

HANDBOOK FOR VOLUNTEERS
FOR RELIGIOUS SERVICES
ARKANSAS DEPARTMENT OF CORRECTION
Pine Bluff, Arkansas

BOARD OF CORRECTION

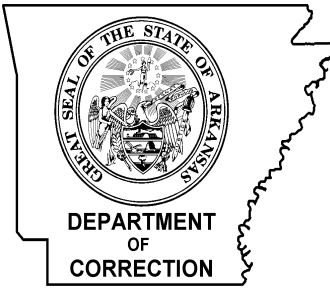
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Revised May 10, 2005



Arkansas
Department of Correction

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April 19, 2005

Dear Volunteers in Religious Services:

At the present time more than 13,000 men and women are incarcerated in the Arkansas Department of Correction. It has been said of them, "They're not here for singing too loud in Sunday School." This type of remark is often intended to point out the tendency of many inmates to have a pattern of irresponsibility untrustworthiness and perhaps even violence, that places the person on the other side of the relationship at some degree of risk.

I thank you for your willingness to take that risk.

That humorous remark may also carry more truth than is generally recognized. Most of the individuals sentenced to the Department of Correction have failed to develop the moral values taught in Sunday School, nor do they have the spiritual life that carries them beyond the immediate gratification of substance abuse, acquisition of material things, and unbridled anger.

I thank you for your willingness to share your spiritual life and your values.

The 13,000+ inmates are ministered to by 35 state and denominational chaplains. Simple division will tell you that this number of chaplains cannot address the spiritual needs of this many inmates. Your service fills out the limited resources provided by the taxpayers and churches of Arkansas, while addressing needs that would otherwise go unmet.

On behalf of the people of Arkansas, and the inmates of the Department of Correction, I thank you for your gift of service.

Sincerely,

Larry B. Norris
Director

Chap/Vol(jw)

INTRODUCTION TO VOLUNTEER MANUAL

- STATEMENT:** The Arkansas Department of Correction seeks to follow the Manual of Standards For Adult Correctional Institutions, American Correctional Association, under section F. Religious Programs, third edition, which states the principle: Written policy, procedure, and practice provide that inmates have the opportunity to participate in practices of their religious faith that are deemed essential by the faith's judicatory, limited only by documentation showing threat to the safety of persons involved in such activity or that the activity itself disrupts order in the institution.
- COMMENT:** Religious practices include, but are not limited to, access to religious publications, religious symbols congregational worship/religious services in appropriate space, individual and group counseling, religious study classes, and adherence to dietary requirements. Inmates in administrative segregation are allowed to participate in such religious practices subject to the same limitations stated in the standard.
- PURPOSE:** In determining what constitutes legitimate religious practices, the warden/superintendent or designee should consider whether there is a body of literature stating religious principles that support the practices and whether the practices are recognized by a group of persons who share common ethical, moral, or intellectual views.
- POLICY:** It is the policy of the Arkansas Department of Correction to provide those incarcerated in its care the greatest amount of freedom and opportunity for pursuing individual religious beliefs and practices as can be accomplished within the context of maintaining security and orderly conditions within the Department of Correction.
- GOAL:** The goal of the Religious Services of the Arkansas Department of Correction is to provide spiritual and moral guidance to every inmate and staff member who desires assistance.
- OBJECTIVES:** Religious Services Division seeks to provide non-denominational chaplaincy programs for all committed offenders who desire them. Religious Services Division seeks to provide a denominational worship opportunity for committed offenders.

Religious Services Division seeks to provide counseling in religious and moral realms as requested by inmates or staff.

PROCEDURE: In order to fulfill the purpose, goals, and objectives, Religious Services Division utilizes religious volunteers working under the direct supervision of the Unit Chaplain and the Administrator of Religious Services. This will be done within the framework of policy and procedures, security, and good order of the institution and the rehabilitation of inmates.

RELIGIOUS VOLUNTEER MINISTRIES

GENERAL:

The Department of Correction is committed to the development of volunteer programs as an integral component of the service system. All staff members are expected to promote and facilitate the maintenance of the program in the units and centers in accord with security, control, and operation of the institution.

