.

Since then, I know we have been through a lot between the COVID-19 pandemic, issues in our communities and the economy. So we at CCSF thought it would be a great time to reintroduce the foundation and let you know about its benefits and accomplishments.

CCSF has programs that address:

- Wellness — the Guardians Program
- Education — the scholarship program for graduating high school students

- Community support — donations made to community programs
- Events — supporting events for staff in the field
- Fundraisers — hosting events to raise money for various causes

The Guardians have been working with institution staff to provide training


also supported many youth sports, education and personal development programs, all of which have and continue to

make a positive impact in each community.

We take pride in being a part of each community by supporting events, in addition to hosting fundraisers so that we can

continue to move

forward with our mission.

If you feel it in your heart, we ask that you support the cause by donating, volunteering or letting others know about the foundation. Together, we can help communities and make a positive impact in the world. You can visit us at CCSFNET.org. 



**Together, we can
help communities
and make a
positive impact
in the world.**

and support for those who are dealing with PTSD and trauma. They have also worked with individuals who needed help with family struggles.

Last year, scholarships were awarded to 12 individuals who met the criteria and were planning on attending college.

CCSF has donated thousands of dollars to communities to help support various needs and make neighborhoods safer for people. The foundation has

SAVE THE DATE!

CCSO GOLF TOURNAMENT



FRIDAY, SEPTEMBER 2, 2022

Lincoln Hills Golf Club

1005 Sun City Lane, Lincoln, CA 95648

Check-in: 8:30–9:30 a.m.

Shotgun start: 10 a.m.

- **Course and cart fees**
- **Drinks on course**
- **Dinner following play**
- **Swag bag**
- **Awards for first, second and third place**
- **Silent auction, raffles and more!**

Register at ccsonet.org/events/golf-tournament



CCSO HEADQUARTERS GETS AN UPDATE

BUILDING EXPANSION PROJECT COMPLETE



Mary Towe | CCSO
**Chief Financial Officer/
Chief Operating Officer**

We're elated to share that the CCSO Headquarters expansion project was completed in June. The CCSO Board and staff now have the ample space they need to conduct operational duties vital to the service of our membership and the overall success of our organization.

As many of you are aware, this project was a long time coming. The idea for the expansion was first discussed by CCSO in October 2020. At that time, President Art Gonzales and our staff gathered for various meetings to provide input on the project and its pros and cons. When it was agreed that we would move forward with the expansion, we touched base with our architect to develop a plan. The next phase of the project was completed in

March 2021, which entailed the administrative processes, such as filing permits and variances with the city and setting up PG&E services. We then broke ground on the foundation and construction began in September 2021. Fast-forward to June this year, when the project was finished, and CCSO staff have now completely moved back into the office.

The expansion was necessary because CCSO had outgrown its office. When President Gonzales assumed his role, he added more staff and specialized processes to the organization so that we could offer even more exceptional service to our members. This resulted in the need for more space to accommodate personnel. Our staff members now have larger office spaces and are more spread out (previously, we had two to three people per office!), allowing them to work more efficiently and take more one-on-one calls from members in a quieter setting.

Additionally, CCSO's office didn't have a boardroom to



conduct meetings. When we worked with the architect to draft the expansion plan, we ensured that the bottom floor would include a large space for Board, business and administrative meetings. This will save the organization a lot of money in the future, as we will no longer need to search and pay for outside facilities throughout the state for our meetings. We can now hold meetings at one centralized location, our headquarters.


“This expansion will result in a significant cost savings for our organization. We can have all our meetings onsite,” CCSO Project

Manager Dale Clayton says. “Because of this, we project that the building will be paid off within four to five years, so from a financial standpoint, it’s highly beneficial to us.”

