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# Chaplaincy Audit Information

## Texas Department of Criminal Justice

Collection of Raw Data from TDCJ's First Audit of Chaplains  
Collated & Edited by Dr. Michael G. Maness, TDCJ Chaplain

See more at [www.PreciousHeart.net](http://www.PreciousHeart.net)

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### — The Questions —

- 1) [List and describe the duties you perform, totally 100%?](#)
- 2) [Who or what is the source of your information?](#)
- 3) [What contacts are you required to make with persons other than your immediate supervisor and departmental associates?](#)
- 4) [What decisions are you required to make without consulting your supervisor?](#)
- 5) [Describe the nature of your responsibility for money, machinery and equipment.](#)
- 6) [What records and reports do you prepare?](#)
- 7) [How if your work inspected, checked, or verified?](#)
- 8) [For what kinds of confidential information are you responsible?](#)
- 9) [How many employees or offenders are directly under your supervision?](#)
- 10) [Is there anything else pertinent to your position that you would like to tell us?](#)

### Introduction

At the beginning of 2000, the TDCJ chaplains had organized to seek for Chaplain Professional Equity. There had not be a review or any adjustments in 35+ years. There were no plans to address chaplain improvements, and this was chronicled and documented in the Chaplain Professional Equity Proposal seen at:

[www.preciousheart.net/chaplaincy/Chaplain\\_Equity/Chaplain\\_Equity\\_Proposal.htm](http://www.preciousheart.net/chaplaincy/Chaplain_Equity/Chaplain_Equity_Proposal.htm).

November of 2000, just a few days before the Thanksgiving holidays, the Chaplains were ordered to fill out questionnaire auditing their position with a few days to return them.

Early 2001, The Chaplains had succeeded in getting a couple of legislative bills into the 77<sup>th</sup> Texas Legislature ([House Bill 2460](#) & [Senate Bill 1607](#)) that resulted in a one pay group raise at the end of session. Not Equity, just a start.

June 20, 2001, the audit was cancelled by Carl Jefferies: “The State Auditor’s reallocation of chaplain positions as implemented in SB 1 makes further review unnecessary.”<sup>1</sup>

December 2001, an Open Records Request (ORR) was filed by Dr. M.G. Maness to seek to be able to review the Chaplaincy Audit information. After intervention from the Texas Attorney General’s office (TX AG), the material was released in June of 2001. Texas’s AG’s office intervened *several* times to free up these records, and even TDCJ’s own counsel advised disclosure. It was not until June 18 of 2002 that the records were allowed access.

June 18, 2002 — [Site Visit](#): a visit was scheduled to TDCJ’s HR HQ to view all info related to Chaplaincy Audit. Assurance was given by by Karla Christian that “all” the material requested would be there. In the original ORR request, there was special concern for viewing documents that initiated the Unit Chaplain Classification Study and *any* conclusive/summary/analysis documents that arose from the study that may have been passed to legislators or HR persons.

Maness was escorted by Hannah O’Donnell to room 202 in the Human Resources building on Highway 190. She was very cordial and helpful as we shared the room and Maness viewed the documents from June 18-21, Tuesday through Friday, 8-5 PM. The raw data from the questionnaires and other documents was collected and collated, including the following. There was some redundant material, but as expected there was also a lot of unique statements by the chaplains. This reflected the highly complex nature of Chaplaincy in many ways.

There were no conclusive/summary/analysis documents, none of any kind. The bulk were the questionnaires and several inter-office memos relating to some of the paperwork trail, including the document above referencing the cancellation of the audit. From the information made available, none of the material had undergone any analysis from December of 2000 to June of 2001, nor had any analysis of any of the material been sent anywhere.