PROGRAM OPERATION AND MANAGEMENT:

1. Religious volunteers shall be recruited from a cross-section of the religious community to help meet the religious needs of inmates.
2. Religious volunteers will be screened and interviewed by the Unit Chaplain so as to meet the purpose of the Department and approved by the unit warden.
3. Religious volunteers will be given orientation and training to help meet their particular purposes for ministry in the Department.
4. The Certified Religious Assistant (CRA) volunteer must have and keep an updated application form at the parent unit. The CRA will be required to wear the Department issued identification badge while in the unit. The approved application is for a term of up to one year and may be renewed.
5. Regular Citizen Volunteers (RCV) must have and keep an updated application form at the unit. The approved application is for a term of up to one year, and may be renewed. These persons must be escorted in to where they will be ministering, and when they are finished, escorted out of the unit.
6. All religious volunteers must have prior approval before entering the unit.
7. Ex-confined felons may be permitted to serve as religious volunteers when specific approval has been given by the unit warden/center supervisor and the administrator of chaplaincy services.
8. Ex-confined felons must make a written request to the (unit) chaplain for religious volunteer services. This request must be at least 12 months after release date.

9. Ex-confined felons must have the approval of the unit warden/center supervisor before entering the unit/center for religious ministry.
10. If a family relationship exists between the religious volunteer and an inmate at an institution regularly served by that volunteer, steps will be taken to move either the volunteer or the inmate. If neither action is feasible, the Department must regretfully dispense with the services of the volunteer.
11. The religious volunteer is invited into the unit to provide specific services. The volunteer must not interfere with the custodial responsibilities of the administration. If a situation arises where there is concern about the proper course of action to be taken, the volunteer will need to consult with the Unit Chaplain, in keeping with the chain of command.
12. All RCV's and CRA's will agree to serve a one year term from January - December.
13. Close to the end of the one-year agreement, each of the RCV's and CRA's will evaluate his commitment with the chaplain.
14. If both the approved volunteer and the Chaplain feel that his work is satisfactory, the volunteer will commit himself for another period of one year of service.
15. Certified Religious Assistants (CRA) and Regular Volunteers (RCV) are to receive a copy of the volunteer handbook during their training session.
16. CRAs are not authorized to present information pertaining to an inmate who is under consideration for parole or transfer to the Post Prison Transfer Board unless requested by the board. CRA is not to appear before the Board on behalf of an inmate unless approval is obtained from the Board and the Administrator of Religious Services.

CHARACTERISTICS OF A RELIGIOUS VOLUNTEER

1. Learn the best way to do the right thing.
2. Not afraid to fail.
3. Develop a contagious self-confidence along with unlimited optimism.
4. Develop the capacity to listen without condemnation or judgement.
5. Confident of who he is and what he is doing and where he is going.
6. A self-reliant person.

7. Capacity to concentrate on his primary purpose for being here is spiritual and not lost in fringe problems.
8. Capable of identifying his own strengths and recognizing his weaknesses.
9. Has developed and committed to his basic value system.
10. The volunteer is a breath of fresh air in a very difficult situation.
11. Ability to take his work seriously without taking himself too seriously.
12. An enabler. Lead by example.
13. Can discreetly stir things up to create a healthy and desired conflict.
14. Person of integrity.
15. Strong belief in God.
16. Reasonable understanding of the basic religious tempt, and ability to apply it to daily living.
17. Reasonable understanding of personality structure.
18. Basic concept of legal and security aspects of the institution.
19. Capable of following rules and instructions.
20. Avoid appearance of naiveness.
 - A. Learn that when in doubt about information supplied by an inmate to check it out with the chaplain.
 - B. Not all inmates are honest and not all inmates are dishonest.
21. Friendliness
 - A. Before a person can become a familiar friend, there must be a proven loyalty and honesty which develops over a period of time with effort and the right situation. All other "friends" fall into the category of unfamiliar.
22. Over-familiarization is permitting a person to take license of liberties.
 - A. Avoid discussion of personal problems, financial problems, sexual problems, etc.

- B. Be careful in the following.
 - 1. Desire to be liked.
 - 2. Made to feel obligated.
 - 3. To circumvent minor rules.
 - 4. Being inconsistent.
 - 5. You/me syndrome.
 - 6. Keep confidentiality except in area that chaplain directs you.
- 23. Maintain a professional barrier.
 - A. Lift the inmate to your level.
 - B. Dress correctly, speak correctly, walk correctly.
- 24. Meeting and getting to know the inmate.
 - A. Friendly attitude.
 - 1. Do not hug.
 - 2. Do not be shocked at type of conversation.
 - B. Sincere.
 - C. Non-judgmental attitude.
 - D. Listening ear.
 - E. Do not make commitment you do not plan to keep.
 - F. Persevere.
 - G. Available.
 - H. Do not ask about crimes.

- I. Be prepared for homosexual confrontation.
- J. Use simple vocabulary.
- K. Respect his place of abode.

