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Keynotes



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ENSURING EQUITY FOR OUR MEMBERS



ART GONZALES
CCSO State President

I hope you and your families have been enjoying summer and staying cool amid the record-high temperatures and heat waves. This time of year is traditionally when many of our members take time off to rest, rejuvenate and spend time with their loved ones. Remember, it's just as important to take care of yourself physically and mentally off the job as it is on the job, so I hope you have been prioritizing time to relax and have fun.

CCSO is very excited to announce that we were able to provide our sergeants and lieutenants with a 6.25% salary increase as a result of the pre- and post-work activity settlement. As many of you are aware, this is the culmination of a long legal battle that we have been fighting since 2005. At that time, officers received a salary increase,

but our sergeants and lieutenants did not. CCSO intervened on behalf of our members to secure the same wage increase, as we believe that supervisors should be entitled to the same benefits as the officers. Now, in 2023, this issue is finally coming to a resolution where our sergeants and lieutenants will be compensated

We walk the same walk, pick up the same equipment and prepare for duty just as the officers do, so we should be compensated just the same.

for the many years they did not receive the wages they were entitled to, as well as a future 6.25% increase moving forward to rectify this issue.

Additionally, there is a compaction issue between our lieutenants and captains, and we are working aggressively with CalHR to give members in those classifications increased benefits and salaries to make it desirable for them to want to go to the next level

in their careers. We anticipate that this issue will be addressed soon, and we're hoping for a positive resolution that will encourage our members to want to promote and will ensure they are compensated appropriately when they do.

As for the "walk time" case, CCSO will be compensated for the legal fees that we provided for that case over many years, and we anticipate that these fees will be returned to our budget. This case represented another fight for fairness for our members. We walk the same walk, pick up the same equipment and prepare for duty just as the officers do, so we should be compensated just the same for everything we do prior to getting to our posts. The bottom line: We should be treated equally. We're happy that a decision has been made correcting this issue and that our supervisors will be receiving the compensation they deserve for their activities prior to and following their shift.

In addition to ensuring that our members are treated equally and fairly, CCSO continues to make great strides on the operational level, vastly improving our internal processes and focusing on further strengthening our financial position so that we can concentrate on providing our members with the best service and legal representation possible. This is probably the best we've ever been financially as an organization, and it's because of some of the

tough decisions we've had to make to improve our operations, our infrastructure and more — all things that'll end up being cost effective down the road.

Lastly, we are very much looking forward to the CCSO Conference in Monterey on October 19–21. I know it's been a while since we've all been able to gather. I want to thank our members for their patience and understanding, as we weren't able to hold Conference during our usual time in the spring. But we are happy to be back on track this fall, and I anticipate a productive Conference where we will discuss the future of CCSO and how we're going to move forward. I hope to see you all there. 🗝️





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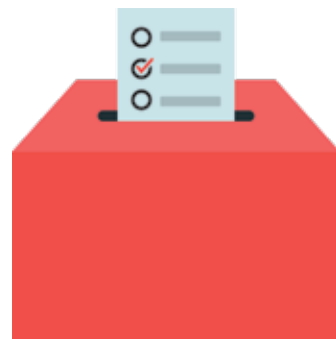
VOTE IN THE CCSO STATE BOARD ELECTION

GET INVOLVED!

It's time to vote! CCSO is soliciting interested members who want to be part of the decision-making for our great organization. The State Board of Directors meets quarterly and utilizes the CCSO release time bank for your attendance. Board members also attend various CDCR, CalHR and DSH meetings, as well as conferences, workshops and other events.

The current State Board seats and incumbents up for election are as follows:

- State Vice President — Sam Robinson
- State Treasurer — Pete Acosta
- Lieutenant State Board Member — Paul Fuller
- Non-Designated State Board Member
— Deborah Ybarra



The term of office for each position is four years, from January 1, 2024, through December 31, 2027. Nomination forms will be sent on September 5. We encourage you to nominate your fellow members for this exciting and rewarding opportunity.