This total lack of any analysis of the material invalidated one significant rumor about the material contributing to the small chaplaincy boost after 35+ years. The chaplaincy audit material *did not play any role* in the Chaplain’s

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<sup>1</sup> TDCJ Inter-Office memo, 20 June 2001, from Carl Jefferies, Director of Programs and Services Division to Carol Johnston, Deputy Director of Human Services.

first small boost in pay raise in 35+ years. Furthermore, the equity issue still looms, for these materials still make a case for a more equitable salary level given the contribution and responsibility of the chaplains to the mission of the agency.

In addition to the 136 questionnaires returned by chaplains, there were several oral questionnaires filed out by HR staff. The info from these on the 9 chaplains interviewed is uniquely coded below as well as several other items. All of the respondents have been coded by number and a key is placed in the back. On the regional chaplaincy positions and the director of chaplains position, that data have not been assimilated yet in the below collection of raw data.

The below is a collection of the data from the chaplains' questionnaires on most of the questions. Some decisions were made not to include redundant items on most of the questions and to attempt to isolate the unique elements. However, with respect to questions #1 and #10, all of the data was recorded from all 136, excepting a few with respect to #1 who listed so much (which are noted [and brackets were used on condensed material]).

Much work remains to be done in the analysis of the raw data collected below.

Even at this stage of analysis and just a superficial reading of the raw data, what is important to note is the *wide scope* of responsibilities. In addition to its historical nature, another purpose for seeking out this information was to gather support for Chaplaincy Professional Equity and help define the position more clearly. Chaplains have manifold responsibilities and interact with so many persons in and out of the institution.

Note again that all of question #10 comments have been recorded, including the notations on those who said nothing. Contained here is a high degree of passion for the position and a broad scope of pride in contributing to the mission of TDCJ. Just from questions #1 and #10, a *subjective* analysis reveals a passion and desire to serve by the vast majority.

From the total picture, subjectively to be sure, one can see some very good people doing a great service to the state in facilitating the "free exercise" clause of the U.S. Constitution. For more on Chaplain Professional Equity, see the special section on [Chaplaincy Documents](http://www.preciousheart.net/) at <http://www.preciousheart.net/>.

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## First Look Analysis

- 1) [List and describe the duties you perform.](#) [All comments were included in collection of raw data, no analysis yet. Of importance to old item

questions on chaplains, roughly chaplains 90% of chaplains spend less than 10% of time in ministry to staff]

2) [Who or what is the source of your information?](#)

With respect outside religious sources: respondents 4, 19, 21, 41, 65, 78

With respect to Bible, Quran, Holy Writ: respondents 11, 32, 36, 62, 63, 75, 79, M2, M3, M4

With respect to education and experience, including terms like self, colleagues, continuing education, scholars, personal study, books, contacts with other Chaplains, daily tasks and responsibilities and circumstances: respondents 2, 3, 5, 6, 8, 9, 14, 15, 18, 23, 24, 25, 26, 27, 29, 30, 33, 34, 38, 40, 44, 45, 46, 47, 48, 49, 50, 57, 58, 59, 62, 63, 64, 65, 66, 70, 72, 73, 74, 75, 78, 79, 84, 85, M2, M3, M4,

[Not Finished](#)

#3-10: the analyses have not been started.

### [Data on Positions at Time of Audit](#)

State classification of chaplains: 11-16-2000

PMS20292 Class 5082 Chaplain II B-08 \$2,589 93 Chaplain I B-05 59 \$2,161

Payroll Status Change Don Kasper

Chap. III to Prog. Admin. V B-10/00 2,925 to B-13/00 3,518 04-01-01

Jim Brazzil, Leonard Lee, Richard Lopez, Mark Pickett, Billy Pierce,  
Prog. Admin I to Prog. Admin. III B-09/00 2,762 to B-11/00 3,111 04-01-01

Employee Classification - Position Questionnaires --

Chaplaincy - Prog. Administrator I - Working title: Chaplaincy Regional Coordinator

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## Original Instructions & Data Items

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### TDCJ - Employee Classification -- Position Questionnaire

Instructions for Completion: The Employee Classification Section of the Human Resources Department of the Texas Department of Criminal Justice is currently compiling information about the duties of your position. In order to accomplish this task, we need your assistance in providing information about the duties and responsibilities assigned to your position. Please complete this Position Questionnaire according to the following instructions.