CATEGORIES OF VOLUNTEERS CERTIFIED RELIGIOUS ASSISTANT (CRA)

- (1) A person selected, approved and trained to go into areas approved by Unit Warden without escort to minister one-on-one to inmates and staff on a nondenominational basis. This person may lead in-group workshop or give religious instruction to inmate groups as approved by Unit Chaplain and Unit Warden/Center Supervisor.
- (2) Selection and training of CRA
 - (a) Those wishing to become C.R.A. must complete an application form that is available through the Unit Chaplain's office.
 - (b) A person over 21 years of age desiring to do religious volunteer work in ADC should contact the Chaplain at the unit where he desires to serve as a Certified Religious Assistant (CRA). (Although it is not required, it would be good for this person to have already served in a unit as a Regular Citizen Volunteer prior to becoming a CRA, if not, the person may only visit in the unit one time prior to required training). The Chaplain will provide this person with an application form to be filled out completely by the volunteer. A letter of approval from this person's church, mosque, or Synagogue must accompany the application when it is returned to the Chaplain at the unit your wish to serve.
 - (c) The parent Unit Chaplain will interview the applicant, have required drug test done at the unit, and do required background check of applicant.
 - (d) The Unit Chaplain will approve or disapprove the application, subject to the approval of the Unit Warden/Center Supervisor and Administrator of Religious Services.
 - (e) The applicant must be at least 21 years of age.
 - (f) To become a CRA, a person must complete two days training (or equivalent of eight hours) at the unit/center at least three weeks prior to the next scheduled non-security training session as listed in the Training Academy quarterly announcement sent to the unit/center. Upon completion of the orientation training session with the Chaplain at the unit/center, the Unit Chaplain shall notify the Administrator of Religious Services that the volunteer has completed the orientation at the unit and is

ready for the CRA Non-Security class. The ID badge will be given to the volunteer upon completion of the Non-Security class.

- (g) The CRA will be required to attend a minimum of three hours quarterly refresher training by Unit Chaplain, and one mandatory conference yearly.

(3) Policy and Procedure for CRA Volunteers

- (a) The CRA must limit contacts and interaction with inmates to those that are necessary for professionally carrying out the religious mission (i.e. no personal or social contacts, no carrying of messages from within or outside the unit).
- (b) CRAs are not authorized to present information pertaining to an inmate who is under consideration for parole or transfer to the Post Prison Transfer Board unless requested by the Board
- (c) CRA is to wear the I.D. badge only in the unit.
- (d) The CRA must be punctual. If a delay or cancellation is unavoidable, the Unit Chaplain to be notified as soon as possible.
- (e) The CRA must take nothing into the unit or out the unit without prior approval of Unit Warden/Center Supervisor and the Unit Chaplain (i.e. messages, food, literature, stationery and stamps, envelopes, etc.).
- (f) A person cannot be a Certified Religious Assistant at a unit while on an inmate's visitation list at that unit.
- (g) Arkansas Department of Correction employees may not serve as a CRA or RCV.
- (h) The CRA is not to bring any person to the unit without prior approval of Unit Warden/Center Supervisor and Unit Chaplain.
- (j) No tape recording, video taping or photographing is allowed without permission of Unit Warden/Center Supervisor. All equipment will be subject to security inspection.
- (j) The CRA should not make phone calls for an inmate, nor approve the inmate making a phone call, should not contact family members or prospective employers, should not assist in business deals or in any other way work for the inmate on the outside.
- (k) The CRA must abide by the rules and regulations of the unit.

- (l) The CRA must restrict activities to agreed times and areas that have been approved by the Unit Warden/Center Supervisor.
 - (m) Because this is a prison setting, restrictions must be placed on confidential communications. The CRA must report any threats of violence toward the inmate himself, toward others, plan for an escape, or other activities that would endanger security, safety, and health of the unit and its staff and inmates. The CRA should report this to the Unit Chaplain or security immediately. This is to ensure the safe operation of this unit.
 - (n) The CRA must not attempt to persuade an inmate or staff to convert to CRA's own belief system.
 - (o) The CRA must show respect for divergent religious beliefs and customs (i.e. if nothing can be said positive it is better to remain silent).
 - (p) The CRA must have proper identification visible at all times while in the unit/center.
 - (q) Purses and briefcases will not be permitted into the unit without prior approval of security.
 - (r) When a CRA leaves his sponsoring denomination, this will constitute termination as CRA. After 90 days, he may apply for CRA status as a member of the new denomination.
 - (s) If a CRA is absent from their parent unit for a period of one (1) year, this CRA must go through the Non-Security training at the Arkansas Department of Correction Training Academy before going back into the unit.
 - (t) A CRA must agree to provide at least eight (8) hours of service per month.
 - (u) CRAs are not to be in a Unit on holidays unless they have the approval of the Unit Warden and Senior/Unit Chaplain.
- (4) Guidelines for CRA Volunteers
- (a) The CRA should avoid discussion of conditions of confinement, administration staff or grievances or disciplinary actions with an inmate. This should be referred to the Unit Chaplain.

