

**STATE OF MICHIGAN
CIVIL SERVICE COMMISSION
IMPASSE PANEL PROCEEDINGS**

October 2018

**MICHIGAN CORRECTIONS ORGANIZATION,
S.E.I.U. LOCAL 526M,**

Labor Organization,

- and -

OFFICE OF THE STATE EMPLOYER,

Employer.

The Employment Relations Board in its capacity as Impasse Panel:

**Susan H. Zurvalec, Chair
Judge William C. Whitbeck, Member
Matthew J. Wesaw, Member**

**BRIEF OF THE
MICHIGAN CORRECTIONS ORGANIZATION,
S.E.I.U. LOCAL 526M**

SACHS WALDMAN,
Professional Corporation
By: Marshall J. Widick (P53942)

2211 E. Jefferson Ave., Ste. 200
Detroit, MI 48207
(313) 496-9472
mwidick@sachswaldman.com

MICHIGAN CORRECTIONS ORGANIZATION,
SEIU Local 526M
By: J. Martin Foldie (P70379)
Tara Nichol (P75165)

421 W. Kalamazoo St.
Lansing, MI 48933
(517) 485-3310
jeff@mco-seiu.org

Attorneys for Michigan Corrections Organization,
SEIU Local 526M

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I. INTRODUCTION / BACKGROUND

Who is the MCO?

The Security Unit, whose exclusive bargaining representative is the Michigan Corrections Organization, SEIU Local 526M, consists of approximately 6,100 bargaining unit employees.¹ These employees are generally classified as Corrections Officers and other job classifications whose primary task is to safeguard the facilities: they supervise prison activities, monitor prisoner movement within institutions, and maintain security and order throughout the facilities for the protection of inmates and staff alike. More specifically, the Security Unit employees hold the following classifications at present:

Corrections Officer
Corrections Medical Officer
Corrections Medical Unit Officer
Corrections Medical Aide
Corrections Resident Representative
Corrections Security Representative
Corrections Transportation Officer
Forensic Security Assistant
Special Alternative Incarceration Officer

The predominant classification is Corrections Officer. The job specification provides some overview of how Corrections Officers attend to security issues, for example: "Observes and appropriately responds to such 'critical incidents' as assaults on employees or prisoners, prisoner disturbances, or other situations threatening to the security of the facility"² The job specification is both excessive verbiage and an understatement: simply put, the job is dangerous.

"If you think about growing up as a kid, you played cops and robbers. You didn't play convict and corrections officer."

--Chris Gautz, MDOC Spokesman (MPRN, 2018)³

¹ **Exhibit 1**, Collective Bargaining Agreement (CBA) at 1; [<http://www.michigan.gov/ose>]

² **Exhibit 2**, Civil Service Job Specification for Corrections Officer

³ **Exhibit 3**, MICHIGAN PUBLIC RADIO NETWORK, "Michigan Prisons Searching More Guards," June 21, 2018.

Mr. Gautz's sentiment truly encapsulates the core issue of why the parties are at impasse today. The career path of corrections is no longer one that our kids are aspiring to be. Even the idea of generational employment is falling by the way side.

MCO will illustrate to the Impasse Panel how we arrived at this place of low recruitment and high turnover in the Department of Corrections. However, as we have always done, MCO has come with solutions to address the critical needs of the Employer. But even during this bargaining period, the solutions fell on deaf ears. The Employer continues to fail its employees by not engaging in wholesome joint problem-solving discussions with regard to recruitment and retention.

The proposals presented by MCO are small in comparison to the large and important portions of the contract lost in the most recent Civil Service rule changes, mainly Seniority, Overtime, and Assignment. To recruit and retain new officers, there needs to be a *risk—reward—retention* policy where the employees believe the Employer is empathetic to their cause and appreciates the work that is done inside the facilities. When employees are respected and properly rewarded for the work they do, the overall morale goes up. A better work environment that rewards the risk these officers undertake will lead officers to stay and make corrections their chosen career path.