For the Employee: Use your *OWN WORDS* when filling out the employee statement on the following pages. Describe your job so that a person unfamiliar with the job would have an understanding of the duties and responsibilities involved. Please do not quote a Position Description in completing this questionnaire. If more space is needed, attach additional sheets. Upon completion, forward this Position Questionnaire to your immediate supervisor.

For the Supervisor: For this Position Questionnaire to be complete, you must review the statement of the employee and complete the statement of the supervisor on page 6, including your signature and date. Attach a current Position Description for this position to this Position Questionnaire.

For the Human Resources Representative: Ensure that the requested information from the employee and the supervisor is provided. All information must be validated by the Human Resources Representative prior to submission to the Employee Classification Department. Return the Position Questionnaire by: December 15, 2000: to the following designated representative: Renee Zeller, Human Resources; Classification & Record/Programs & Services; P.O. Box 99; Huntsville, TX 77342; (936) 437-6230

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### TDCJ Audit Data Items

Statement of Employee: Name - Social Security Number - Payroll Title - Working Title - Salary Group/Step - Job # - Working Hours - Working Schedule - Division - Department - Unit - Section - Supervisor's Name - Supervisor's Title - Phone - Date (completed)

Department Human Resources Representative Validation:

Data Entry - Reviewed - Questions - Completed

Questions:

1) List and describe the duties you perform. The percentages should total 100%:

% of time     Work Performed (attach additional sheets if necessary)

2) Who or what is the source of your information?

- 3) What contacts are you required to make with persons other than your immediate supervisor and departmental associates? Give the job titles and the department or organization of those with whom you deal and describe the nature of these contacts.
- 4) What decisions are you required to make without consulting your supervisor?
- 5) Describe the nature of your responsibility for money, machinery and equipment.
- 6) What records and reports do you prepare? What is the source of the data? Where are the records sent?
- 7) How is your work inspected, checked, or verified? Who does this?
- 8) For what kinds of confidential information are you responsible?
- 9) How many employees or offenders are directly under your supervision? List job titles and number of people assigned to each job. Do you have full discretionary authority to:
  - a) Assign work?
  - b) Approve time off?
  - c) Correct and discipline?
  - d) Complete performance evaluations?
  - e) Recommend pay increase?
  - f) Recommend discharges?
- 10) Is there anything else pertinent to your position that you would like to tell us?

Certification: I certify that the above answers are my own and that, to my knowledge, they are accurate and complete. Signature - Date (signed)

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Supervisor Statement (please print or type)

- 1) What do you consider to be the most important duties and responsibilities of this position?
- 2) What qualifications are necessary for the successful performance of this position? Education: Experience and training: Knowledge and skills: Registration, certification, licensure:
- 3) Indicate any specific corrections, exceptions, or additions to the employee's description of the position.
- 4) Is this position coded exempt or non-exempt from FLSA overtime provisions?
- 5) Is this position authorized to draw longevity or hazardous duty pay?

Certification: I certify that to my knowledge, this Position Questionnaire is an accurate and complete description of the duties and responsibilities of this position. Signature of Supervisor - Dates \_\_\_\_\_

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## Raw Returns for Questionnaires Introduction & Format