- (b) The CRA should avoid any appearance of favoritism (i.e. spending more time with certain inmates, giving money to certain inmates, developing a romantic interest in certain inmates).
- (c) The CRA should emphasize personal responsibility to the inmate for individual behavior and spiritual life.
- (d) The CRA should be in a positive mode so as not to reinforce depression, hopelessness and despair.
- (e) The CRA must avoid creating dependency to and from the inmate by taking on the problems of the inmate or having the inmate taking on the CRA's problem. Counsel, encourage and discuss possible options without trying to "fix" things.
- (f) The greatest ministry of the CRA is the ministry of presence. It is not necessary to "do" something to help, but rather having a listening ear and being a channel of God's love toward the inmate.

**RULES FOR CRA VOLUNTEER VISITING SEGREGATION AREAS
PUNITIVE, ADMINISTRATIVE SEGREGATION, DEATH ROW**

The following basic rules must be adhered by the C.R.A.s when entering Segregation areas, but not limited to these:

1. Do not give anything to inmates or take anything out including verbal messages to other inmates or employees.
2. Notify the Chaplain and/or the Shift Supervisor if any inmate gives any indication that he is suicidal or plans to harm another individual.
3. Notify the Chaplain and/or the Shift Supervisor if an inmate says anything about an escape.
4. Do not stand too close to the cell door or cell bars.
5. Do not wake an inmate if he is asleep.
6. Do not force a conversation if the inmate does not want to talk.
7. Always report to the Chaplain and/or the Shift Supervisor any unusual behavior or conversation.
8. Be aware that some inmates assigned to segregated areas display aggressive behavior, i.e., throwing food, books or urine through their cell door or bars and occasionally at freeworld people. Always report to the Chaplain and/or the Shift Supervisor any aggressive behavior displayed by an inmate.
9. Be courteous and follow all instructions given by the Chaplain and the officer assigned to Segregation areas.

I, _____ the hereby undersigned, acknowledge by my signature upon this agreement that I have been thoroughly advised, instructed, counseled with and forewarned of the dangers of entering Segregation areas for the purpose of offering spiritual guidance and counseling to the inmates detained therein.

Per the result of my signing this agreement, I hereby make claim that my voluntary decision to enter Segregation areas places all responsibility for any offensive and/or injurious actions imposed upon my person during my access to this part of the prison unit to be held accountable solely unto myself.

VOLUNTEER

DATE

CHAPLAIN

DATE

Regular Citizen Volunteer (RCV)

1. One who provides services to the Department once a month or more frequently.
2. Those wishing to become RCVs must complete an application form available through the Unit Chaplain's office. A letter of endorsement from the applicant's church, synagogue or mosque must accompany the application form, and will remain on file in the Chaplain's office.
3. The Unit Chaplain will interview the applicant.
4. The Unit Chaplain will recommend to the Unit Warden for approval or disapproval of the application.
5. Each applicant must be at least twenty-one years old.
6. The prospective RCV may visit unit on a one-time basis.
7. Each RCV must have the Non-Security training.
8. Each RCV must obey unit regulations and policies.
9. RCVs must have proper identification visible at all times while at the Unit/Center.
10. RCVs must not attempt to proselytize members of other faith groups.
11. RCVs must not use a religious clearance to make a personal visit.
12. All religious literature intended for inmates must be given to the Unit Chaplain. No other gifts for individual inmates will be accepted.
13. Purses and briefcases will not be permitted, unless permitted by Security.
14. All notes, addresses or messages are to be cleared by the Unit Chaplain.
15. When an RCV leaves his sponsoring denomination, this will constitute termination as RCV. After 90 days, he may apply for RCV status as a member of his new sponsoring denomination.