**Nominations must be received in the Berger
and Company, CPAs office by October 5, 2023;
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MEET YOUR STATEWIDE RECRUITER: **RHONDA CANSECO**

In March, Rhonda Canseco took on the role of statewide recruiter at CCSO under the guidance of President Art Gonzales. Prior to this appointment, she devoted six months to volunteering and shadowing former recruiter Rich Leon at the Basic Supervision and Sergeants' Academy. Her unwavering dedication during this period played a pivotal role in her selection for the position.

Before joining CCSO, Canseco enjoyed a remarkable 25-year career with the California Department of Corrections and Rehabilitation (CDCR), retiring in June 2021. Her time at CDCR showcased her strong commitment to staff well-being. She focused on equipping employees with the necessary tools, resources and support to excel in their roles. This deep concern for the welfare of others demonstrated her leadership prowess and genuine care for her colleagues.

In her current capacity as CCSO's statewide recruiter, Canseco continues to channel her passion for aiding others. Her primary focus is on bolstering CCSO's recruitment endeavors. Her responsibilities include actively identifying individuals possessing the qualifications, skills and dedication required to become valuable assets to CCSO. She ensures they receive the necessary support throughout their careers. A key aspect of her new role involves informing members about CCSO's professional, capable and aggressive legal representation, which is provided at no extra cost. This representation covers various aspects

such as work-related Internal Affairs investigations, AIMS processes, *Skelly* hearings and *Coleman* hearings. Furthermore, CCSO extends this legal support to members during appeal hearings with the State Personnel Board, underscoring the organization's commitment to fair and just treatment for employees facing critical situations.

This article aims to introduce CCSO members to Rhonda Canseco and illuminate her responsibilities and goals as the statewide recruiter. With her extensive experience and dedication to staff well-being, Canseco is poised to significantly contribute to the organization's recruitment efforts and provide support through legal representation and other avenues.

A Passion for Leadership at CDCR

Canseco's career began in June 1996 at the R.A. McGee Correctional Training Center (CTC). She later transitioned to Folsom State Prison as a correctional officer. Over time, she held diverse roles, including a transportation officer at the Northern Transportation Hub and an extradition agent for the Statewide Transportation Unit. Despite facing changes due to AB 109, she continued her journey as a correctional officer at CSP-Sacramento in October 2012.

In July 2014, Canseco's career trajectory took her to the R.A. McGee CTC as a correctional sergeant. As a company commander and Academy instructor, she played a vital role in training cadets across various domains. Her final assignment at the Advanced Learning Institute

(ALI) involved instructing curricula for the Sergeants' Academy, Basic Supervision, Training for Trainers (T4T) and Field Training Sergeants (FTS). She also facilitated the Lieutenants' Academy, Advanced Supervision and Leadership classes.

Retirement from CDCR was a conscious decision for Canseco, driven by her desire to prioritize family and personal commitments. She left with pride and no regrets, reflecting on her impactful contributions.

Canseco became a CCSO member during her assignment to the Academy in September 2014, seeking the support of a supervisors' union. Initially, she may not have fully grasped the benefits of CCSO membership, but advice from peers led her to a better understanding of its value. Upon retirement, she officially became a retired member in October 2021 at CCSO's Workshop in Monterey.

Canseco's extensive experience and personable nature position her to make substantial contributions to CCSO's recruitment efforts and support services.

Recruitment and Member Support

As CCSO's statewide recruiter, Canseco's primary aim is to secure exclusive representation rights for peace officers and non-peace officers in managerial and supervisory roles. Her responsibilities encompass recruiting new members upon their promotion to first-line supervisors through events like the Basic Supervision and Sergeants' Academy. She expresses appreciation by offering gestures such as providing doughnuts, lunches and swag items. Her goal is to familiarize herself with the services provided to members and effectively communicate this information.