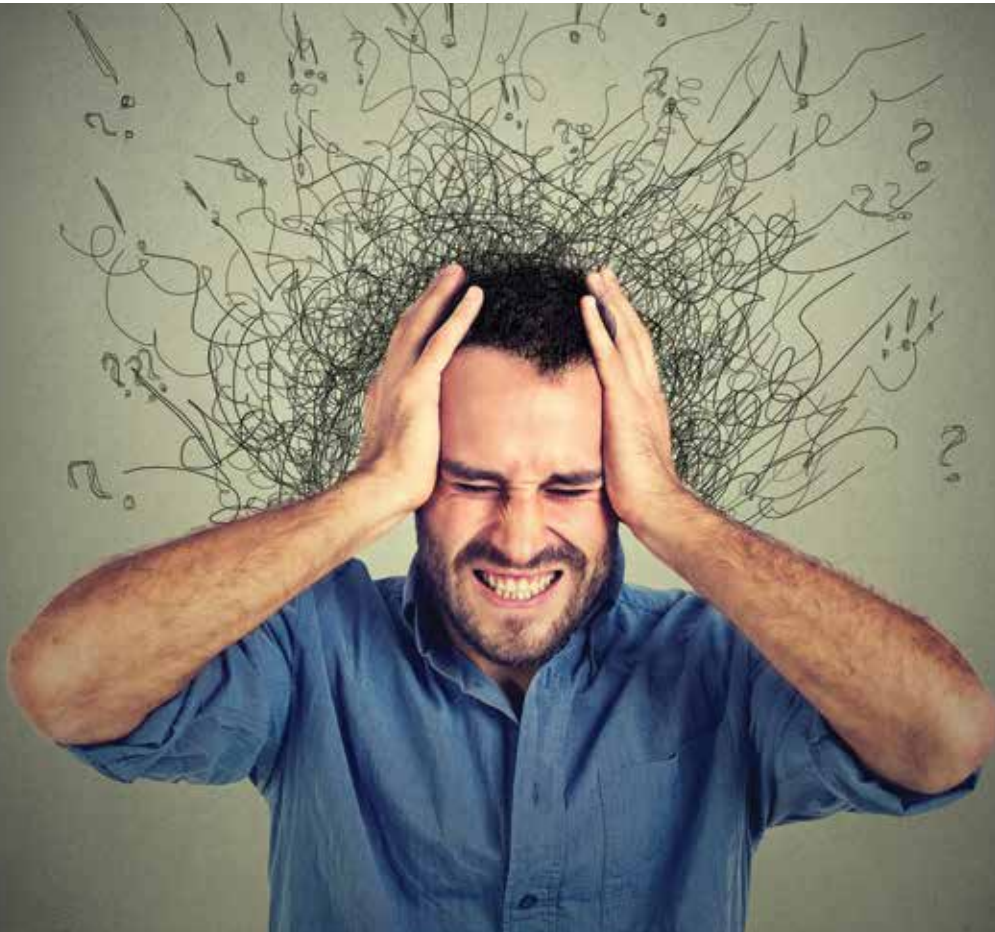
This monumental project was made possible by a joint effort among the staff. Our organization saved thousands of dollars because the project was managed from within. “CCSO did not sub-contract it out; we handled our own



construction project as an owner-builder,” Clayton explains. “As a result of all of us working together and putting our minds together, we built this in-house.”

CCSO is very proud of the staff who brought this expansion to fruition. We are beyond pleased with how it turned out and are excited for the possibilities our revamped headquarters brings to our Board, staff and members. 

TOOLS TO CALM AN OVERACTIVE MIND



By Medina Baumgart, Psy.D., ABPP

This article is reprinted by permission from the January 2022 issue of American Police Beat.

Picture this scenario: You worked a double shift and have to be back at work in less than eight hours. You are tired and finally make it home. You get into bed, only to have your brain keep your tired body awake. This sums up a common complaint that I hear from officers who struggle with sleep. Their bodies are tired, but their brains just won't turn off at bedtime. The overactive mind is a common issue among people who experience sleep difficulty, and research has shown that the brains of people with insomnia are overactive in areas where they should be less active when falling asleep.

Overactive thinking generally involves thoughts that elicit either neutral or negative emotions. Some examples of thinking that involves neutral emotions include "to-do" items, your schedule for the week or seemingly random

thoughts. Conversely, thoughts that involve negative emotions are accompanied by unpleasant feelings such as worry, anger, frustration, sadness or anxiety. The strategies for calming an overactive mind look the same for both neutral and emotionally charged thinking; however, you may have to use a few additional techniques when distressing emotions are involved.