Occasional Citizen Volunteer (OCV)

1. One who provides a one time or occasional volunteer service to the Department. OCV may conduct a service in the Chapel area. OCV must be under escort at all times. OCV must be at least eighteen years old or approved by the Unit Warden.
2. Procedures for Occasional Citizen Volunteer Visitors (Freeworld Services).
 - (a) Confirm dates for services as soon as possible.
 - (b) The Chaplain must have complete names of all people who will enter the unit. If the list is not received one week in advance, the invitation may be canceled.
 - (c) The number of outside guests will be limited to twenty-five persons. All persons must be eighteen years or older. Exceptions subject to Warden's approval.
 - (d) Any parolee must have a letter sent to the Chaplain's office from the Parole Officer two weeks prior to entrance into the unit. Discharged inmates must have a letter of request in the Chaplain's office two weeks in advance of the visit. An ex-confined felon must be approved by the Warden before he can enter the unit.
 - (e) OCVs must not use a religious clearance to make a personal visit.
 - (f) The sponsoring denomination and group leader will be responsible for identification and conduct of all members of the group.
 - (g) The OCVs may not leave the Chapel area.
 - (h) Each OCV must obey unit regulations and policies.
 - (i) All religious materials intended for inmates must be given to the Unit Chaplain. No other gifts for individual inmates will be accepted.
 - (j) All equipment is subject to inspection.
 - (k) Purses and briefcases will not be permitted, unless permitted by Security.
 - (l) OCVs must not attempt to proselytize members of other faith groups.
 - (m) The OCV must have proper identification at all times while at the Unit/Center.
 - (n) On the date of the scheduled service, the group must arrive together 30 minutes prior to scheduled service. This will give time to check into the institution and get set up in the chapel for the program. The service will be limited to one hour.

- (o) The Unit Chaplain will designate those freeworld people who are to come to the front of the rostrum during or after the service to monitor altar calls. No others are to come to the front of the rostrum at anytime.
- (p) No notes, addresses or any messages are to be passed to the inmates or received from the inmates.

Spiritual Advisor of Record.

1. If an inmate desires to have a spiritual advisor of record, i.e., Pastor, Imam, Rabbi, a written request must be submitted to the Unit Chaplain requesting a certain person to become his/her spiritual advisor of record. The Unit Chaplain will verify this person's credentials based upon but not limited to the following areas:
 - a. this person must be acting in a ministerial capacity of the church/mosque/synagogue;
 - b. this person's church/mosque/synagogue must send a letter at least 7 days prior to first requested visit stating that this person has been approved as qualified and authorized to provide spiritual counseling to the inmate and that this person has the understanding of the precepts of the religion represented to be an inmate's spiritual advisor;
 - c. this person must not be related to inmate.
 - d. this person must furnish the Unit Chaplain a valid driver's license number, date of birth and social security number.
2. After verifying the above credentials, the Unit Chaplain shall make recommendation to warden/designee.
3. The inmate shall be notified of warden/designee's approval or disapproval of the requested person to be the inmate's spiritual advisor.
4. The inmate must agree in writing to each visit by the spiritual advisor. This will be a one-on-one visit.
5. A Certified Religious Assistant is not to serve as inmate spiritual advisor of record at any unit/center.
6. Spiritual advisor visits will be scheduled Monday through Friday between the hours of 8:00 a.m. and 3:00 p.m. There will be one visit per month for the inmate and the length of

the visit is not to exceed 1-1/2 hours. To schedule a visit, this person must contact the Unit Chaplain at least 72 hours prior to requested visit.

7. Spiritual advisor visit will be made at the chapel facility with the following exceptions:
 - a. inmates assigned to segregated areas will be visited in regular prison visiting room under supervision of a security officer;
 - b. female spiritual advisors will visit the inmates in regular prison visiting room under supervision of a security officer.
8. The spiritual advisor is not to bring another person in without prior approval of the Unit Chaplain and the warden/designee.
9. The chaplain will lay-in the inmate for the visit.
10. The spiritual advisor will be received by the Unit Chaplain/designee.
11. All normal security procedures will be followed.
12. The spiritual advisor is not to bring any item, including religious materials, in for the inmates or take any item out for the inmates without prior approval of the chaplain.
13. Do not use a spiritual advisor visit to make a personal visit.

Unit/Center Religious Activities Coordinator
(For Units that have no Assigned Chaplain)

1. Purpose: To give guidance and assistance to the Warden/Center Supervisor in providing a religious program to help meet the needs of inmates and staff.
2. Procedure: The Administrator of Religious Services shall recommend to the Warden/Center Supervisor a volunteer to assume this position of leadership. Following is the criteria for selection:
 - a. A strong belief in God.
 - b. A reasonable understanding of basic religious document.
 - c. A strong devotion to the cause of God.
 - d. A strong desire to uplift the moral and religious life of inmates.
 - e. A reasonable understanding of personality structure.