RISK

MCO's mantra is that Corrections is Michigan's toughest job. There are very few industries, even in law enforcement, where once you have entered the work site: 1) the gates are locked behind you, and 2) your duty is to watch over members of society whom have been found unfit to live in the world you and I are accustomed to. Further, these inmates severely outnumber your fellow officers and your only means of defense is your intellect and interpersonal communication skills.⁴

Inmate assaults on corrections officers have sadly become almost routine. One type of assault occurs when an officer is dosed with feces, urine, or other bodily fluids. In addition, our female officers are subjected to the perversion of prisoners masturbating in front of them. Those type of assaults are labeled dignity assaults. The statistics annually reported do not convey the magnitude of these assaults. (MDOC Statistics Report 2016). MCO started the Officer Dignity Initiative (ODI) to bring light to these vile and disgusting assaults and the need for more aggressive prosecutions. The ODI is a collaboration of teamwork between MCO, MDOC, MSP, and the Prosecutors Association of Michigan.⁵

⁴ By way of example, Saginaw Correctional Facility houses approximately 1,470 prisoners, and its 2nd shift is allocated 42 corrections officers. This ratio equates to 35 prisoners to 1 officer.

⁵ **Exhibit 4**, IONIA SENTINAL-STANDARD, "Law Agencies Unite Against Shame Assaults In Prisons," January 18, 2017.

Given this environment, it should be no surprise that Correction Officers are placed at a higher risk of suffering from mental health conditions. A study conducted by Desert Waters, another partner of MCO, found that officers' risk for PTSD, Depression, and Suicide were substantially elevated and compared with that of soldiers in combat zones. In addition, the suicide risk of officers is at 4.6%. This literally equates to 5 out of every 100 staff being at a dangerous risk of suicide.⁶ This has become our cancer, and, this cancer since 2016 has claimed 11 of our brethren and sisters.

In days prior, a Correction Officer's job was a stable career. The training of officers is at the top echelon within the country. Federal, State, and Local agencies often accept our officers with little or no additional training. This is problematic for the Employer. Why? Because no longer are the days when sons follow their fathers into work at the penitentiary. That generational employment has ceased, and we may be entering our *darkest hour*.

Since 2012 and as a result of numerous failed policies implemented by the Employer, correction officers' ranks have dwindled to a dangerous low level. In addition, since 2012, approximately 3,704 correction officers have been hired. As of the same date to present, 33% (1,212) have left the Correction Officers' ranks. Currently, there exist approximately 740 vacancies with approximately 50 Correction Officers leaving each month.⁷ This equates to 11% of the workforce with very little hope in sight for filling these ranks.

REWARD & RETENTION

How can the filling of these vacancies be achieved? It can be achieved by rewarding an officer's years of service to this job beyond just a standard longevity payment. All state employees have some type of longevity pay, but no other department is suffering from recruitment and retention woes like the Department of Corrections. Simply put, the typical longevity payment has not solved the chronic vacancy or safety issues in Corrections. More must be done. A monetary reward/incentive targeted at Corrections will show employees that the Employer is empathetic and appreciative of their work. Why not attempt a pilot program that focuses on the following goals: (1) retaining new employees and enticing them to stay within our ranks beyond 5 years; (2) rewarding veteran employees for working thru the tumultuous periods

⁶ **Exhibit 5**, "Prevalence of Trauma-related Health Conditions in Correctional Officers: A Profile of Michigan Corrections Organization Members," Desert Waters Correctional Outreach (Denhof & Spinaris, 2016)

⁷ **Exhibit 6**, Michigan News "Michigan Prisons short 740 corrections officers, paying \$70 million in OT". March 2, 2018. Quoting Chris Gautz, MDOC Spokesperson.

of 2012 to present times; and (3) incentivizing our most senior employees to stay on board long enough to fill our critical-vacancy void.

Given this background, the Impasse Panel should agree with MCO's modest proposals presented. It should agree to continue paying an officer overtime when he or she works more than eight-consecutive hours. It should agree to monetary rewards for officers staying with the department, on a pilot basis, despite the environment and the conditions. It should not agree to the proposals of OSE with respect to personnel files and healthcare cost increases that would only exacerbate the underlying issues.