The following techniques for quieting an overactive mind at bedtime are just a few of the tools used in cognitive behavioral therapy for insomnia (CBT-I). Some studies have shown that this intervention can be as effective as medication therapy for adults who have insomnia, both with and without comorbid conditions such as chronic pain, anxiety or depression. The American Academy of Sleep Medicine gave CBT-I its highest rating (strong recommendation) for the treatment of chronic insomnia in adults. CBT-I involves multiple components, including education about the impact of thoughts, feelings and behaviors on sleep, and techniques to restructure sleep-interfering thoughts and promote relaxation at bedtime.

Wind-Down Time

Take some time to wind down before you go to sleep to help relax your mind and body. For example, you can get your clothes ready for the next day, meal prep, take a bath or long shower, take the dog for a walk, listen to relaxing music, do some stretches to relax your muscles, drink a cup of non-caffeinated tea, journal any thoughts you have about the day or a particular situation, or write down a to-do list for the week.

Constructive Worry

Worry is an adaptive attempt at problem-solving, but it often increases our anxiety as we think about things we cannot control. Bedtime is the least appropriate time to worry, and the anxiety it creates will keep you awake. Two techniques I like to use are “worry time” and “worry dump.” The first involves scheduling time (typically, 10 to 30 minutes is sufficient) to worry each day. This may sound counterintuitive, but it helps

Worry is an adaptive attempt at problem-solving, but it often increases our anxiety as we think about things we cannot control.

you gain control over intrusive worry and rumination. During this time, your task is to worry dump — that is, write down your worries and start generating solutions. Draw two columns and label one “Concerns” and the other “Solutions.” Think of any concerns you have that day that may cause you to worry or keep your brain awake at night, and write them down. For each concern, write down some concrete steps you can take to address or solve the issue. This can also include identifying which actions you can take versus which things are out of your control (in which case, the goal is to learn how to manage the associated emotions). If you are unsure about what to do about a concern, write down information that you need to help you identify ways to address the issue. When your worry time is up, place the worry dump list on your nightstand and intentionally tell yourself that you are done with your worries for today and will address things again tomorrow, if needed. If your brain begins to worry at bedtime, remind yourself that you have already dealt with things for that day and you will continue working on the concern tomorrow.

Change Your Perspective

Our thoughts influence how we feel and can also impact how we sleep. Learning how to change your thoughts from sleep-interfering to sleep-promoting can help quiet an overactive mind that is worried about sleep or thinking about trauma. Some examples of sleep-promoting thoughts to counter worry about sleep include “One night of poor sleep is not the end of the world,” “I can tolerate this” or “I can learn to manage my thoughts.” Some examples of sleep-promoting thoughts to counter thinking about trauma include “Nightmares are disturbing but not real and I am safe now,” “I know I’m in a safe place even though my mind is telling me something else,” “My body is reacting to a memory, and I am safe right now” or “This feeling will pass.”

Relaxed Body, Quiet Mind

The body and brain like to be on the same page. For example, when we experience distressing emotions, our body tenses up and our stress response is activated. Likewise, it is difficult to sustain a quiet mind at bedtime when the body is stressed out. Learning to relax our body promotes sleep. Common techniques include relaxation breathing, progressive muscle relaxation, guided imagery, body scan and meditation.

Leave the Bedroom When You Can’t Sleep

Forcing yourself to stay in bed and try harder to sleep is counterproductive. If you’re in bed for more than 10 minutes with an overactive mind, it’s best to leave the bedroom to do an activity that helps you relax and then return to bed when sleepy. The goal here is to help your body and mind associate your bed with sleep. Some examples of relaxing activities include reading a book or other light material at the dining room table or somewhere you won’t fall asleep, organizing a cabinet or drawer, going through junk mail, writing down thoughts or a to-do list for the week, or decluttering a desk or table. This technique can feel tedious and take some time, but stick with it.