- f. Ability to give support and counseling.
 - g. Must be a bona fide member of local church and a written sponsorship of that local church.
 - h. The Administrator may consult with local ministerial organization.
3. Training: Religious Activities Coordinator must complete CRA training. When CRA badge is issued, it shall read Religious Activities Coordinator of the Unit/Center.
 4. Responsibilities: To coordinate the religious program for the Unit/Center under the direction of Administrator of Religious Services and with the general approval of Unit Warden/Center Supervisor or designee. In consultation with Administrator of Religious Services, the Religious Activities Coordinator will select volunteers that would be needed to meet the basic needs of inmates and then make recommendation to the Unit Warden/Center Supervisor or designee for approval. The Religious Activities Coordinator and approved volunteers must not defame others nor create division among inmates and staff.
 5. Termination: This agreement will need to be renewed on or before January 1 of each year. Renewal will be upon approval of Warden and Administrator of Religious Services. Religious Activities Coordinator may resign position by notifying the Unit Warden/Center Supervisor and/or Administrator of Religious Services. Unit Warden/Center Supervisor and/or Administrator of Religious Services may terminate the Religious Activities Coordinator for unbecoming conduct, breaking unit rules and regulations or other activities that would be detrimental to the religious program. All ID badges must be returned to the Administrator of Religious Services upon ceasing to be a volunteer for that Unit/Center.

Conduct of Approved Religious Volunteers

- A. Chaplains within the Department of Correction are responsible for supervising religious volunteers. After any allegation of rule violation or inappropriate behavior of the religious volunteer is made known to the Chaplain, the Chaplain must take appropriate action. The allegations and/or inappropriate behavior of the religious volunteer must be investigated, documented, and Administrator of Religious Services notified.
- B. The Chaplain may counsel with the religious volunteer, or place him on suspension and notify the Administrator of Religious Services.
- C. The following are guidelines for volunteer behavior, and are not to be considered all-inclusive.

1. The religious volunteer must encourage respect for authority, and support the good order of the institution.
 2. The religious volunteer must encourage racial and religious tolerance among the inmates.
 3. The volunteer must obey and support department rules and regulations.
 4. The religious volunteer may bring in items for inmate's use or consumption only with prior authorization from Chaplain and in compliance with unit security procedures.
 5. The religious volunteer may take out items for an inmate only with prior authorization from Chaplain and in compliance with unit security procedures.
 6. The religious volunteer is expected to model beliefs and values consistent with his/her teaching both inside the Department and in the community.
 7. The religious volunteer must maintain sponsorship from the volunteer's denominational group.
- D. Procedures for regulating conduct of religious volunteers (in the Department of Correction).
1. The Warden may bar a religious volunteer from entering the unit for security reasons.
 2. The religious volunteer who has demonstrated gross violations of Department rules and regulations may not be given advanced notice but may be barred from the unit immediately, placed on suspension, and Administrator of Religious Services notified.
 3. For lesser violations, the Chaplain may suspend the religious volunteer and consult with Administrator of Religious Services for further action.
 4. The Administrator of Religious Services will consult with the religious volunteer involved and the Chaplain at the unit where violation occurred to determine whether immediate termination is necessary, or see if the religious volunteer is willing to correct the problem.
 5. The religious volunteer has ten working days to present a written appeal of suspension to the Administrator of Religious Services.

6. There is no appeal for a religious volunteer who has been terminated. After six months, the volunteer can submit a new application.
7. When a religious volunteer is barred by the Warden, suspended by the Chaplain, or terminated by the Administrator of Religious Services, the religious volunteer will be barred, suspended, or terminated at all other units/centers. This is to be documented and enforced.
8. If the religious volunteer has been given an ID badge, it must be turned in to the Warden or Chaplain at the time of being barred, suspended, or terminated.

Working with Offenders/Do's and Don't

Many prisoners have had more than their share of frustrations in their early life. Most have experienced repeated failures and are, at least at the outset, suspicious of any offer of assistance or guidance.

Working with offenders cannot be reduced to "cookbook" form. Much is left to the common sense of the volunteer. As a volunteer, you are assuming certain responsibilities that demands loyalty to the Department of Correction and the offender.

