ISSUES INFLUENCING STAFF TURNOVER IN GOVERNMENT AND THE EFFECTS ACT 10 HAS ON CORRECTIONAL EMPLOYEES

By James M. Williams

In this project I will research, analyze and summarize previous studies completed on staff turnover amongst government employees. I will then develop a Survey and distribute it to state employees utilizing a small sample set of correctional employees for the State of Wisconsin. The survey and its questions were designed to evaluate the effect Act 10 and its components have on an employee’s thoughts and feelings about their current work status. It was also designed to study the effect it has on their motivation to continue with their current career, seek a different career within government and/or switch careers and leaving government employment all together. I will compare the survey responses from state employees with the information collected from past literature studies. The results will help support my hypothesis that the Act 10 Legislation was more effective in increasing staff turnover than it was at influencing staff retention.
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by

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Introduction

For a long period of time, the opportunity an individual received of possibly securing a position within one of the levels of government was a dream come true for many. There have been multiple generations of families who have worked retired and/or were fortunate enough to make a good living while being employed within their governmental positions. The government rarely had to address the issue of lack of applicants.

I am a current government employee and started my career back in 1997 when I was working for Milwaukee County as a teacher assistant. I have had the experience to work with many professionals who were encouraged by the work they do and the organizations they work for. The workplace environment was mostly positive, stress and tension levels were low and long term employee loyalty and retention was high. However, recently, that is no longer the case across the United States, and especially here in Wisconsin considering the passage of Act 10. According to Wikipedia:

The **2011 Wisconsin Act 10**, also known as the **Wisconsin Budget Repair Bill**, was legislation proposed by Republican Governor Scott Walker and passed by the Wisconsin Legislature to address a projected $3.6 billion budget deficit. The legislation primarily impacted the following areas: collective bargaining, compensation, retirement, health insurance, and sick leave of public sector
employees. In response, unions and other groups organized protests inside and around the state capitol. The bill was passed into law and became effective as of June 29, 2011. The represented public employees exempt from the changes to the collective bargaining law are state patrol troopers and inspectors (2011 WI Act 10, n.d.)
The Literature Review will be broken into two parts. It will be comprised of scholastic articles, peer reviewed articles, journal articles, newspaper articles and information from major news organizations. The first part of the literature review articles will be a representation of government employees in a variety of disciplines. This research will analyze the issues of retention and turnover these governmental professionals face within their professions.

The second part of the literature review will be focused on Act 10 and the effect it has on retention and turnover amongst state employees within Wisconsin’s Department of Corrections. I will them compare the results from both findings to see if there is a correlation between the issues government employees experience that were not a part of the Act 10 legislation and the government employees that were part of the Act 10 Legislation.

Literature Review Part 1

Take this job and shove it: An exploratory study of turnover intent among jail staff.

In this article the authors collected data examining turnover amongst jail staff in the southern region of the country. The research accredits “job attitudes, involvement, job satisfaction and organizational commitment” as the major factors on the turnover or retention of staff (p. 139). The findings suggest that the administrators should concentrate on improving the work environment in the areas listed above to increase morale, which ultimately decreases turnover.

**Organizational consequences of staff turnover in outpatient substance abuse treatment programs.**


In this article the authors researched the possible causes of turnover amongst staff who work in substance abuse treatment programs. The authors surveyed 63 outpatient agencies consisting of 353 staff members. The results showed that most staff members that have experience working in the field attributed high staff turnover to higher demands and lower support within their perspective organizations. The findings also suggested “that staff turnover itself increases workplace demands, decreases perceptions of support and underscores the needs to reduce stress” to minimize future staff turnover (p. 143).

**Improving retention strategies for IT professionals working in the public sector.**

In this article the author (Combs) focused his research on the governments’ struggle to retain IT professionals. The author examined organizational strategies to accomplish this goal. In the findings “attitudes, perceived behavioral control and identification with the organization” all had a statistically significant relationship with intention to stay; attitude was the strongest (p. 233). It was determined that in order to rectify this shortfall, past retention strategies need to be adjusted.

The role of job satisfaction, job dissatisfaction and demographic factors on physicians’ intentions to switch work sector from public to private.


This study analyzed the job satisfaction amongst physicians’ in the UK between the years of 1988-2003 and the impact it has on their decision to practice in the private or public setting. The results show that private sector employment was much more favorable than its public counterpart. “Job dissatisfaction significantly increased the physicians’ intentions to leave the public sector (p. 50).

Explanations of employment turnover among Alaska Village Public Safety Officers.

In this article the author found that one of the main problems of Alaska’s Village Public Safety Officer (VPSO) program is staff turnover. The author states that the VPSO had a turnover rate of 36%, meaning that for every 100 officers, 36 either quit or were fired. Data collected showed that main factors in whether or not an officer would leave is the level of connection to others in their village. Those officers that had another person to work with were less likely to leave due to the companionship offered. If an officer was married they were also less likely to leave, due to the connection to the village. The highest indicator of if an officer were to stay was found to be if they had a high level of Alaskan Heritage because they were then more likely to have connections within the village. The author found that it was more positive to look to retaining officers through a positive connection with the community rather than trying to determine the multiple reasons why an officer quit.

**Explaining the gap in charter and traditional public school teacher turnover rates.**


In this article, the authors used national data survey to determine why charter school teachers have a turnover rate twice as high as traditional public school teachers. The data showed that a higher rate of uncertified, younger, and inexperienced teachers,
along with lower union membership rates were the largest indicators for the higher turnover rate. The authors assert that the data showed the working conditions of charter school teachers were not different than those of traditional public school teachers, despite their indications that working conditions were a reason for leaving. Therefore the authors conclude that it is how the charter school teachers respond to the working conditions, rather than the actual working conditions that is the reason for the higher turnover rate. The author concludes that further research is needed to determine if these patterns still exist, and how the turnover rate affects student achievement overall.

**Review of staff turnover & child welfare.**


This section of the literature review is a summation of the multiple articles found on child welfare and staff turnover from various volumes and issues of the Children and Youth Services Review journal. Voluntary employee turnover among child welfare workers averages about 30–40%. In addition to high turnover rates, the short tenure of employment is extremely costly. Job stress and burn out are two of the largest contributing factors to turnover rates among child welfare workers. Some job stressors that child welfare worker report are emotional exhaustion, role overload, role conflict, unjust working conditions, and an unsupportive organizational environment. Burn out can be attributed to emotional and physical exhaustion, depersonalization, and reduced sense of personal accomplishments. Overall, the studies found that job stress decreases as when employees feel they are being treated fairly, feel supported, have organizational trust, an increased sense of safety, additional supervisor oversight, and have good levels of communication within the workplace. Commitment to child welfare work and pride in having a positive impact are factors that decrease the turnover rate. All but one article, *Employment mobility or turnover? An analysis of child welfare and protection employee*
retention concludes that there is a high turnover rate among child welfare workers (Burns & Alastair, 2013).