If you’re interested in learning more about quieting an overactive mind at bedtime and improving your sleep, I recommend the book *Quiet Your Mind and Get to Sleep* by Drs. Colleen Carney and Rachel Manber. I also recommend the free mobile app “CBT-I Coach,” which was designed by the U.S. Department of Veterans Affairs to be used as a companion to therapy. Both resources provide you with general sleep education and techniques to counter insomnia. I’ve used each of these in my professional practice with police officers and found them to be effective in reducing an overactive mind at bedtime and improving overall sleep. 🔑

Dr. Medina Baumgart is an in-house psychologist with a large metropolitan law enforcement agency and a board-certified specialist in police and public safety psychology.

THE IMPORTANCE OF LEADING BY EXAMPLE



By Cheryl Morris

This article is reprinted by permission from the October 2021 issue of American Police Beat.

Leading by example is a crucial aspect of effective leadership. Leaders who model behavior that emphasizes integrity, creativity, good communication and a willingness to engage in continuous growth are vital to developing others. Furthermore, an effectual leader influences behavior by showing how to complete the task or delegate tasks. By directing and guiding others, influential leaders can accomplish organizational goals while demonstrating a blend of management and leadership skills. This strategy helps develop future leaders who understand succession planning and the importance of selecting the right person for the right task. In doing so, good leaders can cast light or cover followers with darkness.¹

To that end, it is essential to understand that our conduct as leaders matters. Research reveals that leaders can influence others and radiate ethics to their subordinates to foster good leadership.² On the other hand, a bad leader leads by abuse

of power, hoards privileges, mismanages information, acts inconsistently and misplaces or betrays loyalties, leading others into darkness.

Effective communication and honesty are also key attributes of being a successful leader; this is why it is crucial to make wise choices that complement core values and inspire employees to embrace organizational goals in ways that help everyone thrive as a team. An inspiring leader can bring out the best in people and influence them, illuminating the good, which translates to “casting light.” However, a leader who “covers them with darkness” brings out the worst in people. One way to bring out the worst in people is to fail to hold yourself to the same standard you subject your subordinates to; this would be failing to lead by example.

The metaphor of casting light or covering followers with darkness shows the differences between ethical and unethical leaders. Being a moral leader and leading by example fosters trust among followers. In law enforcement, trust is earned and not freely given. Leaders have the absolute power to illuminate the lives of followers or to cover them in darkness. Leaders cast light when they master the ethical challenges of leadership.³

Casting darkness is revealed when leaders “(1) abuse their power, (2) hoard privilege, (3) mismanage information, (4) act inconsistently, (5) misplace or betray loyalties and (6) fail to assume responsibilities.”⁴

Leading by example creates an ethically positive influence. Leaders perceived as *morally positive* influence productive work behavior and negatively influence counterproductive work behavior.⁵

Ethical leaders “teach” ethical conduct to employees through their behavior, where they hold themselves to the same standard as their subordinates. According to retired Lieutenant Jim Glennon, “What drives the average cop nuttier than Aunt Sally’s Christmas fruitcake is when their own bosses don’t walk their ethical talk.” When there is a double standard, leaders fail to lead by example, thereby destroying trust. A lack of ethics destroys trust at every level.⁶

Ethical leaders are relevant role models because they occupy powerful and visible positions in organizational hierarchies that allow them to capture their followers’ attention.⁷ Leaders share the right expectations through standard methods and leading by example (e.g., interpersonal conduct toward others). We all have a fundamental need to belong so we can feel proud. Employees

Research reveals that leaders can influence others and radiate ethics to their subordinates to foster good leadership.

are not proud when leaders fail to lead by example. When leaders fail to lead by example, it sows seeds of doubt, affecting people’s need to belong.⁸

In law enforcement, officers make split-second decisions. The choice an officer makes could be life-threatening, which means they will be held to a higher standard of accountability due to fiduciary responsibility. This power is given to us by the United States Constitution — specifically, the Tenth Amendment. As police officers, we cannot and should not take this power lightly or abuse it. As leaders, power is entrusted to us to enforce laws that protect the public’s welfare, safety and health; this involves leading by example. Any sworn police officer (no matter what rank in an organizational hierarchy) should never advocate



detestable actions committed by others, nor willfully ignore or refuse to adequately address such actions when brought to their attention. Willful ignorance is known as “plausible deniability,” commonly used as an excuse to relieve the person from being held accountable or to figure out a loophole for them if they fail to act. A true leader holds others to the same standard they would use for themselves. Leading by example builds trust. However, credibility and trust are severely compromised when there is no accountability at all law enforcement levels (including chiefs, commanders, captains, lieutenants, sergeants, senior lead officers, detectives, field training officers and officers with no rank).