Canseco emphasizes CCSO's welcoming and supportive culture when encouraging potential members to join. Despite the serious nature of CCSO's work, which involves protecting members through legal representation and advocating for improved wages and benefits, she highlights the inviting and comforting atmosphere within the organization. Establishing connections with members has been the most fulfilling aspect of her role so far. Leveraging her networking skills, she aims to provide optimal support and create an engaging environment.



While adapting to her role, Canseco acknowledges the challenge of not having immediate answers to members' inquiries. She recognizes the need for continuous learning and evolution and seeks guidance from the office staff when necessary.

Canseco's dedication to CCSO and its values drives her to excel. She believes in being a reliable peer and resource for colleagues, both during her active service and retirement. Her approachable demeanor encourages individuals to seek guidance and support, fostering a positive and caring environment.

In conclusion, Rhonda Canseco's journey from a distinguished CDCR career to her pivotal role as CCSO's statewide recruiter is marked by her dedication to colleagues' well-being and her commitment to fostering a supportive environment within the organization. Her extensive experience and personable nature position her to make substantial contributions to CCSO's recruitment efforts and support services.

"I'm available anytime," Canseco says. "We must do better as a department to not just give staff the resources they need to deal with tragic or traumatic events that happen in their life but to actually listen. Be kind to one another. Life is precious — we only have one!" 🗝️

UNLOCK YOUR POTENTIAL

The Power of Internal Factors on Performance



By Clint Armitage

This article is reprinted by permission from the May 2023 issue of American Police Beat.

In my last article, I introduced the five factors that need to be present for students to achieve the highest level of performance in the training environment. (Note: See “Using Speed Factors to Influence Performance” at tinyurl.com/yc5cnd6n.) Ensuring these factors are present during training can translate directly to your performance on the street. These five factors have heavily influenced training outcomes for students in my training classes for over 20 years. The first factor we encountered in my last write-up was *speed factors*. We saw how these factors can help you create a pattern of technique building using progressive speed adjustments to increase your performance and train at higher risk levels while still balancing safety concerns. Now, we will be moving on to the next set of factors that work in conjunction with the rest to complete this multifaceted concept. All five factors are listed below, and in this article, we will be focusing our attention on *internal factors*. The *internal factors* include three different subfactors. They are motivation, mental toughness and confidence. Although I will not be able to address these subfactors exhaustively, I will be able to relay their core facets in this article.

1. Speed factors
2. *Internal factors*
3. External factors
4. Learning factors
5. Application factors

Motivation

We will start by explaining how to achieve the successful application of motivation. First, we must understand that motivation is truly intrinsic. It is derived from self-satisfaction and value from within your own self. Contrary to what many people believe, motivation is not a factor that can be given to you by someone else. It is totally incumbent upon you to provide your own motivation during the training process. As the old saying goes, “You can lead a horse to water, but you can’t make it drink.”

We all know the definition of motivation. However, where we sometimes falter is in its application. If we want to reach increased levels of performance and go to places that we have never been before, we must avoid misapplying motivation. Successful application of motivation is not achieved by a well-timed infusion of positive self-talk. It is also not achieved by receiving praise and supportive banter from other individuals. Successful application of motivation is the conscious embracing of the process en route to the goal. For all intents and purposes, it is the journey, not the destination. It is the climb, not the mountaintop. Once you begin to allow the effort and the process to become your motivation for training, then you will never lack motivation. And as we all know, it is impossible to achieve high levels of performance without motivation because the work is hard.

Andrew Huberman is a neuroscientist and tenured professor of neurobiology and ophthalmology at Stanford School of Medicine. On his podcast (tinyurl.com/4d6ywsbr), he explains that proper motivation is learning how to access the rewards from the learning and doing versus the reward at the end. He states, “You have to tell yourself the effort is great, the effort is pleasurable ... You can evoke dopamine release from the friction and the challenge that you happen to be in.” Huberman also states that you can make yourself



less efficient when you attach the motivation to the end goal. He explains, “You are undermining your ability to lean back into that activity the next time. The next time you need twice as much coffee, three times as much loud

Successful application of motivation is the conscious embracing of the process en route to the goal — it is the journey, not the destination.

music and four times as much energy drink ...” There again, motivation is clearly an internal subfactor that cannot be introduced by an outside source. Therefore, your internal motivation must be attached to the effort of achieving, not the achievement itself. This is a critical subfactor for sustained success when performing at higher levels.