Instead, the aforementioned article attributes turnover among child welfare workers to employment mobility. Overall, the turnover rate for child welfare workers appears to be attributed more towards working conditions and job satisfaction rather than pay or benefits.

**How serious of a problem is staff turnover in substance abuse treatment? A longitudinal study of actual turnover.**


The substance abuse treatment field is yet another area in which the turnover rate is high, ranging from 19%-50%. The article focuses on the detriments of high turnover rates in substance abuse treatment including high financial costs, low employee morale, loss of organizational knowledge, and a negative impact on patient care/success rates. The most common reason for counselor turnover is a new job opportunity. The author finds that just 26% percent of clinicians report leaving due to job dissatisfaction. This differs from other areas of the public sector, such as with child welfare workers, as described above. As counselors are often leaving for personal reasons, this can make it more difficult to decrease the turnover rate as it is out of organizational control. The
study still suggests that enhanced quality of working conditions and reduced working stress can reduce turnover rate.

In summation, the articles I’ve researched thus far all reinforce the significance employees have on the success and efficiency of any type of organization. In addition they all seem to reinforce that the key to turnover reduction is work place morale and job satisfaction. The two indicators are commonly geared around positive organizational structure and supportive management and not so much, as some would assume, wages and benefits.

**Literature Review Part 2**

**The Wisconsin Legacy.**


The author discusses the effects that Wisconsin Act 10 has had on Wisconsin unions over the past 3 years or so. It compares the viewpoints of an active union leader, Marty Beil, who was (and still is) a strong and vocal opponent of Governor Walker and his “budget repair bill” that includes Act 10. The article does a great job of summarizing what impact Act 10 has had on public-employee unions, and in turn staff pay and morale in the public sector. It presents both sides of the issue, quoting public officials from around the state of Wisconsin, and Governor Walker himself. The author sums up the
logistics of Act 10 and how it affects unions in the following excerpt, “Walker severely restricted the power of public-employee unions to bargain collectively, and that provision, among others has given social workers, prison guards, nurses and other public employees little reason to pay dues to a union that can no longer do much for them” (Greenhouse, 2014, p. BU). Act 10 prohibits public-sector unions from bargaining over pensions, health coverage, safety hours, sick leave or vacations. All they can negotiate is base pay, and even that is limited because any raises unions win cannot exceed inflation.

Members of the Wisconsin State Employees Union complain that their take home pay has fallen more than 10 percent in recent years, which they attribute to the reduction in the union’s power. Act 10 is still being challenged in court by unions, but for now it requires public employees to contribute six percent of their income to their retirement and to at least twelve percent of their health care costs. For many employees this actually translates into a twelve percent pay cut, which in many cases was coupled with a multi-year pay freeze. As expected, with the cut in benefits and the new limits imposed on what unions can offer public sector employees, many public sector employees have chosen not to continue to participate in the state union. This is further evident when looking at the fact that membership in the state union for public employees has dropped 60% since Act 10 passed. Monetarily this represents a reduction in the union’s annual budget from 6 million to 2 million.

Additional restrictions imposed on unions with Act 10 include the fact that now unions must collect dues from individual members. They are no longer able to deduct
dues directly from employee paychecks. In addition, it requires unions to be recertified on an annual basis. Per Marty Beil, the Wisconsin State Employees Union has chosen not to pursue that recertification as they believe it would consume all of their time and efforts. Beal also indicates that without the ability to bargain, most of what they do is represent members in grievances and collective action efforts. Beil states, “Now 99 percent of what the staff does is organize” (Greenhouse, 2014, p. BU).

In response to critics of the bill, Walker is quoted as saying, “The reforms have done exceptionally well in terms of the financial benefits they provided,” Walker also states, “Many people don't fully realize that the lasting reform of Act 10 is it helps communities balance their budget” (Greenhouse, 2014, p. BU). This contradicts the beliefs of union leader Marty Beil who believes, “there was an insidious intent in the law, beyond budget-cutting and government flexibility. ‘The reason for the law,' he said, ‘is how are we going to emasculate the unions in Wisconsin so they are no longer politically influential in state elections’” (Greenhouse, 2014, p. BU). The author brings to light that Walker has often heard this accusation. To this, Walker replies, "If it's a political decision, it's a very odd one. I don't think anyone would say, 'Let's do something that will generate 100,000 people coming out to protest in the capital, and go through all the grief and attacks and death threats’” (Greenhouse, 2014, p. BU).

Also in response, Governor Walker points out that the bill has made him a political target in Wisconsin, but also on a National level. He states, "For not just Wisconsin unions, but national unions, I'm at the top of the list of people they'd have on a
platter," he said. "Not just for retribution, but they understand that if they could take me out, it would send a very powerful message to other governors and other mayors. But if we're able to win again in a tough, evenly divided battleground state, that would send another message -- that you can take on some of these issues and still survive." (Greenhouse, 2014, p. BU).

Arguably the single most important assertion the author himself makes is this except, “Many Wisconsin officials are grateful for the flexibility and authority the law gives them, while public-sector workers say it has reduced their living standards and sapped morale. But government officials and government employees have no dispute on this point: It has fundamentally changed the dynamic between them. New Flexibility. Bad Morale” (Greenhouse, 2014, p. BU).

Mark Roloff, city manager for Oshkosh, draws attention to the fact that while the $1.2 million that public sector employees are now paying in for their benefits is helping balance the budget, the $2 million in cuts to state aids still left his city with a short fall of $800,000.

Rollof also points out that the disparities between represented and non-represented employees. In Oshkosh, represented employees such as firefighters and police officers who were exempted from Act 10 have had an average annual pay increase of 2.5% since the act passed, while non-represented employees had no increase from 2010-2013 and only a 1% increase in 2013. These disparities are one of the areas that cause bad morale amongst employees. Per Roloff, "Some of the employees who are not
represented feel they're second-class citizens compared to other employees” (Greenhouse, 2014, p. BU).

Lisa Charbarneau, director of Oneida County human resources assessed the current situation with Act 10 as this, "It's been a kind of double-edged sword. It's saved some money, but it's hurt morale. It's put a black eye, so to speak, on being a government employee, whether management or hourly. All government employees seem to have taken a hit, there's this image that they're sucking all these good benefits” (Greenhouse, 2014, p. BU).