A. Do's

1. Be willing to be supervised by:
 - a. Chaplain
 - b. Administrators
 - c. Corrections Officer
2. Arrive and leave on time--your dependability is essential if you are to be of real service and successful. Notify proper staff persons if you cannot be at the assigned location at the scheduled time.
3. Be yourself--express your feelings genuinely. An honest, unmasked expression of feelings is one important way to show concern.
4. Accept inmates as individuals
 - a. avoid sweeping generalities
 - b. each inmate is a unique person--God's creation
 - c. give the inmate respect
 - d. you do not need to approve of bad behavior, language, values, and morals, but you MUST accept them as human beings whom God loves
 - e. LOVE the sinner--HATE the sin

5. Be supportive, encouraging, friendly, but firm. It is your Godly nature to be honest and objective, but you must be disapproving when this is needed as well as praising, supporting, and encouraging when that is warranted.
6. Be respectful, for respect is the keystone. The inmate will not be open with you until he/she respects and trusts you. There is no room for narrow prejudices or feelings of superiority. Respond to the inmate's needs and interests, not to your own.
7. Win respect for yourself--the inmate will never respect you, until it is clear that you cannot be "conned" or "manipulated." The inmate's manipulation may be expressed in request for you to influence guards, or a witness, or for you to bring something in or out of the institution which may not be allowed. If the inmate asks you to do something which you consider "borderline," say that you will check to see if it is all right, then ask the appropriate official.
8. Do be responsible and dependable. Be punctual. Provisions for entering the institution are a process structured within a specific time frame. Being on time facilitates the administrative and security functions of the correctional officer. Time is also important to the inmate, as he has been assigned an activity, again with a specific time frame. If the volunteer is late or does not come at all, the inmate loses out on an activity to which he was probably very much looking forward to.

Building and maintaining a stable level of trust with correctional officers and inmates is critical to the success of any volunteer endeavor. If you cannot make a scheduled visit, contact the proper officials and the inmate and let them know you can't make it.
9. Expect some hostility--there will be times when the inmates, overwhelmed by troubles, will confront you with hostility. At such times:
 - a. Do not force conversation upon the person
 - b. Do not react in a hostile, sarcastic, or anxious manner
 - c. Do not act shocked
 - d. Retain your composure
 - e. Ignore the hostility or withdraw for a while
 - f. The inmate will generally regain his/her composure
10. Do watch for con games. Many inmates are expert "con artists."
 - a. The oppressive and manipulative atmosphere in prison makes "conning" a way of life.

- b. A burning desire to be free can drive an inmate to manipulative and deceptive practices.
- c. Some inmates are not above working on your sympathies or guilty feelings to get what they want.
- d. Stay alert and do not be afraid to say NO in a loud, clear voice if you detect a con game.
- e. If you feel you are being conned, get the facts, then share with the chaplain or proper authorities. Mention these facts to the inmate and let him know you are on to his game. Some inmates will try to persuade you to violate prison rules by: (1) smuggling letters or goods into or out of the institution, and (2) money.

We will not help a prisoner change if we become another of his victims. As long as a prisoner can manipulate you, you will never gain his respect, which is the basic must for a fruitful ministry.

- 11. Give encouragement regularly--most inmates have a low self-esteem. They often think of themselves as losers.
 - a. give them reassurance often
 - b. build up their self-confidence

This can be most important to inmates who come to God while in jail or prison. The hostility to religion by other inmates is bound to affect them.

An inmate will likely be full of doubt and fear just before his release from jail or prison, although he might not admit it. He is wondering if he will be accepted outside, whether he can find a job, etc.

- a. Help him realize that these are normal feelings.
- b. Assure him/her that you, and your church, mosque or synagogue will be available to help him adjust to the outside life.
- 12. Do seek help when needed. No one has all of the answers to all situations. If you cannot answer an inmate's question, don't be afraid to admit it. Seek out the correct information and report back to the inmate personally.
- 13. Learn to listen.

Many inmates have never had another person to listen to them without judging their statements or trying to "set them straight." Do not automatically believe or not believe everything an inmate tells you. But always listen.

Active Listening

- a. Allow him to talk freely without interrupting.
 - b. Listen for the emotions and feelings behind his words.
 - c. Draw him out with brief questions letting him know you have heard what he said.
 - d. Show the inmate you are genuinely interested in him and what he has to say.
14. Do have an open, teachable attitude
Think of yourself as an apprentice, anxious to learn from everyone about how to be a good volunteer.
- a. Learn from other volunteers
 - b. Learn from other community support groups
 - c. Chaplains
 - d. Wardens
 - e. Guards
 - f. Inmates and ex-inmates
 - g. Keep an open mind about what you see and hear in jail or prison. Make your volunteer service an exciting and challenging adventure.

15. Set a good example

One of the most important attributes of your ministry to the inmate is providing an example of a successful, law-abiding citizen. He may have known only a few people like you in his whole life.

- a. Keep your behavior above reproach
- b. Be supportive and friendly, but firm
- c. Let him see in your life how love, honesty, and responsibility pay off. Let him see that he, too, can have these values for himself if he is willing to make some tough, proper choices about his personal priorities in life.