Mental Toughness

The next subfactor is mental toughness. This can also be defined as perseverance. Achieving high levels of performance and preparation is inevitably hard, so you need to have a certain level of mental toughness. Again, this is another internal subfactor that can only be introduced to the training evolution by you. Mental toughness is an integral component of learning during the 24-hour, 365-day training evolution of your life as a law enforcement officer. Mental toughness provides the wherewithal for you to endure the stresses of training. Having a training or preparation mindset is more like a lifestyle versus a regimen, especially when it translates to real-life events that are often encountered in the law enforcement profession (on and off duty). Again, this goes back to my last article when I mentioned the risk matrix analysis. Even though the frequency of the event that you are training for may be particularly low, the risk is incredibly high. So unless you put in the work (especially when you do not want to), it is likely that you will not be properly prepared to perform at your highest level during arguably the most dangerous moment in your life.

David Goggins, who is well-known for having a

Continued on page 12

tremendous amount of mental toughness, said this in an interview: “You gain knowledge through suffering. And on the other end of suffering is a world that very few, very few, have ever seen” (tinyurl.com/2p8a8uc8). A comment related to this interview makes us all challenge our own will to persevere: “You can’t be exposed to Goggins and stay the same without admitting to yourself that you just don’t want it enough.”

I agree with both. If you do not choose to push yourself in training, you will never see what the other side looks like. However, with that said, I want to make sure you understand this point. I am not implying that you need to compare yourself to any other person, their achievements or their status. This is something you do alone. This is only about you, your best, what you want and how it applies to your current situation. I am directly referring to a self-evaluation that is solely based on your own personal choices. If you do not want to achieve a

We must never allow the chasm of doubt to arrest our confidence and end the fight prematurely. We must always press on.

particular goal, then you have the free will to sidestep the necessary training and go on your way. But if you sincerely want to achieve a higher level of performance for yourself and believe it is the only way to stay ready for the inevitable high-risk, low-frequency event in your future, then you will need to subscribe to this subfactor of mental toughness and train past your perceived limits.

Confidence

This internal subfactor is a necessary component in the level of peak performance related to final-task outcomes. Whenever you perceive that you are being pushed past your limits, you will inevitably and constantly be asking yourself if you have the capabilities to perform the task at hand. This is an ever-present mental conversation where this question is answered over and over in your mind as you confront obstacles during the task or event. Your peak performance outcomes are directly related to how you answer the

question each time. Doubt can be a mental chasm that your confidence eventually traverses or a debilitating element that arrests your confidence and ends the fight before you can prevail. In a future article, I will discuss the “three-fights concept” that all law enforcement officers must take part in during any conflict they will encounter. But for now, I will touch on one of the components or fights included in the three-fights concept. The fight I am referring to for this article is the fight of confidence in your abilities. Every officer must confront their confidence in their abilities to overcome obstacles. If the officer accepts that the obstacle confronting them transcends their current abilities and then decides that they cannot overcome this gap, they have allowed their confidence to be overrun by the conflict.

This same mental fight is also happening in the criminal’s mind while in conflict with officers. When I worked a fugitive unit, I knew immediately when subjects were overwhelmed and lost the confidence to run or fight during a conflict. It was a physical expression of their current mental state. The subjects would unknowingly drop their shoulders when they lost confidence in their ability to run or fight during the conflict. That is when I knew the conflict had ended in our advantage. It is an occurrence that happens regularly. You can observe this phenomenon for yourself. The next time you are in a conflict with a subject, observe their shoulders. If the subject feels overwhelmed by police presence and has mentally surrendered (arrest of confidence), it will translate to the physical by an observable shoulder drop. Even though my testing cannot be considered scientific, I observed this occurrence repeatedly during my career. So, to redirect this back to training with a subfactor of confidence, we must push ourselves past any perceived notions that our abilities can be overwhelmed by the present circumstances. And, although there will be times when we feel overwhelmed during the training or conflict, we must never allow the chasm of doubt to arrest our confidence and end the fight prematurely. We must always press on.