This quote brings to light another issue that the author does not specifically address. The full impact of how Act 10 will affect the overall attractiveness of a career in public sector employment has yet to be seen. It is too soon to tell if the reduction in fringe benefits and lack of collective bargaining power for wages will affect the desire of young people who are first choosing their careers in particular. At this point, one of the most quantitative measurements of the initial impacts of Act 10 is the number of retirements since its introduction. Other indicators would be how current employees view their positions and motivation levels both before and after the passing of Act 10. The survey conducted will measure/measures the effect that Act 10 has had on employee morale since its passing in the Department of Corrections specifically. It will also look at the relationship between how an employee’s age influences their motivation levels both pre and post Act 10, protected and non-protected class job satisfaction levels in relationship to Act 10, and years of experience in relationship to thoughts on Act 10.
Additionally, the survey will look Discretionary Merit Awards and employee viewpoints on that topic in relationship to their age.

Although only time will tell what the next election will bring, the author ends the article with the words from an interview with Ms. Lipska, president of Local 1, who states she doesn’t see how there could be much political activism. She points out that having lost the 2011 legislative battle, and then losing the recall vote in 2012, people are “worn down.” Ms. Lipska also claims that due to the changes that Act 10 imposed, many government workers have been forced to take on second jobs. She indicates that she worked a second job at Rocky Rocco for a time at $9.50 per hour to supplement her income. What the article lacks is confirmation or denial of her claims. The article does not provide any concrete evidence as to if any government workers chose to work second jobs as a result of Act 10. This information would be useful when trying to assess things such as how working a second job can influence productivity at their primary job and how it affects overall employee morale. The author ends the article with this arguably good assessment of how both members of the general public and public sector staff are feeling overall. Per Ms. Lipska, “A lot of people are tired,” she said. “They’re tired of politics” (Greenhouse, 2014, p. BU).

**Madison unions file suit against collective bargaining law.**

The author (Zemlicka) reports on a suit filed against Governor Walker by Milwaukee Teachers in August 2011, by claiming that the state’s collective bargaining restrictions have infringed on their free speech rights. The mere fact that the union filed a lawsuit shows the extreme volatility of the topic.

Attorneys for the Madison Teachers Inc. union sued in Dane County Circuit Court and were joined by a Milwaukee sanitation workers union, Public Employees Local 61, AFL-CIO. Per Zemlicka, 2011, “According to complaint, Act 10, known as the collective bargaining bill, unfairly discriminates against the right of union employees to seek better wages, hours and working conditions.” Madison attorney, Lester Pines, argues that the bill is unconstitutional because it places undue burdens on public employees who form unions and their ability to negotiate with employers. Pines states, “The legislation did not place any burden on non-unionized municipal employees,” he said. “If you want to get together and associate and negotiate with employers, you can do that” (Zemlicka, 2011). He states that the reason for the lawsuit is that this is not the case so far for teachers and other public employees which make the law unconstitutional.

MTI is the collective bargaining union for the over 4,000 public school teachers, assistants, and substitutes in the Madison Metropolitan School District. Per Zemlicka, 2011, Pines stated, “The lawsuit gets to the heart of what the Legislature did” and the law was designed to “squeeze” people out of labor unions and not to save money.” “There is
no compelling interest by the state to place that burden on their associational rights,”
Pines said. “None” (Zemlicka, 2011).

The above quote by Pines is another example of the extremely different viewpoints that many public sector employees hold in comparison to Walker on the subject of collective bargaining. It also shows that employees are upset not only about the fact that their ability to bargain collectively has been compromised, but also about the inequitable way in which this was done because not all employees have been given the same restrictions—such as the municipal employees Pines mentions above.

**Judge tosses much of Wis. collective bargaining law.**


In this article, CNN wire provides an update on the lawsuit filed in Dane County regarding Act 10. The suit was filed by the employees of the Madison Metropolitan School District, and the City of Milwaukee.

Dane County Circuit Judge Juan B. Colas ruled that the major portions of Act 10 were in fact unconstitutional as they were contrary to both state and U.S. constitutions. A challenge to the law was brought against Republican Gov. Scott Walker and the Wisconsin Employment Relations Commission by two labor unions representing education and municipal employees. The article goes on to discuss how Act 10, which
was passed in March 2011, restricts the collective bargaining rights of public employees. CNN also draws attention to the fact that police and firefighters are exempt from these regulations. This fact is a common theme throughout many of the articles discussing Act 10.

According to CNN, the suit argued that: “The law restricts employees' free speech, due process and association rights, and violates certain labor regulations. It also argued the Legislature did not have the authority to consider this law during the special legislative session in which it was passed” (CNN Political Unit, 2012). Colas found that the law did not violate special legislation session restrictions nor did it violate the constitutional due process protection. However, he did find that it violated the employees’ association and speech rights. He wrote that the law serves to "single out and encumber the rights of those employees who choose union membership and representation solely because of that association and therefore infringe upon the rights of free speech and association guaranteed by both the Wisconsin and United States Constitutions” (CNN Political Unit, 2012).

In response to a portion of the law regarding retirement contributions, he ruled it a “local affair” due to the fact that the Wisconsin Constitution grants broad authority over non-statewide issues to local governments (CNN Political Unit, 2012).

At the time of this press release, it was not clear how this ruling would affect state workers. After the ruling, Walker was quoted as saying, "The people of Wisconsin clearly spoke on June 5th."Now, they are ready to move on. Sadly a liberal activist judge
in Dane County wants to go backwards and take away the lawmaking responsibilities of the legislature and the governor. We are confident that the state will ultimately prevail in the appeals process” (CNN Political Unit 2012). It is important to note that a later ruling by a judge at the level ruled that Act 10 was indeed constitutional in regards to the right to free speech.

In contrast, after the ruling in 2012, the Wisconsin State AFL-CIO union president, Phil Neuenfeldt, said in a statement, "Scott Walker's attempt to silence the union men and women of Wisconsin's public sector was an immoral, unjust and illegal power grab." "Now, a court has ruled that the essential provisions of Act 10, Scott Walker's draconian attack on public workers' right to collectively bargain, is unconstitutional” (CNN Political Unit, 2012).

The article ends by recapping important recent history in relationship to Act 10. It informs/reminds the reader that in 2011 protestors flooded the capital and that several legislative challenges and a nationally watched recall of Governor Walker followed the passage of this bill. It essentially split the state into two sides, and national and political and unions groups deliberated, contributing money to both sides. Last but certainly not least, CNN recaps that “Democratic legislators fled the state to prevent the state Senate from reaching a quorum and voting on the measure, and at least one Republican legislator said he received death threats” (CNN Political Unit, 2012). Overall, this article provides additional evidence that Act 10 is a critical yet highly controversial topic. Time will
continue to show the true impact that Act 10 is having on public sector employees and their motivation levels/morale.