MCO knows this is not the end to resolving the critical problem facing the department. However, there are small reasonable steps that could make a difference during the next contract period.

THE ECONOMIC OUTLOOK

Mitchell E. Bean, who served as the director of the House Fiscal Agency from June 1999 until July 2011, has analyzed the most recent -- **and continuously improving** -- revenue figures for the State of Michigan.

As explained in his sworn affidavit, Mr. Bean has reviewed the published findings of the Consensus Revenue Estimating Conference which is defined and governed by statute. See MCL 18.1367b.⁸ The conference members produce "baseline forecasts" which "estimate revenue growth" assuming no change in tax policy, although reflecting recently enacted tax policy, in order to forecast "net available resources."⁹ The consensus meetings and forecasts are biannual; the most recent was in May 2018.¹⁰ The May forecast was not gloomy.¹¹ The revenues generated since then have outperformed expectations. As reported by fiscal agencies, the revenue collections for the fiscal year 2018 General Fund have been between \$366.3 and \$382.6 million above expectations.¹² These numbers fit the broader economic picture: "a stronger than expected economy."¹³ Real U.S. GDP increased by approximately 4.2% in the second quarter of this year, and is expected to exceed 3% growth in the fourth quarter – in short, both the state and U.S. economies "are growing faster than previously anticipated."¹⁴

These positive numbers project to more revenues in FY 2019 – and beyond. As explained in Mr.

⁸ **Exhibit 7**, Bean Affidavit, para. 13.

⁹ *Id.*, para. 13.

¹⁰ *Id.*

¹¹ *Id.*, para. 13; Bean **Exhibit B**.

¹² *Id.*, para. 15, Bean **Exhibits C and D**.

¹³ *Id.*, para. 16.

¹⁴ *Id.*

Bean's affidavit, the estimates of the Consensus Revenue Estimating Conference (CREC) will "likely be revised higher" in the next conference, January 2019; and those increased estimates will predicate stronger forecasts for future fiscal years because "the growth would be based off a larger FY 2018 base."¹⁵ Both the state and U.S. economies "seem to be growing faster than current CREC forecasts"¹⁶

Recent judicial decisions augment the forecast for greater state resources. The United States Supreme Court has strengthened the hand of the State of Michigan to collect tax on online sales, and even allowed online and sports betting in States regardless of federal attempts to regulate otherwise.¹⁷ State tax collections from online sales are anticipated to be "\$200 to \$300 million per year in the next couple of years."¹⁸ These additional revenues are predicted to have an increasingly positive impact. According to Mr. Bean, "the state could easily have an additional \$400 to \$500 million to work with for FY 2019, FY 2020 and beyond from the effects of a strong state economy and recent court decisions on resources."¹⁹

As Mr. Bean further notes: "That estimate is probably too conservative."²⁰

Consequently, and again, by way of conservative estimate, the General Fund revenues in at least the next two fiscal years "will exceed \$400 million each year" from the forecast provided last May.²¹ These amounts will total "about \$1.2 billion higher than currently anticipated" for this and the next two fiscal years.²² Furthermore, the General Fund has an average "budget lapse" (allocated but unexpended money from the prior fiscal year) in excess of \$130 million – this or a similar amount will be available for one-time expenditures.²³ While tax policy changes in the future may alter this calculation towards either greater or lesser revenues, at present there are approximately \$400 million more in revenues per year than presently estimated in the May 2018 CREC: "clearly enough additional resources available for state employee wage increases, bonuses, recruitment incentives or retention payments" ²⁴

¹⁵ Id., para. 17.

¹⁶ Id., para. 18.

¹⁷ Id., para. 19; *South Dakota v Wayfair, Inc*, 585 US __ (2018) (Case No 17-494); *Murphy v National Collegiate Athletic Ass'n*, 584 US __ (2018) (Case No 16-476).

¹⁸ Id., para. 20.

¹⁹ Id.

²⁰ Id.

²¹ Id., para. 21.

²² Id., para. 22.

²³ Id., para. 23; Bean **Exhibit E**.