That was a brief breakdown of the internal factors that influence performance. Thank you for continuing to allow me to relay my thoughts in print and online. If you have any questions, please get in touch. Until then, [#staysafe](#) and [#stayready](#).

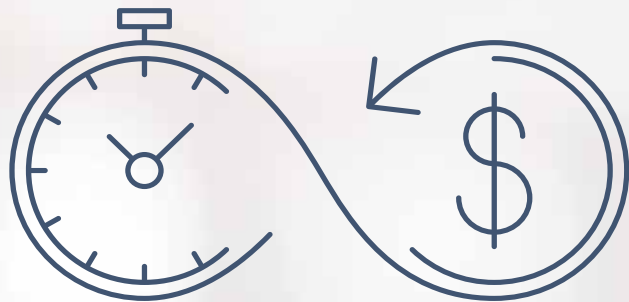
Clint Armitage is a retired law enforcement officer with 22 years of service. He has been a law enforcement trainer since 1999. In 2010, he started Armitage Tactical Group (ATG), a stress performance law enforcement training company based in California. Armitage Tactical Group is a California POST- and STC-approved training provider. You can find out more at ArmitageTactical.com. 🔑

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



JOIN US!

California Correctional Supervisors Organization



31ST ANNUAL CONFERENCE

The annual CCSO Conference brings together members from our 45 chapters throughout California. At conference, members experience a sense of camaraderie to share ideas, network, garner support and socialize. It's an event you won't want to miss!

OCTOBER 19-21, 2023

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For more information or to register, call CCSO at **(800) 449-2940**.



REGISTRATION NOW OPEN

Space to attend the annual Conference is limited, and priority will be given to chapter presidents. To register, call CCSO at **(800) 449-2940**.

SCHEDULE OF EVENTS

OCTOBER 19

5:30–9:30 p.m.
Welcome Reception

OCTOBER 20

5–10 p.m.
General Meeting

OCTOBER 21

9 a.m.–3 p.m.
Annual Conference

12–1 p.m.
Conference Awards Luncheon



ANOTHER VICTORY FOR CCSO!

J.R. Oviedo | Oviedo Law Group, Inc., Attorney

Respondent CDCR accused a CCSO member of failing to conduct a reasonable investigation while performing as the Local Designated Investigator (LDI). The case stemmed from an inmate 602 appeal that Respondent CDCR assigned to the CCSO member. The 602 alleged that, on the inmate's return from CHCF after foot surgery, he was assigned to a third-tier cell at CTF. The inmate requested that the housing officer place him in a ground-floor cell. The inmate alleged that the officer laughed and smirked at him and, despite using a walker to ambulate, assigned him to a third-tier cell nonetheless. The inmate alleged that the officer was discourteous and showed deliberate indifference to his temporary disability. Three days after the officer assigned the inmate to the third-tier cell, the inmate became "dizzy" and fell while climbing the stairs to his bunk. The inmate was sent to an outside hospital for a CAT scan, which found no sign of head injuries.

During his investigation, the CCSO member interviewed the involved officer and three inmate witnesses. Everyone testified that the officer did not laugh or smirk at the inmate's request, especially since the officer wore a mask and the inmate could neither see a smile nor smirk through the mask as alleged. The CCSO member confirmed that the officer advised the inmate how to get a ground-floor chrono or appeal his bedding assignment. Additionally, the CCSO member confirmed that the housing officer reviewed the inmate's housing assignment and SOMs for any restriction, and he advised the inmate that medical cleared him for housing in a third-tier cell.