**Federal judge rules Wisconsin's collective bargaining changes legal.**


In the following article the author, Shaw, discusses Act 10 and the rationale U.S. District Judge William Judge Conley had for ruling Wisconsin’s collective bargaining changes legal. The challenge to Act 10 was filed by Local 236 of the AFL-CIO and Local 60 of the American Federation of State, County and Municipal Employees, both based in Dane County, as well as Jamie O’Brien, an employee in Madison’s Public Works Department and a member of Local 236. The defendants named in the case were Gov. Scott Walker and three members of the Wisconsin Employment Relations Commission, who help resolve labor disputes.

In September 2013, Conley ruled that the collective bargaining law known as Act 10 does not violate the First Amendment because it does not keep public employees from associating with other unions. It just prohibits local governments from listening to what those unions say. According to Shaw (2013), per Conley’s ruling, “Whatever rights public employees have to associate and petition their public employers on wages and conditions of employment, this right certainly does not compel the employer to listen” (Shaw, 2013).
Conley also found Act 10 does not violate the 14th Amendment’s equal protection clause, writing that government officials have a “rational basis” for treating union employees differently than their nonunion colleagues (Shaw, 2013). Upon making that finding, Conley cited the state’s argument that the ability to award raises to employees according to their individual performance, rather than according to what a union has bargained for on their behalf, is a good way to manage costs.

Kate Lounsbury, attorney for the plaintiff, stated she disagreed with the ruling, but added that she would need to consult with her clients regarding an appeal. It has yet to be seen if the ability to award raises based on individual performance is an effective way to reward and/or motivate employees and if it can consistently be done in an objective and fair manner at the public level.

Supporters of Act 10 were extremely pleased to see this ruling. According to the author, Conley declined to rule on issues he said already had been decided in a previous case before the court, Wisconsin Education Association Counsel v. Walker. In that case, the court had struck down an Act 10 provision stipulating that public unions could be certified only if a majority of their members approved the certification in an annual vote. The court also found that the law’s ban on the automatic collection of dues from union members was in violation of the First Amendment. Both of those rulings were overturned later by the 7th Circuit Court of Appeals, and Conley wrote that court’s decisions on those legal questions were binding.
At the end of this article, the author indicates: “A Dane County judge also overturned parts of Act 10 related to workers’ collective bargaining rights. The state Supreme Court has agreed to take up that case” (Shaw, 2013).

As the reader can see from the prior statement, the Wisconsin Supreme Court has not ruled on that appeal yet upon conclusion of this Literature Review.

**AFSCME'S McEntee: "This struggle is far from over." Statement of AFSCME Pres. Gerald W. McEntee on the recall election in Wisconsin.**


This article was published shortly after Governor Walker’s victory in the 2012 recall election. In short, this article is a press release through the State News Service by AFSCME (American Federation of State, County and Municipal Employees) concerning Governor Walker’s recall election win. The AFSCME is comprised of 1.6 million members with hundreds of different occupations, including but not limited to, nurses, corrections officers, child care providers, and sanitation workers. The group provides advocacy in the areas of: “fairness in the workplace, excellence in public services and prosperity and opportunity for all working families” (AFSCME, 2012).
The statement draws attention to the fact that although Walker won, a pro-worker majority now controls the Wisconsin Senate because John Lehmans defeated Van Wanggaard in the Racine recall. Additionally, the statement infers that Walker won the recall election due to large out of state donations and assistance. It claims that Walker’s campaign outspent Wisconsin public employee’s efforts 8 to 1 during the recall election.

The AFSCME urges public workers not to give up despite their recent loss in the following except from their statement, “We must not forget that Scott Walker and his allies destroyed the right of Wisconsin’s public employees to collective bargaining. They ended more than a half century of labor-management cooperation in state government. Our members in Wisconsin have never wavered in their commitment to reclaim those rights. They pulled together and worked their hearts out. We are proud to stand with them. We will not give up until they eventually regain their fundamental rights” (AFSCME, 2012).

The article also provides information on several other additional historical facts regarding collective bargaining and recall elections. Just two governors in history have ever been recalled. AFSCME also states that Kentucky, Missouri, New Mexico, Ohio and Puerto Rico have all had collective bargaining rights taken from them in the past, but have won them back. AFSCME urges that Wisconsin must not stop fighting for the rights until, “…workers in the Badger State win back their stolen right to a voice on the job” (AFSCME, 2012).
One-party rule in 2 states sends them off in opposite directions: Wisconsin moves right.


In this article, Davey discusses the ramifications that the impending recall had on other major legislative issues in Wisconsin such as, but not limited to, voter I.D. law, cutting financing to Planned Parenthood, and concealed weapons. Governor Walker and the Republican Party did their best to pass as many issues as they could before the recall election took place as they ran the risk of losing their majority status in the state Senate. "There has been not even a pretense of trying to find a bipartisan agreement on important issues," said Senator Mark Miller, the Democratic leader, who added that some measures were introduced and passed through committees in just a week's time -- a warp-speed timetable for any state government. "It's the Republican agenda, and that's it. The only negotiations now are among themselves" (Davey, 2011, p. A1). Republicans didn’t deny that they were moving quickly, and in fact, some saw it as their duty to do so. The article discusses the fact that several other states had also recently won Republican majority at the time of publication. In conclusion, Davey leaves us with this thought to ponder, “You want to make sure there aren't things undone,” said Senator Scott L. Fitzgerald, the Republican leader, who called the recall elections a battle of the two bases -- firm Republican voters against firm Democrats. "If some major issue hasn't been taken care of, voters wouldn't be as motivated (Davey, 2011, p. A1). It is statements such as these that
show that the Republican Party had a definite agenda when restricting collective bargaining--an agenda that goes far beyond the need to balance the state budget.

**Many workers in public sector retiring sooner.**


The purpose of this article, from the New York Times, is to discuss the fact that many public sector workers are retiring sooner nationwide. The number of Wisconsin retirees is way up, according to author Monica Davey. She goes on to add that in 2011 more individuals filed retirement papers than ever before. Workers in California’s largest public employee pension system have steadily increased the filing rates in the last five years. In New Jersey, “…thousands more teachers, police officers, firefighters and other public workers filed retirement papers during the past two years than in the previous two years” (Davey, 2011, p. A1).

The author goes on to assess why there has been a rise in retirements. She notes that although some portion can be attributed to the baby boom, another reason is that many public workers fear a permanent shift away from a the security of a traditional government job and therefore are choosing to retire before salary and retirement benefits are cut further.

Bob McClain is a labor union president who left his job with the Wisconsin Department of Corrections in March, 2011 early after political leaders cut collective bargaining rights. McClain had the following sentiment regarding public sector pensions,
“There's always been this promise that if you came to work and did your job, at the end there would be your reward -- a defined retirement. The idea was you could retire with respect and dignity. But that whole idea has been slashed now, and I felt like, 'What is the point’ (Davey, 2011, p. A1)?