²⁴ Id.

II. IMPASSE PANEL CRITERIA²⁵

6-9.4(b): Impasse panel criteria. The parties shall address, and the impasse panel shall consider, the following criteria, if relevant:

- (1) Stipulations and agreements.
- (2) The interests and welfare of the public.
- (3) The financial condition and ability of the state.
- (4) Comparison of the rates of compensation and other conditions of employment of classified employees with other governmental and private sector employees.
- (5) Appropriate economic indicators and forecasts.
- (6) Total compensation, including fringe benefits, presently received by employees.
- (7) Such other factors that are normally taken into consideration in determining rates of compensation and other conditions of employment.

III. ARTICLES / TERMS AT IMPASSE AND THE UNION'S ARGUMENT ASKING THE IMPASSE PANEL TO ADOPT AND RECOMMEND IN FAVOR OF THE UNION

A. ECONOMICAL ARTICLES AND TERMS

1. Correction Officer Retention Pilot vs. 2% Lump-sum

In its last economical proposal offered to all of the bargaining units, the Employer proposed a two percent (2%) base wage increase, followed by a two percent (2%) lump sum bonus for the first contract year. In addition, it proposed wage reopeners for each of the next two contract years. The Employer opined that the proposal was beneficial as presented because "it did not bind the incoming administration past its first year." Discussion about a one-year economic package and re-opener language continued throughout the bargaining process with this reasoning in mind. What is important to note is that the Employer **did not** claim financial instability or inability to pay. Quite frankly, it could not have made the argument with a straight-face, because all economic indicators show a more-than-favorable financial

²⁵ Civil Service Rule 6-9.4(b)

condition for the State of Michigan.²⁶ Rule 6-9.4(b)(3) [state financial condition] and (4) [economic indicators and forecasts].

These favorable economic conditions for the State are in stark contrast to the condition of the current ranks of Correction Officers employed. In fact, since 2012, the vacancy rates for officer positions have exploded into an unmanageable number for the Department of Corrections. There are approximately 740 officer vacancies within the State, with 50 officers a month leaving the ranks.²⁷ As indicated, this high-volume of vacancy rates has caused terrible problems in staffing Michigan's prison system safely. It has dramatically increased the need for mandatory overtime. This increase cannot be characterized as an incidental or temporary need for mandatory overtime. It is another *cancer*, within the profession, that has affected nearly every single institution and every single shift operated within the institutions.

Nearly one-fifth of the institutions are in a crisis mode as a result of mandatory overtime needed.²⁸ At the Women's Huron Valley Facility, mandatory overtime is so pervasive that employees are often mandated for 16-hour shifts for five and six days consecutively²⁹. And, without filling the vacant ranks, this cancer will metastasize.

Recognizing that the bargaining unit is suffering horribly from recruitment and retention problems, the MCO cannot stand on the sidelines. No one can turn a blind-eye to what has previously been described as the "Employer's problem." The so-called Employer's problem is causing the Corrections Officers a hardship at unprecedented levels. And, it certainly goes without the need to say it: *When the security force of the prison is in jeopardy because of working conditions that erode safety, so too are other prison employees, prisoners, and the general public.*

Enter the Correction Officer Retention and Professionalism Pilot

From its opening statement at bargaining to the final words spoken at the table, the MCO informed the Employer that it was there with solutions. One of these solutions was the *Corrections Officer Retention Pilot Program*. At its core, the idea behind the pilot was to provide something to the officer population to keep them from leaving the ranks until bodies could be brought in. Previous to the introduction of this pilot, MCO took strides to convince the Department, the Michigan Corrections Officer Training Council, and the

²⁶ **Exhibit 7**, *passim*.

²⁷ **Exhibit 6**.

²⁸ MCO submits that the following facilities have reached a critical phase with regard to mandatory overtime: Michigan Reformatory, Cotton Correctional Facility, Alger, Parnell, Adrian and the Ionia Correctional Facility. There is no question that the financial records involving overtime costs would bear this out.