Notwithstanding, Respondent CDCR found that the CCSO member was inexcusably neglectful, inefficient and exhibited other failure of good behavior while conducting his investigation of the inmate's 602. Respondent CDCR premised the adverse action on the CCSO member's knowledge of OP137 and his alleged failure to identify the

officer's failure to accommodate the inmate's request for ground-floor housing.

In preparation for trial, we prepare a trial brief to outline what we believe the evidence will show and to point out deficiencies in the adverse action before the start of trial. Of note, SPB rules do not allow for trial briefs in advance of a hearing, but the rules do not prohibit the practice either. In our trial brief, we outlined the purpose of OP137, per the language of the document itself. We showed that Respondent CDCR could not prove that the CCSO member's investigation and analysis were deficient, because OP137 did not apply to the inmate's post-surgery temporary

We showed that Respondent CDCR could not prove that the CCSO member's investigation and analysis were deficient.

disability. Additionally, we argued that Respondent CDCR could not prove that the inmate's dizziness and fall were due to the officer housing him on the third tier such that a causal nexus existed. In short, we argued in the trial brief that Respondent CDCR's theory of liability failed in every instance.

According to the ERO, she reviewed our trial brief and discussed the same with the warden. After discussion, we received notice from Respondent CDCR that it was withdrawing the adverse action in its entirety. We were to begin trial on June 16. We contacted the CCSO member, and he was thankful for CCSO's support and our representation.

As always, we thank you for the referral, and we will endeavor to continue our aggressive representation of CCSO and its membership. 🗝️

MEMBER TESTIMONIAL

THANK YOU, CCSO AND ATTORNEY J.R. OVIEDO

California Correctional Supervisors Organization (CCSO), first and foremost, I would like to thank you for saving my career. I never thought I would ever need to use CCSO to assist with retaining my career. In this case, it was not an inmate, administration or a state employee — it was an allegation from a source I had trusted 100%. Due to the allegation, I was facing possible nonpunitive termination.

Before I could even think about formulating a plan, or process the situation, CCSO immediately reached out to me. They became aware of my situation, and I was immediately assigned attorney J.R. Oviedo, not a field representative.

During this process with CCSO, I did not feel like I was talking to a CCSO representative; it felt more like a concerned family member continuously checking on me. CCSO's representative remained positive, giving

me a feeling to remain focused and that the storm shall pass. Also, CCSO opened up the conference room so Oviedo and I had complete privacy. Upon my arrival at CCSO, the office staff ensured we had water, snacks and were comfortable.

Thanks to CCSO and Oviedo, just after two months, I won my case and was back to work. This is not a review of an organization; this is a thank-you letter to all the CCSO members who keep this organization strong together.

Always remember, when things are going well, we don't look for help, and when things go bad, we forget to ask for help. CCSO will find you and give you the best chance to win.

Only in darkness you will find the light. CCSO and J.R. Oviedo, thank you for being the beacon during the sea of storms!

UPDATE ON COURT OF APPEALS DECISION

In the Winter 2022 edition of *Keynotes*, we at Castillo Harper, APC, announced that the California Court of Appeals had overturned a Superior Court decision regarding the appeal from adverse action by Sergeant SR. As anticipated, the Department did file an appeal to the California Supreme Court, and almost immediately the Supreme Court denied the Department's petition for review, but more importantly, it denied the request to depublish the Court of Appeals decision. As we noted at the time, this is now case law for those who advocate for the line officers. The Superior Court is scheduled to sign the final decision in mid-July and finally put to rest a six-year journey by SR. SR has since retired from the Department, but we, as well as CCSO, will make sure he receives all his backpay and interest and that his benefits are adjusted to reflect his victory. SR continues to be grateful for the hard work of his attorneys and the



backing of CCSO. (Note: For background on this case, please refer to "Castillo Harper, APC Secures Victory for CDCR Sergeant in the Court of Appeal" in the Winter 2022 edition of *Keynotes*.)