In contrast, the rise in retirement has been a good thing in some states. For example, the state of Kansas offered workers cash and health insurance incentives to leave. They indicated in 2011 that it would save them $34.5 million over a 2 year period. Many experts and public workers alike question whether the rise in public workers leaving will be a good thing. Karen Gunderson, an Information Technology worker with the State of Wisconsin for over 26 years retired in 2011 sooner than she had intended. She feels public workers are being, "turned into scapegoats" for a troubled economy. Gunderson adds, "We're going to waste a lot of tax dollars with young people attempting things that were tried before. You can get people cheaper, but whether you save money, I don't know” (Davey, 2011, p. A1).

The latter part of the article provides some interesting facts regarding retirement of public workers nationwide. The number of state and local public sector workers has been shrinking since the latter half of 2008. As of the time of the article publication in December 2011, nationwide there were 71,000 less government worker in November 2011 than there was just one year before. Local government workers were down 180,000 from the year before, according to the federal Bureau of Labor Statistics data.
Despite the reduction in government workers, a broad survey of over 100 public retirement systems indicates that the rate of retirement has remained fairly consistent in the past several years. According to Keith Brainard, research director for the National Association of State Retirement Administrators, ‘Before I would call this a trend, it would need to continue for another year or two’ (Davey, 2011, p. A1).

The article goes on to discuss another valuable survey conducted in 2009 which 400 state and local governments found that about 85 percent of public workers were postponing retirement while fewer than 9 percent were retiring earlier. In 2011, a similar survey conducted by the Center for State and Local Government Excellence, a nonprofit research group, found “40 percent still delaying their retirements, with nearly a quarter speeding up their retirement dates” (Davey, 2011, p. A1).

The article continues by informing the reader that Alabama, Florida, and Ohio all had issues related to public worker benefits. In Ohio, a law cutting collective bargaining rights was passed and then repealed in 2011. At the time of publication, Ohio still had pending bills regarding several benefit related issues.

Arguably, Wisconsin has had the most heated public debate of them all to date. In the article, the author quotes Jim Palmer, executive director of the Wisconsin Professional Police Association. He states, "It's about fear. A lot of people are seeing this war on public employees and saying, let's get out” (Davey, 2011, p. A1).

In summation, the article notes that overall, public workers are feeling threatened and sometimes demoralized throughout the nation. This is influencing retirement rates,
but it is difficult to determine to what level. As far as Wisconsin goes, the topic of benefits and collective bargaining is an extremely volatile and hot topic item which is likely to be discussed for several years to come.

**State saves millions on overtime by eliminating waste, fraud and abuse.**


Governor Walker released the following statement through the State News Service regarding the savings Act 10 has created by eliminating collective bargaining rights. He claims the department had 2.1 million in overtime costs in just the first 3 months of 2012 alone. Overtime costs have dropped significantly due to the new compensation plan and work rules created by Walker and his reforms which cut collective bargaining rates. Walker states, "State employees deserve to be compensated fairly for the hard work and time they give to the state. Unfortunately, compensation in overtime was abused. Over the years, because of collective bargaining contracts, state leaders were unable to make common sense reforms to end this abuse. Because of the reforms we put in place, state leaders are taking the necessary steps to end the abuse, saving millions for taxpayers, and continuing to fairly compensate state workers" (Office of the Governor, 2012).
The Commission found that sick leave overtime for the Department of Corrections more than doubled that over other state employees. After the new compensation plan was introduced, sick leave overtime dropped by 27.9% compared to the previous month under the old regulations.

The article informs the reader that Walker ended sick leave abuses and reduced unnecessary overtime expenses. Under the new law, overtime will be offered to all employees regardless of seniority level, which means that the most senior (and highest paid) employees will not necessarily be the staff covering the shift, a cost savings to tax payers.

The author does not address the fact that when a Department of Corrections officer is sick, another employee needs to step in to cover their shift. Inmates require supervision 24 hour a day care, 365 days a year. This is not always the case with other public employees. For example, if a social worker or health department employee is sick, the department will likely not have to provide a replacement for the work hours. It would be valuable to see how the Department of Corrections compared in overtime rates to other round the clock Departments such as police officers and fire fighters.

In conclusion, the article reports overtime abuse has been covered in the media and on audits several times in the past few years. According to the author, this is the first time a governor has addressed the issue of overtime abuse in the Department of Corrections.

**Limits on collective bargaining in the US**

This article discusses Act 10 and the impact that it had on balancing the budget. Governor Walker and The Republican Party pushed Act 10 through on the basis that it would balance the budget throughout Wisconsin. As this article came from an education based journal it looked specifically on the effect it had on the education system of districts around the state. However, this provides a glimpse into how it affected jurisdictions overall. While Act 10 has had some impact on balancing the budget in some areas, it still left many areas short. Many unions had already agreed to concessions in pay and benefits due to the current economic state. Some areas, like Lacrosse were already asking their teachers to contribute to 10% of their healthcare costs. This article is another example of how eliminating collective bargaining isn’t the answer to balancing the budget. Public employees were already making compromises due to the recession. Taking away collective bargaining rights isn’t a long term solution to balancing the budget.

**The war against public sector bargaining in the US.**

Freeman, E. & Han, R. (2012). The War Against Public Sector Collective Bargaining in the US. *Journal of Industrial Relations. 54*(3), 386-408.

Unlike many of the other articles reviewed on Collective Bargaining thus far, the this article is an academic journal, whose authors Freeman and Han are with Harvard University. The article focuses on several different areas of collective bargaining
nationwide. First, the authors look at whether or not collective bargaining has a negative impact on a state’s financial condition. They conclude that although states that have collective bargaining have slightly higher debt ratios and deficit, that the cause of budgetary problems in 2010 (when many politicians attacked collective bargaining) was the recession. Politicians didn’t like to have to bargain with public employees so they took advantage of the recession to get collective bargaining rights appealed. Research shows that the majority of the public was in favor of allowing public officials the right to bargain.

The authors discuss the outcomes of Wisconsin and Ohio when the public sector fought to retain their rights. Wisconsin of course lost the recall election and Act 10 has been upheld in court. However, the state of Ohio had a different outcome. Collective bargaining rights had been restricted, but Ohio took a completely different approach. Rather than prohibiting or restricting collective bargaining, if a contract were to raise taxes, voters have the right to appeal it. In response to the labor law restricting collective bargaining, a union backed coalition called, “We are Ohio” collected 1.3 million signatures (far more than required) to put the law on the ballot box for the fall 2011 election and campaigned hard to have it repealed. In the end, 61% voted to repeal while just 39% voted to maintain the law. This shows that collective bargaining rights can be protected, and that in time it may be possible to restore bargaining rights in Wisconsin and/or any other state. However, now that the laws are passed in Wisconsin, it would take a strong lobbying effort and court cases to get anyone of the laws surrounding Act 10 revoked.
In the article, Freeman and Han also credit initial protests that took place in Wisconsin throughout the state and at the state capital in Madison to contributing to the efforts that “set the stage” for the Occupy Wall Street Movement.