²⁹ **Exhibit 8**, (**Attachments A thru E**), Survey Questions (**Ex. 8**) and Responses (**Att. A thru E**)

Civil Service to waive the required college credits to be hired for the job.³⁰ This waiver of credits allows the Department to get people in the door. The CORPP is a 2nd phase-concept to: 1) recognize the officers for doing the work in times of dwindling numbers, and 2) keep them in the unit until ranks can be flush once again.

It has been offered as a three-year pilot program, with three tiers of payout. The payout in the three different tiers is very reasonable. The first tier combines officers from 1 to 5 years and awards them \$750.00 per fiscal year. Common sense and life experience tell us that the first five years is a critical period in a new employee's career choice. It is the period of time in which an employee is likely to change career fields. There needs to be an incentive mechanism to hold newly hired employees in place until ranks can be filled.

The second tier of employees in the pilot is the 6 – 15 year employees. This tier incentive package pays \$1200.00 to employees. This tier of employees has worked through the discouraging period of 2012 to the present. They have been real-time witnesses to the eroding ranks of corrections officers, and have been subjected to the effects of the mandatory overtime because of it. These employees, with all their hard-earned experience, knowledge, and skills, are not wedded to the Department by virtue of a pension package. In fact, this tier of employees also saw their "retirement healthcare" taken away.

This point bears emphasis: This tier of employees has valuable skills and experience that they have learned within the MDOC, and they are therefore the most sought-after and recruited employees being enticed away by other law enforcement agencies. These employees must be enticed to stay within our own Department.

The third tier within the pilot focuses on the employees with 16-years and above, and pays out \$1750.00. While this payment level is the highest, it is essential. It is essential because the payment must be a retention incentive for those employees who are eligible to retire, and to convince them to stay on another year, possibly two. Every employee that can be induced to staying on is one more body that combats the rapid depletion of the ranks. In addition, this tier of employees has the greatest amount of experience and knowledge vital to the training of newly hired staff.

MCO's intent at the formation of such pilot is a win-win for the parties. Employees should be compensated differently than their intra-departmental colleagues (those outside the security unit) when they face different challenges. Officers within the prison system are demanding relief from the results of prior

³⁰ Prior to this, Applicants for Corrections Officer positions required 15 semester (23 terms) college credits to be eligible for hire. See also **Exhibit 2, Educational Requirements**.

failed policies implemented by the Employer. Our ranks are deteriorating significantly on a monthly basis. These deteriorating ranks are causing massive mandatory overtime at all State prisons. Mandatory overtime is a stressor that has deleterious effects on our members. Morale in our membership is damaged severely. PTSD is finally being recognized as a real issue that is brutalizing our membership at rates of that of combat veterans. Suicide has become a cancer that has infected the DNA of our membership because of the high rates of PTSD. In the face of these struggles, MCO was forced to appeal its issues to the Impasse Panel.

The Pilot Does Not Touch Upon Prohibited Subjects of Bargaining

The Employer has never disputed the recruitment and retention problem in Corrections. It rejected the Pilot at the bargaining table on the ground that it was trying to reach an even-handed accord with all Unions. This argument made little sense, because the Department of Corrections has distinct and critical safety issues which other departments do not have, and (ironically) because the Employer stated at the outset of negotiations that it did not want coordinated bargaining on economics with the Unions. So it is presumed that the Employer will now argue something different: that the Pilot would purportedly touch upon “staffing,” and therefore would be a prohibited subject of bargaining. This argument would miss the proverbial mark.

The pilot focuses on compensation. It focuses on compensation geared toward incentivizing staff to stay within the Corrections Officer ranks, but it neither restricts nor ties the Employer’s hands in any staffing issue whatsoever. The pilot does not seek any levels of staffing – per assignment, per shift, or per facility. The pilot has nothing to do with how many employees are hired or assigned, or where, or when, or how. Moreover, the Employer ought to be very *careful traveling down this road*. This argument seeks to foreclose the Union’s ability and interest in helping the Employer in its struggle to recruit and retain employees. This argument, if accepted, would have the effect of eliminating a partner in seeking solutions to widely-acknowledged problems.