IS CCSO FINANCIALLY HEALTHY?



Fred Koozer |
Ret. Correctional
Business Manager, CDCR

It's been nearly three years since my last *Keynotes* article, and my tenure at CCSO concluded as of June 2023. I joined as a part-time business services assistant with the primary responsibilities of providing financial guidance to the president and chief financial officer, as well as streamlining our business operations.

The year 2022 proved to be a challenging period for CCSO. Emerging from the pandemic, organizing CCSO's 30th anniversary Conference, engaging chapter presidents in discussions about a potential increase in member dues, and conducting a forensic audit of our revenue and expenses were just a few of the tasks on our plate.

During this time, CCSO faced a gradual strain on its

day-to-day finances due to various factors. Necessities such as IT server upgrades, parking lot upgrades, the quarterly *Keynotes* magazine revival, overhauling the CCSO website and expanding our headquarters building were essential, but they came with a hefty price tag. Adapting to the demands of the 21st century required substantial financial investment.


Following the successful approval of the dues increase by our members, CCSO's financial health experienced a positive turnaround. To ensure this newfound stability endures, we implemented several key changes:

- CCSO established a dedicated savings account for Conferences/Workshops, ensuring we have a separate reserve account to fully cover these expenses.
- Regular monthly deposits into various savings accounts became a standard practice for CCSO.
- We managed to re-evaluate our copier contract, resulting in significant monthly savings of \$2,500. The new copier company not only delivered these savings,

but also covered the old contract's outstanding amount of \$75,000.

- CCSO introduced a comprehensive set of best business practices and policies.
- An annual budget projections report is now provided to State Board members each October, enhancing transparency and accountability.

We've implemented safeguards, established best practices and reinforced policies to ensure a more secure future.

With these strategic changes in place, CCSO's financial outlook is stronger than ever before. We've implemented safeguards, established best practices and reinforced policies to ensure a more secure future. Personally, I'm going to miss being part of this remarkable team. The dedicated staff, strong morale and collaborative spirit have been truly fulfilling. Working alongside such motivated individuals has been a rewarding experience. 

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THE BENEFITS OF SEPARATE REPRESENTATION FOR SUPERVISORS AND THE RANK AND FILE



Craig Sorensen | CCSO
Executive Representative

Labor organizations play a crucial role in advocating for workers' rights, ensuring fair treatment and promoting better working conditions. One area of debate within the labor movement is whether supervisors and rank-and-file employees should belong to the same labor organization or in separate labor organizations. In this article, we will explore the reasons why separating supervisors and the rank and file into different labor organizations would be advantageous for both parties involved.

Conflict of Interest

One of the primary reasons for creating separate labor organizations for supervisors and rank-and-file employees is to avoid the inevitable conflict of interests. Supervisors often have managerial responsibilities, making decisions that directly affect the workforce. When supervisors are part of the same

labor organization as their subordinates, conflicts will arise due to competing interests. Separate labor organizations would allow each group to prioritize their unique concerns and prevent any perceived bias in decision-making processes. If you belong to a labor organization that is run by your subordinates or where the majority of the membership are your subordinates, how could they claim to have your best interests in mind as a supervisor?

Distinct Representation Needs

Supervisors have different job roles and responsibilities compared to rank-and-file employees. Their concerns might involve managing teams, enforcing department policies and overseeing performance evaluations. On the other hand, rank-and-file employees are primarily focused on the minor day-to-day operations.

Collective Bargaining

Collective bargaining is an aspect of a labor organization's activity. Representatives negotiate with

employers to reach agreements on various employment-related matters. As most supervisors know, in the state of California, there is no collective bargaining for supervisors, as all supervisors and managers are considered excluded or exempt employees. This means that all supervisors' and managers' employment rights come from the labor code, which is not something that can just be negotiated. It takes years, including lawsuits and lots of money spent, to get labor codes changed to better the working conditions for supervisors.