Limit pay, not unions.


This article is an editorial by Michael Bloomberg, New York City Mayor, from 2011. Although it is an editorial, and therefore by nature opinion based, the article shows how closely the rest of the nation watched Wisconsin and Ohio and how they each respectively handled collective bargaining legislation. In his editorial, Bloomberg argues that limiting pay, rather than limiting union rights is the answer to solving the budget deficits while still preserving important employee rights. Bloomberg made the following pertinent statement in his editorial that supports other academic based research analyzed in this literature review “…Correcting this imbalance is not easy, but in a growing number of states, budget deficits are being used to justify efforts to scale back not only labor costs, but labor rights. The impulse is understandable; public sector unions all too often stand in the way of reform. But unions also play a vital role in protecting against abuses in the workplace, and in my experience they are integral to training, deploying and managing a professional work force” (Bloomberg, 2011, p. A23).

Additionally, Bloomberg also points out that in New York City, like many other cities, the city tax payers pay for pension plans, yet the state of New York is who
negotiates the pensions. He points out that many pension “sweeteners” are added to legislation Senators in efforts to get Union backing, further enhancing the problem. He argues that the City should be able to negotiate pensions in addition to wages rather than the state because pension benefits can account for up to 80% of an employee’s overall compensation (Bloomberg, 2011, p. A23).

**State and Local Public Employees: Are they Overcompensated?**


The article is preceded by an overview of the studies of J. Keefe, the author. Among other things, it informs the reader that he is currently, “Analyzing state and local government public employee compensation; employment levels; dispute resolution, particularly interest arbitration; health benefits; and pensions” (Keefe, 2012, p. 240). The article analyzes whether or not public employees are overpaid at the expense of the taxpayer. He informs the reader that in 2011, 41 states struggled with budget deficits that totaled $120 billion. Many states blamed public employee compensation as the cause and as a result imposed pay freezes, benefits reductions, privatization, major collective bargaining revisions, collective bargaining elimination, and constitutional amendments to limit pay increases. He discusses how Wisconsin eliminated “meaningful collective bargaining” and the fact that in Ohio legislation was passed and later repealed that would have seriously limited collective bargaining and ended dispute resolution procedures and rights (Keefe, 2012, p. 240).
Keefe breaks the article into three main sections. In the first section he discusses the facts of the issues to include, data, statistics, benefits values and total compensation. In section two he addresses criticisms and limitations of his work. He addresses the issue of how while public employees may earn less they also have less potential to be laid off than a private sector employee. Keefe also discusses the limited ways that retiree health benefits can be taken into consideration because of the way that they are structured. In addition, Keefe points out those extreme pension liabilities are limited to a small number of states, with the majority having limited issues.

When answering the question at hand, “Are Public Sector Overcompensated?” Keefe concludes that no, they are not. Keefe goes on to add that if anything, public sector employees may be slightly underpaid. He states that, “when controlling for education, experience, hours of work, gender, race, ethnicity, citizenship, and disability, the public employment compensation penalty is relatively small, but there remains a significant difference between private- and public-employee compensation” (Keefe, 2012, p.255).

Union commitment and stakeholder red tape: How union values shape perceptions of organizational rules.

In this article, the author analyzes, “whether public sector unionization encourages members to perceive more red tape in the work organization.” He presents three separate hypotheses throughout his article and presents conclusions and rationale for each of the three. They are as follows: “Hypothesis 1: As public sector union members engage in union socialization experiences they will be more likely to commit to union values.”; “Hypothesis 2: Those members who interact more with other union members will perceive higher red tape compared to those members who interact less with fellow union members.”; and “Hypothesis 3: Union members who are more committed to union values will perceive less red tape in the organization as a whole than union members less committed to union values” (Davis, 2012, p. 365).

Davis ultimately concludes that a stronger connection to union values reduces perceived levels of red tape. He states that we should not assume that eliminating labor unions would improve public organizational performance. He states that it could actually be the opposite and that, “limits on collective negotiations could diminish organizational efficiency and effectiveness by adversely affecting union member perceptions of organizational rules” (Davis, 2012, p. 365).

Davis also makes it a point at the end of this article to note claim that he had to conflicts of interest and that he accepted to funding for the research, authorship or publication of the article.

**Walker rolls back civil rights.**

In this article the author, Kemble, discusses at length the racial disparities created by the passing of Act 10. Kemble begins the article with the following quote from Jesse Jackson, “This is the week we went across the Edmund Pettus Bridge in Selma for the right to vote. We have gone from Wallace trying to deny us the right to vote to Walker trying to deny workers the right to bargain. We have gone from Wallace to Walker.” The author makes it a point to note that this isn’t, “just another clever rhetorical move from a veteran orator. It accurately describes the nature of the legislative onslaught spearheaded by Wisconsin Governor Scott Walker” (Kemble, 2011, p. 18).

Kemble explains how the passage of Act 10 affects African-Americans more than any other race. She provides the follow example as one source of evidence: “According to a recent study by Steven Pitts of the U.C. Berkeley Center for Labor Research and Education, the public sector is the single most important source of employment for African Americans. ‘During 2008-2010, 21.2 percent of all black workers are public employees, compared with 16.3 percent of non-black workers,’ the report said. ‘The public sector is a critical source of decent paying jobs for black Americans.” (Kemble, 2011, p. 18).

She further explains that in Wisconsin these trends are similar. She quotes Bill Franks, equal opportunity officer at the Wisconsin Department of Workforce Development as saying, “Black people depend upon public sector employment to a greater extent than any other group in Wisconsin” (Kemble, 2011, p. 18).

Kemble also provides several other alarming statistics in support of her claim. She informs the reader that: African Americans make up 6 percent of the population, yet
25 percent are unemployed. In Wisconsin’s public sector, African Americans are represented at a 20 percent higher rate than they are in the overall workforce. Additionally, African Americans are more likely to be represented by unions, with nearly one in three working in the department of Corrections. Most of these individuals will already see compensation cuts and are members of AFSCME. The author goes on to say that the most openly racial move that Governor Walker made was to take away the effectiveness of the law that recently passed against racial profiling.

Arguably one of the most pertinent points the article made is, during the budget debate, state senator Jauch observed, “For 163 years, Wisconsin has been a beacon. It has been a model of good government. It has set the standard for the rest of the nation for how we educate our children, how we care for our neighbors, how we show respect for our elderly. The nation’s moral compass always pointed to Wisconsin. As a result of this budget, Wisconsin’s moral compass now points to Mississippi” (Kemble, 2011, p. 18).