The Michigan Corrections Organization has been, and is always committed to building a strong and professional workforce. It has successfully partnered with the Department, and other agencies to build the professional image and morale of its workforce. The Employer’s attempt to shape its argument against the Pilot in the form of a PSoB sends a message to the Union to stay out of the Department’s way with regard to the affairs of recruitment and retention.

It's not Longevity

The Employer may also argue that this form of incentive is already contractually accomplished in the parties' CBA in the form of a longevity payment.³¹ Nothing could be farther from the truth in both form and substance.

The longevity payments currently in the CBA are *reward-type* payments only. In addition, the current system is inadequate. We know that they are not currently sufficient to combat the scores of employees exiting our ranks on a monthly basis, as they have done for the last several years. Once again, the number must be of sufficient value to tip the employee's thoughts on whether to stay with the bargaining unit or depart.

The Employer also is concerned that should this pilot work, the Employer will be left to pay not only the employees it is retaining, but new employees that would be hired in the next three years. To this we can only respond, "That is exactly right." Wouldn't it be wonderful if that was the end result: *employees remain while we also fill the ever-depleting ranks which force our officers to work in unsafe conditions and exhausting stretches of mandatory overtime?*

We do not say this in a glib manner. *We are at Impasse for this very reason.* Recruitment and retention problems have put our officers in harm's way, and have done so for over six years. How can we be expected to turn a blind-eye to this ever-increasing erosion in our ranks? Furthermore, while we expect and hope that this Pilot will succeed, the point of a pilot program is that the parties can change or eliminate it based on their experience. Not to belabor the obvious, but this is why it is called a "pilot program."

Indisputably, the recruitment and retention problem exists and has for too long. It is having deleterious effects upon our membership's health, morale and ranks. In viewing the survey responses that MCO put out to the female Officers at the Women's Huron Valley facility, the cry for help is real.³² The Department concedes that this problem exists. If this Impasse Panel determines that the MCO's decision to pursue this measure in these proceedings was not wise, then we are left to live with that decision. But, the record is clear: 1) The Employer is in trouble, 2) it is the Corrections Officers whom suffer from the Employer's inability to bring sufficient relief, and 3) the MCO has a DUTY to find relief for its membership. The Impasse Panel is the MCO's only existing option to find such relief.

³¹ Article 27, Section E. Longevity Pay

³² **Exhibit 8**, and **Attachments A thru E**. See also **Exhibit 9**, DETROIT FREE PRESS, "Union: Forced Overtime at Michigan Women's Prison Is a Safety Threat", August 10, 2018.

MCO's Willingness to Forfeit the 2% Lump-sum Payment

The MCO leadership who sat at the bargaining table was faced with difficult decisions bringing the Pilot forth today. Throughout the entirety of attempting to bargain this Pilot, as a matter of fact, they faced difficulty. At each turn, where the Employer said no, and presented no counter-offer, leaders had to construct new and revised offers try to convince the Employer.

At best, the Employer's only response was to voice its concern that all employees would receive this incentive, as proposed. Specifically, the Employer had concern for employees receiving the monies even if they were on leaves of absence or extended sick leave. This, "without limitation or restriction payment," the Employer argued, would not help with current problem. The Employer noted that the Pilot needed to incentivize the entire workforce to be at the worksite on a daily basis to be effective. The Union did not disagree. As a result of this limited discussion, the Union in its final proposal took two approaches.

First, it would waive the 2% lump-sum offered in the first year of the Employer's final wage proposal. Instead, MCO elected to receive only the compensation that would be received under a Retention pilot. Secondly, it would agree to a "requirements or limitations" clause so long as it was not so burdensome that payment would not be received by a sufficient number of members.

Finally, the MCO's position has not changed, even at the time of presentation to this Impasse Panel. We have always recognized the importance of bargaining in good-faith, and that regressive bargaining is injurious to the process and the parties' relationship. With that being said, the MCO has maintained at Impasse its willingness to waive that 2% lump-sum to get at a real Retention pilot.