Separate labor organizations will create a more balanced and equitable workplace environment for all.

Departmental Harmony

Keeping supervisors and rank-and-file employees in separate labor organizations will foster better relationships within the workplace. A single labor organization only leads to power imbalances, power struggles and feelings of unequal representation, potentially degrading team dynamics and overall workplace harmony. By promoting separate labor organizations, each group can have its own space to address their specific concerns without undermining team cohesion.

Privacy and Confidentiality

When it comes to the disciplinary process, privacy and confidentiality are of the utmost importance. When you are provided with an attorney, constitutional law protects all aspects of communication between you and your lawyer. When you are represented by another rank-and-file member, as many organizations use job stewards, it opens the door for the investigators to ask them questions that they are required to answer, as attorney-client privilege does not apply to job stewards. There are consistent instances where supervisors

need to share sensitive information or seek guidance about conflicts within the workplace regarding their subordinates. Subordinate personnel are definitely not the appropriate recipients of such information, whether they are a part of the same labor organization or not. Supervisors having their own labor organization provides a more confidential and private environment for supervisors to seek support without fear of repercussions.

Conclusion

While there are varying perspectives on whether supervisors and rank-and-file employees should be in different labor organizations, the benefits of separate representation seem apparent. Most labor organizations that allow supervisors to join with the rank-and-file employees are only interested in collecting their money, not actually representing the supervisors. By avoiding conflicts of interest, meeting the distinct representation needs, enabling more effective and specific negotiations, promoting organizational harmony, and ensuring privacy and confidentiality, separate labor organizations will create a more balanced and equitable workplace environment for all. As the labor landscape continues to evolve, careful consideration should be given to the most suitable approach to effective representation to best serve the interests of our supervisors. CCSO is committed to fighting for and protecting our members' rights. 🔑



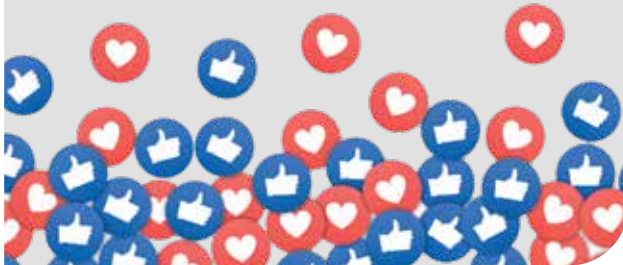
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Retired membership includes an array of benefits such as:

- \$1,000 death benefit
- Personalized Folger Adams key
- Expanded insurance options



To access the CCSO retired member application and view the full list of benefits, please visit ccsonet.org/retired.

If you have any questions or need more information, please don't hesitate to contact us at ccso@ccsonet.org.

CCSO DEATH BENEFICIARY UPDATE

At enrollment, CCSO members actively employed with the Department receive a \$5,000 death benefit and retired members receive a \$1,000 death benefit. It is imperative that all members maintain an updated beneficiary card on file with the main office. There have been several occasions where an ex-spouse received the death benefit because a member neglected to update their card.

Out-of-date beneficiary designations are a common and costly mistake. Once CCSO is notified of a member's death, a check is

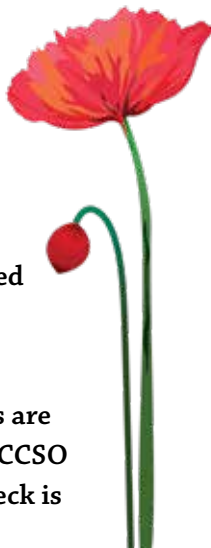
immediately cut to their designated beneficiary. Often it is too late to ensure those funds go directly to your intended recipients.

To ensure your wishes are honored, please update your card today.

Remember, the beneficiary must be 18 years of age or older. If under 18 years of age, a designated co-beneficiary must be listed.

A family member must contact the CCSO office within 60 days of the member's passing.

To update your death beneficiary card, visit ccsonet.org/member-benefits/death-benefit.





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