This quote is one of many references within the article comparing the legislation that Walker and the Republican Party have passed to reverting Wisconsin back to the days of Jim Crow laws in Mississippi. The article demonstrates to the reader how Act 10 will impoverish African-American public sector staff and how it makes Wisconsin a less desirable place to live for many, especially minorities.

**Unions back Mary Burke after months of harsh criticism**

Wisconsin GOP. (2014, April 2). *Unions Endorse Mary Burke After Months of Harsh Criticism*. Retrieved from

This article is essentially a press release by the Republican Party via the State News Service discussing how several unions have recently decided to back Mary Burke, despite her stance that she will not repeal Act 10. Although the article portrays Burke in a negative light, the article also sheds light on the current goings on of Act 10 and how public sector employees have not forgotten about or given up on regaining their collective bargaining rights.

In the article, the Republicans claim that Burke must have agreed behind the scenes to repeal Act 10 because it is the main agenda of many public sector employees and their unions. While that point is debatable, the recent date of this article (April 2, 2014) shows how pertinent this issue has remained to both Republicans and Democrats even since the recall election ended. Additionally, this article supports that Act 10 and collective bargaining remain hot button issues that no matter how you look at it, Wisconsin continues to be divided into two ever colliding sides.
**Hypothesis**

In my research I expect there to be a strong correlation between the two groups researched. I think the effects of Act 10 and the process conducted to get it passed into law resembles or carries the same/similar issues faced by government employees outside of Wisconsin (who were not directly affected by Act 10) in regards to turnover. I hypothesize that the Act 10 Legislation was more effective in increasing staff turnover than it was at influencing staff retention. As a current state employee I’ve been able to observe the effect Act 10 has had on workplace morale, employee motivation and loyalty to the organization.
Methods

To test my hypothesis I have researched many literature review articles from a variety of sources regarding turnover in government, Act 10 and its components. I then identified, analyzed and summarized the findings. I also developed a survey in which I distributed it as an attached hyperlink via email with a proposal explaining the purpose of the study. The employee had to click on the link and answer the questions. Each question was deemed a requirement in order for the survey to be submitted successfully. This setup was designed to eliminate the process of employees “cherry picking” specific questions while ignoring others. The survey was distributed amongst employees within the Wisconsin Department of Corrections utilizing a small sample set of employees from Dodge Correctional Institution. The survey and its questions were designed to evaluate how Act 10 and its components affected an employee’s thoughts and feelings about their current work status in addition to the effect it has on their motivation to continue with current career, seeking a different career within government and/or switching careers and leaving government employment all together. I will compare the responses with the information from the literature review and evaluate. The results will help support my hypothesis.
Key Terms

Protected Employee: An employee that has the ability to retire earlier (at age 55). These employees typically hold the positions of Probation/Parole Agents, Correctional Officers and Agent Field Supervisors.

Non Protected Employee: Are employees who have to wait until age 62 before retirement or older in order to receive full retirement benefits from the state government.

Discretionary Merit Awards: A pay incentive in a one-time lump sum payment of $750 (before taxes) awarded to an employee who’s been nominated by a supervisor for displaying exemplary work for the organization.
Analysis

The hypothesis that the Act 10 Legislation was more effective in increasing staff turnover than it was at influencing staff retention was supported. The data collected from the literature review combined with the survey results shows that Act 10 has had an overall negative impact on staff retention and employee morale. Specifically, responses in survey questions number 4, 5, 6, 7 and 9 provide the evidence to support this conclusion.

When comparing survey responses in Question 4 (Please rate your feelings about your job when you first started you career in corrections) and Question 5 (Please rate your feelings about your career choice prior to passage of Act 10), 62.64 percent and 69.23 percent of respondents were motivated about their career choice in corrections. 36.26 percent of individuals were very motivated when they started their career and 20.88 percent indicated being very motivated prior to the passing of Act 10. Just 3.3% of employees reporting being not motivated when they first started their career in corrections and prior to the passage of Act 10, 9.89 percent of employees report being not motivated (which is still relatively low.)

Subsequently, after the passage of Act 10, (Question # 6) individuals shared they had a significant decrease in motivation overall, with 65.93 percent of respondents sharing they had a highly significant decrease in motivation since the change in law.
Although 34.07 percent of respondents had “No Change” in their motivation, not a single individual responded that Act 10 increased their motivation level. This is extremely noteworthy, yet not surprising as the literature reviews show that overall, Act 10 was not supported by public employees. It is also important to note that this survey doesn’t seek to find out if Act 10 has been a successful piece of legislature (such as in terms of balancing the budget), but rather whether or not it affected motivation levels. As you can see from the above statistics, it has had a negative impact for the majority of employees surveyed. Assuredly, future studies will be completed by individuals interested in public sector work to determine the overall effectiveness (or lack thereof) of Act 10 from a monetary perspective.

Discretionary Merit Awards were designed as a monetary incentive put in place to supplement finances for employees, after components of Act 10 took away union rights to bargain for wages. As 42.8 percent of employees reported feeling neutral about the awards, and 49.45 percent reporting a strong negative feeling towards Discretionary Merit Awards, it is clear that they are not favored by the sample group surveyed. With just 7.69 percent of respondents feeling positive about the measure, it further reinforces the belief that this component of the legislation is not a popular one.

Based on the information I learned from the literature review, it is my belief that part of the reason the Discretionary Merit Awards are not popular is because in most cases the way that they are awarded to employees is not objective. There is nothing to prevent supervisors from awarding the merit incentives to their “favorite” employees.
The fact that unions have been stripped of most of their power/influence only reinforces this negative view on the awards as there is little to no recourse employees can take if they feel that the merit awards are not being distributed in a manner that is fair to the group as a whole. Additionally, one could argue that employees feel somewhat insulted that such a small discretionary and subjective award could even partially replace the monetary benefits and other rights they lost as employees.

In Survey Question, 8, 58.24 percent (well over half) of the respondents agreed that the passage of Act 10 influenced their thoughts to seek out a new career and/or retire compared to 41.76 who reported it had no such influence. As noted, over half of the individuals surveyed stated Act 10 increased their desire to consider departing the public sector. It will be extremely interesting to see if Act 10 results in such a negative impact on the attractiveness of public sector employment to the point where the government has difficulty filling positions. At this point, I anticipate most people would concur it is too early to assess the full impact.

In regards to Question 9, only 4.4 percent of respondents reported feeling very motivated about their current career choice. Additionally, 47.25 percent report not being motivated about their current work environment and 48.35 percent report being motivated by their current work environment.