For all the foregoing reasons, the Panel should order the parties to engage in thoughtful negotiations to create a Pilot:

- 1) at payment levels indicated by the Union;
- 2) with requirements and limitations that seek to induce employees to saturate the worksite with available bodies on a daily basis so as to decrease mandatory overtime levels; and
- 3) wherein such restrictions and limitations are not so burdensome as to be illusory in nature, but allow a sufficient number of employees to be eligible and qualify for such payments.

IV. CONCLUSION AND REQUEST FOR RELIEF

While growing up, we did "not play convict and corrections officer" for a reason. The profession is one that is hid behind walls that members of society do not peer through regularly; and, if they did, they

would be aghast. Working conditions within “the walls” of Michigan’s prisons are deteriorating rapidly. How do we know this? By simply looking at the turnover rates of current employees lining up to exit the profession, or taking their skills to other law enforcement agencies.

One fifth of the Michigan prison system suffers from the ills of this mandatory overtime problem. And, forecasts indicate that other facilities will be added to this list if drastic action is not taken. Long shifts consecutively worked throughout a pay period, coupled with assaults by way of edged weapons, cudgels, or liquidized feces can certainly lead an individual away from that environment and the profession.

Despite the disagreements MCO has with the Employer, both parties can agree on the following. MCO security unit members have one of the most dangerous if not the toughest job in Michigan. The Employer knows we are at a critical tipping point when it comes to massive mandatory overtime at the facilities.

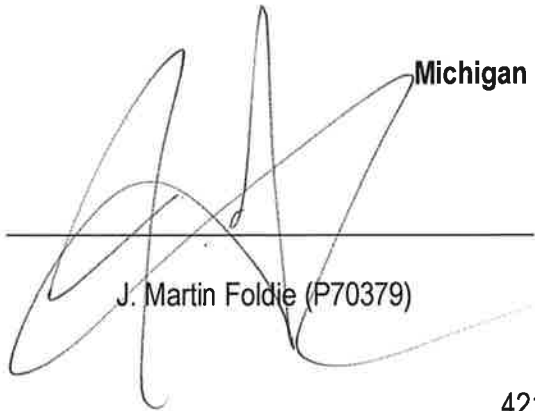
MCO presented at the bargaining table and proposed to this board a Corrections Officers Recruitment and Retention Pilot program. The program touches all officers of varying experience levels to remain within the Corrections Officers with a financial incentive. MCO’s proposal once again demonstrates our wiliness to partner with the Employer to resolve issues even when they reject our efforts. Further, MCO has waived the Employer’s lump sum in an effort to adjust the cost which could accompany the proposal.

Now is time for the Employer to financially reward its employees as the revenue figures for the State of Michigan continue to improve. Mr. Bean has pointed out how the current economy is stronger than expected. Further, there are the possibilities of new revenue streams from online sales and sports betting. These are forecasted to bring hundreds of millions of dollars to the State of Michigan.

For the foregoing reasons, MCO respectfully request that the Employee Relations Board:

- (1) Accept MCO’s proposals on the Retention.

Respectfully submitted,



J. Martin Foldie (P70379)

Michigan Corrections Organization

By:

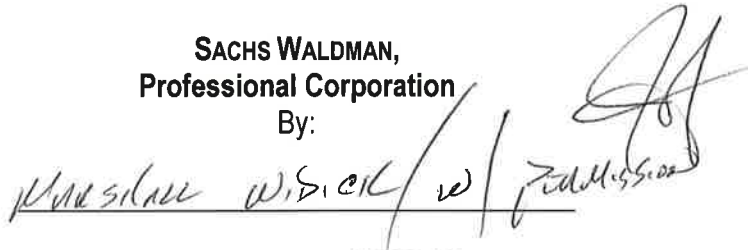


Tara Nichol (P75165)

421 W. Kalamazoo St.
Lansing, MI 48933
(517) 485-3310
jeff@mco-seiu.org

**SACHS WALDMAN,
Professional Corporation**

By:



Marshall J. Widick (P53942)
2211 E. Jefferson Ave., Ste. 200
Detroit, MI 48207
(313) 496-9472
mwidick@sachswaldman.com