Positive accountability starts at the top, specifically with an organization’s chief(s). If managers conceal, delay or shield the truth, how can all the other ranks be expected to do anything differently? Leaders should and must always tell the truth and have integrity! Leading by example in law enforcement is the key to an organization, agency or division’s success or demise. Leading by example and holding everyone to the same standard will show consequences to all ranks. Also, ensuring everyone is held accountable shows that the same rules apply to everyone. When police officers of any rank breach their duty of being honest and loyal to the oath they were sworn to uphold, it creates distrust, division and discord. Lieutenant Glennon said it best: If an organization is experiencing unethical behavior at the line level, look up; all you have to do is listen to the news or read articles to see examples of the people at the top establishing the norm.⁹

It is essential to always be mindful of the decisions we make as sworn police officers. People are looking to law

Continued on page 14

enforcement as leaders, especially the public!

Leaders must take responsibility for their actions at all levels in law enforcement organizations. This is a positive step toward leading by example.

Leaders should not withhold the truth for the sake of their careers. Many police officers refuse to report misconduct and remain silent, especially when it involves someone with a rank above them. Why, do you ask? More than likely, sworn police officers are terrified of retaliation, being blackballed or blacklisted. Merriam Webster defines “blackball” as “to reject


We must always remember to embrace our organization's code of ethics, and it should be a constant reminder to lead by example.

a candidate, vote against, exclude socially” and “blacklist” as “a list of disapproved persons or those punished or boycotted.” Examples include applying for sergeant and scoring #1 on the list *but not being considered for the position*, or applying for another coveted position and not being considered for it (e.g., detective, training officer, community relations officer, K-9 unit, marine patrol unit, special weapons and tactics unit or any other specialized unit position).

There is a reluctance to report misconduct in many law enforcement organizations, commonly known as the “code of silence.” This is an informal, unspoken, secret pact that some sworn police officers follow, forbidding them from reporting misconduct. Sometimes the existence of the code of silence is camouflaged, so it is impossible to prove. If leaders at the

command level do not have the moral courage to be positive role models and report misconduct, others will not want to make a report either. Another key to leading by example is not rationalizing why you should not report misconduct; a leader should always admit the truth. To be successful at leading by example, you must abide by and embrace core values.

The easiest way to do this is to consistently practice the organization’s code of ethics and these three core values: transparency, accountability and professionalism (TAP, for short). Transparency means to always be honest and open with regard to our actions, decisions and communication(s). Accountability is to adhere to one specific standard where police officers at every rank are held liable for their actions. Professionalism is to be professional, understand the importance of your job and have respect for yourself, fellow officers, the public and the organization you represent.¹⁰

Accordingly, leading by example prevents systemic, rooted misconduct and unnecessary litigation. An organization’s shortcomings are a direct reflection of its leadership. All sworn police officers at every rank have to hold each other accountable. No matter who is watching, doing the right thing is the only way to change law enforcement culture and build trust within the organization and the public (the community we all serve). We must always remember to embrace our organization’s code of ethics, and it should be a constant reminder to lead by example. Also, effective communication is essential. We must do better and be better! As Chris Langlois states, “the key to a successful leader is to earn respect, not because of rank or position, but because you’re a leader of character!”¹¹ 

Cheryl Morris has 27 years of law enforcement experience. She is currently a field training officer (FTO) with the Los Angeles Port Police Department (LAPP), a position she has held since 2005. During her tenure with the LAPP, Morris has worked a variety of assignments in addition to FTO, including patrol, acting watch commander, field supervisor, community relations officer (CRO), terrorism liaison officer (TLO), detectives, bicycle patrol officer, Biased-Based Policing instructor and recruitment. She has a master’s in public administration and organizational leadership from National University in San Diego and a bachelor’s degree in behavioral science and minor in education from Cal State University, Los Angeles.