Based on statistics such as those listed above and the high level of decreased employee motivation reported overall, it is evident that there should be some changes either to the Act 10 legislation or to the policy and/or policy process that governs
government employees in Wisconsin. The numbers show that staff turnover is more likely to occur than staff retention.
Conclusion

In conclusion, based on the literature review articles, the two indicators associated with government turnover amongst staff employment were identified as positive organizational structure and supportive management. In analyzing the data collected from the survey respondents regarding Act 10, an overwhelming number of individuals had a decrease in motivation and or displayed some strong negative feelings regarding the effects Act 10, its components and/or business processes implemented in their workplace because Act 10 has had a negative impact on staff morale, loyalty, turnover and retention. This is especially true of long term employees who are used to receiving a benefit package that they are no longer receiving. Employees are choosing to retire early because they don’t see the benefit in working as long, and they fear what could happen in years to come. Although Act 10 does offer some level of flexibility for an employee that was not there before, it is not without negative consequence in the area of employee morale. As we are still in the beginning stages of seeing the effects of Act 10, we still do not know the full extent of how it will impact attracting new employees to work in the public sector. Although the survey found younger employees surveyed and those with less years of experience to have been impacted less by Act 10 in a negative way, only time will tell if Act 10 will ultimately create a situation in which the public sector has difficulty attracting qualified individuals to fill needed positions. It would be of value to
repeat the survey in several years time to see if employee feelings have changed over time.
### Figure 1.

1. What Age Group Do You Fall In?

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30:</td>
<td>15</td>
<td>16.48%</td>
</tr>
<tr>
<td>31-40:</td>
<td>43</td>
<td>47.25%</td>
</tr>
<tr>
<td>41-50:</td>
<td>21</td>
<td>23.08%</td>
</tr>
<tr>
<td>51+:</td>
<td>13</td>
<td>14.29%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 100%

Total who skipped this question: 0 0%

Total: 91 100%
Figure 2.

2. Are You a Protected or Non-Protected Employee?

<table>
<thead>
<tr>
<th></th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protected:</td>
<td>39</td>
<td>42.86%</td>
</tr>
<tr>
<td>Non-Protected:</td>
<td>53</td>
<td>58.24%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 100%
Total who skipped this question: 0 0%
Total: 91 100%
3. How many years of experience do you have?

<table>
<thead>
<tr>
<th>Experience</th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5:</td>
<td>17</td>
<td>18.68%</td>
</tr>
<tr>
<td>6-10:</td>
<td>20</td>
<td>21.98%</td>
</tr>
<tr>
<td>11-15:</td>
<td>26</td>
<td>28.57%</td>
</tr>
<tr>
<td>16-20:</td>
<td>19</td>
<td>20.88%</td>
</tr>
<tr>
<td>21+:</td>
<td>10</td>
<td>10.99%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 100%
Total who skipped this question: 0 0%
Total: 91 100%
Figure 4

4. Please Rate Your Feelings About Your Job When You First-Started Your Career in Corrections.

<table>
<thead>
<tr>
<th></th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Motivated:</td>
<td>3</td>
<td>3.3%</td>
</tr>
<tr>
<td>Motivated:</td>
<td>57</td>
<td>62.64%</td>
</tr>
<tr>
<td>Very Motivated:</td>
<td>33</td>
<td>36.26%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 100%
Total who skipped this question: 0 0%
Total: 91 100%
Figure 5.

5. Please Rate Your Feelings About Your Career Choice Prior-To The Passage of Act 10.

<table>
<thead>
<tr>
<th></th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Motivated:</td>
<td>9</td>
<td>9.89%</td>
</tr>
<tr>
<td>Motivated:</td>
<td>63</td>
<td>69.23%</td>
</tr>
<tr>
<td>Very Motivated:</td>
<td>19</td>
<td>20.88%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 100%
Total who skipped this question: 0 0%
Total: 91 100%
Figure 6.

6. The Passage of Act 10 Caused the Following Change in Thoughts About My Career Choice:

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease:</td>
<td>60</td>
<td>65.93%</td>
</tr>
<tr>
<td>No Change/Stayed the Same:</td>
<td>31</td>
<td>34.07%</td>
</tr>
<tr>
<td>Increase:</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 100%
Total who skipped this question: 0 0%
Total: 91 100%
**Figure 7.**

7. What Are Your Feelings Towards the Discretionary Merit Awards?

<table>
<thead>
<tr>
<th>Feeling</th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Negative Feeling</td>
<td>45</td>
<td>49.45%</td>
</tr>
<tr>
<td>Neutral</td>
<td>39</td>
<td>42.86%</td>
</tr>
<tr>
<td>Strong Positive Feeling</td>
<td>7</td>
<td>7.69%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 (100%)

Total who skipped this question: 0 (0%)

Total: 91 (100%)
Figure 8.

8. Have The Legislative Changes Over The Past Few Years Influenced Your Thoughts and/or Decisions to Either Seek a New Career Outside of Corrections and/or Retire?

<table>
<thead>
<tr>
<th></th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes:</td>
<td>53</td>
<td>58.24%</td>
</tr>
<tr>
<td>No:</td>
<td>38</td>
<td>41.76%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 100%
Total who skipped this question: 0 0%
Total: 91 100%
Figure 9.

9. Please Rate Your **Current** Feelings About Your Career Choice/Workplace.

<table>
<thead>
<tr>
<th></th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Motivated:</td>
<td>43</td>
<td>47.25%</td>
</tr>
<tr>
<td>Motivated:</td>
<td>44</td>
<td>48.35%</td>
</tr>
<tr>
<td>Very Motivated:</td>
<td>4</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

Total Responded to this question: 91 100%
Total who skipped this question: 0 0%
Total: 91 100%
Appendix

Employee Satisfaction Survey
Employee Satisfaction

1. What age group do you fall in?
   - 18-20
   - 21-40
   - 41-50
   - 60+

2. Are you a Protected or Non-Protected Employee?
   - Protected
   - Non-Protected

3. How many years of experience do you have?
   - 0-5
   - 6-10
   - 11-15
   - 16-20
   - 21+

4. Please rate your feelings about your job when you first started your career in corrections.
   - Not Motivated
   - Motivated
   - Very Motivated

5. Please rate your feelings about your career choice prior to the passage of Act 10.
   - Not Motivated
   - Motivated
   - Very Motivated

6. The passage of Act 10 caused the following change in thoughts about my career choice:
   - Motivation Decrease
   - No Change/Stayed the Same
   - Motivation Increase

7. What are your feelings towards the Discretionary Merit Awards?
   - Strong Negative Feeling
   - Neutral
   - Strong Positive Feeling

8. Have the legislative changes over the past few years influenced your thoughts and/or decisions to either seek a new career outside of corrections and/or retire?
   - Yes
   - No

9. Please rate your current feelings about your career choice/workplace.
   - Not Motivated
   - Motivated
References


Freeman, R. & Han, E. (2012). The War Against Public Sector Collective Bargaining in the US. *Journal of Industrial Relations*. 54(3) 386-408.


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