B. Don'ts

1. Under no circumstances shall volunteers trade or traffic with inmates; neither shall they convey any message, written or verbal, from one inmate to another or to any person outside. Trading and trafficking shall be defined as giving, securing, buying, selling, receiving or trading anything not authorized by the institutions.
2. Don't criticize what you don't understand. Ask for an explanation.
3. Don't make promises you can't keep. Disappointment can cause hostile behavior. Many inmates are lax about promises made to others, but can be unforgiving if

someone they trust lets them down. Openness and total honesty will go a long way toward winning an inmate's respect.

4. Don't overreact to an inmate's hostility. Some inmates will test you when you visit them. Don't lose your cool and tune the inmate out. Let him express himself without trying to "set him straight." He may be trying to find out if you have what it takes to become his friend.
5. Don't ask an inmate why he is in prison. Let him tell you this when he trusts you enough. If you probe for personal facts too soon, he might "clam up" and refuse to talk about anything. These things don't matter anyway if you are really serious about accepting the inmate unconditionally. God forgives and forgets.
6. Don't visit the inmate's family or friends without his knowledge and consent. Never make such a visit out of curiosity. You may be able to help the inmate and his family, but it must be done openly and with full cooperation with everyone involved.
7. Don't over-identify. You cannot take the burden of the other person's problems on yourself. They are the inmate's problems, not yours.
 - a. Push your wheelbarrow upside-down.
 - b. To feel with an inmate (empathy) gives him strength.
 - c. To feel like an inmate (sympathy) creates the impression that you are just as powerless as he is.
8. Don't expect instant results. Working with prisoners is slow, difficult, and often exasperating work. Many have spent a lifetime perfecting irresponsible and antisocial behavior patterns, so don't expect them to reach perfection after just a few, short visits.
9. Don't give "pat answers" to problems. One sure way to drive an inmate up the wall is to give simplistic answers to complicated problems.

Avoid flippant responses like:

"This must be God's will for your life," or
"Just pray about it, and everything will be OK" or
"God brought you here for a reason."

Responses like these sound phony, especially in a harsh environment like a jail or prison.

10. Don't talk "down" to an inmate.

- a. Try to communicate on his frequency.
 - b. Use language he can understand and identify with.
 - c. Show him through your words and your attitude that you want to be his friend.
 - d. Don't try to talk like him, using jail and prison jargon.
11. Don't violate the inmate's confidence.
- a. Never repeat to someone else what an inmate has told you in confidence.
 - b. If you need outside advice, relate the facts of the case, only without identifying the person involved.
12. Don't make decisions for inmates. Locking people away in jail and prison shelters them against making decisions for themselves. Seeing their weakness and inability to make a decision, you will be tempted to jump in and make a decision for them. Resist this temptation with all your strength. Help him help himself.
13. Don't express physical affection. Women volunteers should follow this rule implicitly in working with male inmates and vice versa. Even a pat of the hand is strictly a no-no in the explosive prison atmosphere, because it can be so easily misunderstood and misinterpreted. Then, too, some lonely inmate may misunderstand your intentions and push these physical contacts further than you intended to go.
14. Don't peddle theological doctrines. Inmates have to live in the jail or prison when you are not there. Don't propagate doctrines or religious ideas that might cause divisiveness and bad feelings in the prison community. Keep your message simple, positive and uplifting.
15. Don't dawdle when your time is up.
- a. You will notice very quickly that the jail and prison operates on predictability tight scheduling.
 - b. When a guard announces the time is up, don't waste time breaking off the conversation and leaving the area of closing the meeting.
 - c. If you linger too long, you may upset the schedule.
 - d. Be on time entering and leaving.
16. Don't carry anything into or out of the jail or prison.
- a. In some jails and prisons, even books and magazines have to be carefully searched before they enter or leave the facility.

- b. If you have any question about what constitutes contraband, or what should be considered confidential, ask a staff personnel.
- c. The most basic principle of the jail/prison ministry is to obey the rules and check with officials when in doubt.

17. Don't blame yourself:

- a. If an inmate doesn't make it on the outside and winds up in prison again.
- b. If the inmate does not readily follow God, or he slips back into his old ways.

It does not mean you are a failure. After all, you are only one of many influences on his life, most of which are beyond control. You must be able to handle your frustrations when a setback occurs. Do the best you can and leave the results to God.

God is a gentleman. He will not go where he is not welcome.

18. Don't expect thanks.

- a. The inmate may feel it, but may not know how to express it.
- b. He may actually feel embarrassed by it.
- c. You may never hear "thank you," but your effort will be in the long run appreciated, probably more that you or anyone will ever know.

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