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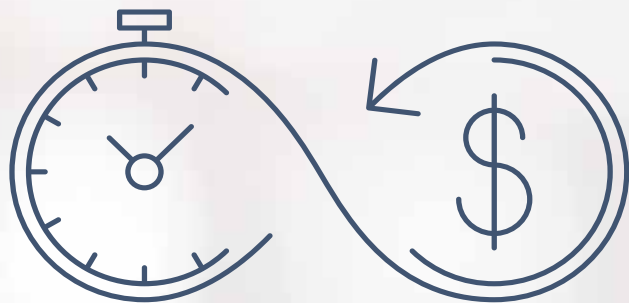
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California Correctional Supervisors Organization

ANNUAL SUPERVISORY TIME BANK

CCSO has partnered with CDCR to establish a recurring Supervisory Time Bank (STB). CCSO representatives will be soliciting annual donations on their upcoming tours. STB donations provide executive officers, chapter presidents and members the ability to attend the annual conference, workshops, board meetings, meet-and-confers, trainings and many other important events. Your contribution is appreciated and ensures that supervisors have more opportunities to participate and learn.

Please contact CCSO at (800) 449-2940 for annual donation forms or more information about the Annual Supervisory Time Bank.



WE NEED YOUR HELP

LABOR

LETTER TO THE GOVERNOR REGARDING AB 1714



Ford Canutt |
CCSO Legislative Specialist

The following is a letter that CCSO State President Art Gonzales sent to Governor Gavin Newsom on June 6. In it, President Gonzales explains the importance of CCSO's arbitration legislation, Assembly Bill 1714.

Governor Newsom,

I am respectfully requesting a moment of your time, which could benefit the state of California taxpayers and employees.

For decades excluded employees, including and specifically first- and second-line supervisors, have had a futile grievance system. The lack of an effective grievance system is quite troubling for these employees and their respective labor organizations. Due to the failures of the excluded employee

grievance system, these organizations have been litigating labor issues in court, which has cost the State millions of dollars in taxpayer funds. My organization, the California Correctional Supervisors Organization (CCSO), currently has a case which has been in progress for almost 15 years.

Employees represented by bargaining units do not have this problem because their grievance system has arbitration as a final step. Because of the ability to arbitrate, state agencies and the California Department of Human Resources (CalHR) are obligated to be fair and objective with labor issues. Conversely, excluded employees do not have the ability to arbitrate grievances prior to litigation. In all my years, I have never seen CalHR approve any grievances. Unfortunately, each grievance is denied, which ultimately leads to supervisor organizations filing suit in Superior Court. Cases are costly and can take years for a verdict.

I believe that the reason CalHR denies every grievance is because there is no penalty to them. Once denied, the

supervisor organization must file litigation, and by the time the issue actually goes to court and is decided, many years have passed. CalHR is also not held accountable if the verdict doesn't go in the State's favor. The time and money needed to litigate these matters are costly to both parties. Arbitration for excluded employees would alleviate these concerns.

Every year for the past decade, supervisor organizations have introduced legislation to correct this problem. Yet, for one reason or another, the bill has failed. I'm disappointed that a simple and quick way to resolve these problems, which would not cost the state any money if the arbitration verdict favored CalHR, has not been considered.

It is in the state's best interest to support a functional grievance system for excluded employees.


CCSO drafted Assembly Bill (AB) 1714, an arbitration policy that would resolve this inequity and would be of minimal cost to the non-prevailing party. In effect, whichever party loses the arbitration is responsible to pay the costs. I believe this would rectify the issue of CalHR denying each grievance and waiting for litigation. If excluded employees had arbitration as a fifth step, it would provide an avenue for the State to resolve issues prior to court, which in turn could avoid large payouts and legal fees. It is in the State's best interest to support a functional grievance system for excluded employees.

The added benefit to AB 1714 is that it can only be in effect for five years. The goal of the five-year period is to demonstrate the cost savings and the improvement to the excluded employee grievance process. If the bill is deemed to be effective, then another bill will be introduced to make arbitration a permanent part of the excluded employee grievance process. CCSO urges you not to veto AB 1714. Please provide us the opportunity to prove the benefit and success of this bill.

Thank you for your time and consideration. Please feel free to contact the CCSO office with any questions or concerns.

Respectfully,

Art Gonzales

State President 

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LEGISLATION

A DECADES-LONG LEGISLATIVE BATTLE



**Paul Curry and John Lovell |
CCSO Legislative Advocates**

The California Correctional Supervisors Organization (CCSO) has been virtually the only loud voice on behalf of excluded employees as it relates to grievances. One of our major battles has been our continuous efforts to obtain binding arbitration of grievances for our members, who are among the array of excluded employees in state government.

We have made our case year in and year out, sponsoring a bill in virtually every single legislative session. Both Democrats and Republicans have authored our arbitration bills. For example, Republican Senator Jim Nielsen authored our bill in 2021, and Democratic Assembly member Jim

Cooper is authoring our arbitration bill this year. Last year's bill was SB 76, and this year's bill is AB 1714.

In each instance, CCSO pointed out that the California Department of Human Resources (CalHR) routinely and arbitrarily denied virtually every single grievance from an excluded employee. There was never an explanation — never an honest look at the merits of the grievance — just CalHR rejecting every excluded employee grievance. They have done this every year because they could.

CalHR has never been held accountable by anyone in state government for their arrogant abuse of power. But their arrogance has cost the state money. Among the grievances that were capriciously denied involved walk time. It was a CCSO grievance. To CalHR's shock, however, CCSO went to court and, after over 15 years of expensive litigation, won a favorable ruling

from the court. As a direct result of that successful ruling, the state is on the hook for possibly as much as \$100 million or more in liability. If CalHR had been honest rather than arrogant, this grievance would have been settled years ago for a fraction of the cost that the state now owes.

During every single session, whether the author of our arbitration bill was a Democrat or a Republican, *every single member of the Legislature has voted for our arbitration bill.*

CalHR knows that their behavior in denying all excluded employee grievances is completely without merit, and they are afraid to even appear in a legislative hearing. In fact, they haven't even sent a letter of opposition to the Legislature. They are not only arrogant and irresponsible, but they are also cowards.

We have even put a sunset clause into our bill. In other words, if binding arbitration of grievances is shown to save the state money (which it will), we would need to enact a second bill once the first one expired. If CalHR is "right" that it will cost money (which it won't), our bill would expire.

But CalHR never wanted to even put the issue of cost to honest oversight. They have lied to the last two governors, falsely saying that our bill would "expose the state to unacceptable costs." Their accusation is false, and they know it because they have even refused to discuss our arbitration bill with our members.

We are back again this year with our bill — AB 1714. We intend to expose CalHR for the liars they are. 🔑

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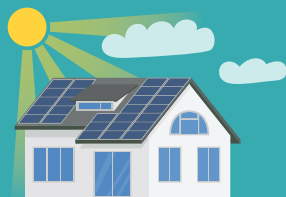
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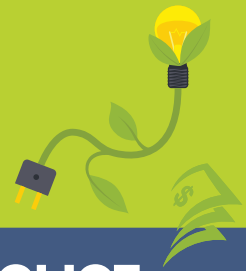


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WHEN IS ENOUGH, ENOUGH?

Mike Maldonado |
Correctional Lt., Calipatria State Prison

I have often wondered why we become supervisors. The pure reason is that we want to better ourselves, achieve our goals and promote to higher-ranking jobs. The reality of a supervisor is much bleaker.

Why, then, do we become supervisors? Being a supervisor in this environment is not for the weak of mind. We are constantly asked to do more and more when we get less and less. I mean this both literally and figuratively. For example, why do those we supervise get more than we do? We have numerous examples of this thrown into our faces by the state.

When the “pandemic” occurred and our pay was affected, why did supervisors receive fewer hours than the rank and file? Do we mean less to them? Does our experience, knowledge and sacrifice mean less? Why do we have fewer benefits and/or protections?

When we bid jobs for Seniority Assignments, why is there only a 60/40 split when the rank and file get a 70/30 split? Why does a rank-and-file employee get a higher percentage of longevity pay than a supervisor? How does a higher rank and more responsibility for the same longevity in the same work environment equate to less pay? Why have lateral transfers become a “right” for the rank and file? Why do supervisors have to interview for lateral transfers, which are overwhelmingly not allowed? Is a correctional officer applying for a supervisorial position really better suited for a vacant assignment or supervisor appointment than an experienced correctional supervisor? The CDCR seems to believe they are. Where is the accountability?

These are just a few of the many, many examples in a long list of disparate treatment levied against supervisors.

I recently sat at my desk and received an email of “Inside CDCR News.” I have received many of these emails over the years and have often wondered, “Who are these people?” I don’t specifically mean who are they, but why are they sending emails of these always-smiling people



telling stories to all of us? Anyone working at any of the institutions knows this is not the reality, especially if you are a supervisor. Why does the Department need a “cheerleading squad” to try to convince their staff that this a great place to work and say, “We value you”? I want to remind you that these are sentiments and statements shared only in words but never in action, as previously stated. If that was the case, why did CCSO have to sue the state to get equal hours for the pandemic pay? Unfortunately, for supervisors, this will not be the first or the last time that CCSO will have to sue the state on behalf of supervisors for equality with the rank and file. Why are supervisors always an afterthought?

As the chapter president for two prisons (Centinela and Calipatria), I was always of the opinion that those with seniority could not have or get everything. I practiced this philosophy at both prisons, even though I had seniority. My belief was that to do otherwise would result in anarchy among those supervisors with little or no seniority. You can only hold people down for so long with very little hope, very little benefits or none at all. Why doesn’t the

CDCR recognize this instead of inundating supervisors with more and more while giving us less and less than those we supervise? Isn't that what the Department tries to do with the programming of inmates? If lifers have dates, there will be less violence toward staff. If we give ASU inmates televisions and radios, there will be less misconduct and violence, and it will help their mental health, to name a few processes. The CDCR has given inmates more opportunities to increase their credit-earning potential and leave prison earlier, and has reduced disciplinary free periods while also reducing criminality for SHU terms, making it harder to assign a SHU term.


Why doesn't CDCR management apply this logic or these philosophies to supervisors? I know this is a rhetorical question, but maybe it's because I already know the answer. It's because of the control and monopoly that the CDCR has over supervisors that they don't have over the rank and file. Shouldn't executive management have the intelligence and experience to know and apply these philosophies to supervisors? Again, I ask another rhetorical question. The CDCR has employed wardens and associate directors who only have high school diplomas. Isn't that against the rules, you ask? These are your decision-makers and the rules only apply to us and not them.

Governor Newsom recently vetoed AB 1714, which would have given supervisors "binding arbitration." The

governor indicated that he vetoed the bill because he had already said no and that there was already a process in place. I ask, is a process that allows the CDCR to supervise on its own as well as judge and make decisions on its own with a 99% denial rate a legitimate and fair process? What part of the United States allows one entity to be judge, jury and executioner? The governor only needs to look as far as the Employment Development Department (EDD) and the Department of Motor Vehicles (DMV) and their abject failures when determining if these agencies of the "most intelligent" personnel can police their own. But once again, doesn't the rank and file have "binding arbitration"?

It wasn't so long ago that CCSO was picketing the State Capitol on behalf of supervisors' rights. Maybe we need a return to these types of demonstrations. Social media has also become a powerful forum and could be used as a tool. Maybe that is why the CDCR now has rules to control these aspects of social media.

What has continued to be clear is that supervisors are not valued or viewed as equal by the Department. How many more examples the CDCR will show is unknown. What is clear is that CCSO will continue to be extremely busy in both the courts and on the line as they continue the fight for supervisors' rights.

When is enough, enough? When will the anarchy begin? 

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