Introduction & Format: The ten questions are listed as given. The answers are all direct quotes except as noted and edited in this introduction. The twelve were selected as among the most experienced chaplains in TDCJ. All twelve are Chaplain II, the highest level attainable for Unit Chaplains in TDCJ. The other 92 Chaplain II responses were looked at for any differences from the twelve; the major differences are notated by the code for that Chaplain responding. Furthermore, those notations in brackets “[ ]” indicate a “topic” of lengthy comment, sometimes a topic where the essence is understood or the writing was too poor to clearly read. By far, the majority of “[ ]” comments indicate a need to condense lengthy comments where the essence is understood. At times, when quoting a response, an ellipsis (“...”) is used in place of a word that could not be read. When it is noted in “[ ]” the words “Very Detailed” or “Detailed,” that means the respondent went on at length in description; when those words not used, then the “[ ]” summarize. The object of using “[ ]” and the words “Very Detailed” or “Detailed” was to indicate a degree of description. In other words, some Chaplains were very conscientious to describe and list very many of their activities and responsibilities and duties; others simply summarized, and a few did not care to respond very much at all. When something is in “( ),” it should be understood to have been placed there by the respondent. Every effort was made to quote the respondents with minor editorial corrections of spelling or grammar here and there (as many of the respondents were under pressure to complete the questionnaire in a hurry, and many hand wrote their responses).

Statement of Employee Section - - non-relevant material, essentially the same throughout

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1) List and describe the duties you perform. The percentages should total 100%.

<u>% of time</u>	<u>Work Performed (attach additional sheets if necessary)</u>						
<p>% - %</p>							
1	<p>25-50 Crisis Intervention - Counseling, Faith-Consults</p> <p>25-50 Lesson Preparation - writing sermons</p> <p>10-70 Administration - filing, copying, forms, reports filing, maintenance, reports, supplies</p> <p>10-70 Networking with Staff, Volunteers, Community</p> <p>10-70 Thinking - Praying, Brainstorming on problems and on highly complex pastoral care issues</p> <p>20-40 Low level basic communication maintenance on minor issues</p>						
1	<p>Rough estimate - the exigencies of the day fluctuate from day to day, week by week as no two days or weeks are exactly alike. The crises and emergencies are no respecters of a person's time</p>						
2	<p>39 Office - General: communication, computer entries (office &amp; mainframe) filing, I-60 requests, maintenance, reports, supply orders</p> <p>24 Programs and Services: coordinated, led by chaplain; regular programs, special programs</p> <p>21 Pastoral care: counsel, console, encourage; Counsel and assist Offender with family serious/critical illness; Deaths offenders; religious property, faith changes</p> <p>12 Volunteers: recruitment from community; coordination; volunteer chaplain processing; training classes;</p> <p>2 Professional Training &amp; Development</p> <p>2 Committees, boards, meetings</p>						
3	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">40 Counseling inmates</td> <td style="width: 50%;">5 Volunteer supervision</td> </tr> <tr> <td>10 Phone calls</td> <td>20 Teaching</td> </tr> <tr> <td>13 Counseling staff</td> <td>12 Preaching</td> </tr> </table>	40 Counseling inmates	5 Volunteer supervision	10 Phone calls	20 Teaching	13 Counseling staff	12 Preaching
40 Counseling inmates	5 Volunteer supervision						
10 Phone calls	20 Teaching						
13 Counseling staff	12 Preaching						
4	<p>20 Administration [very detailed with focus on broad spectrum of network]</p>						

- 50 Pastoral Care [very detailed with focus on kinds and depths of care, “pastoral care to 2000 inmates, their families, approx. 580 staff and their families” etc., I-60 requests “avg. 150 per day”]
- 20 Program Development [detailed with focus on scope]
- 10 Volunteer Coordination [detailed with focus on logistics]
  
- 5 In addition to the 24-30 hours per month on own time in study & preparation to teach lead and preach not counted in list below
  - 10 Interaction/counseling with training staff/support, staff and security
  - 20 Interaction/counseling with Mireles Academy trainees
  - 10 Planning and supervision of volunteers for W6-Trusy Camp & Center
  - 15 Interaction/Counseling with offenders in death/critical concerns [etc.]
  - 15 Teaching, leading, preaching for offenders [etc.]
  - 10 Preparation and teaching 4 courses Mireles Training Academy
  - 15 Secretarial, clerical, record keeping [etc.]
  - 3 Other: meetings, staff & warden, policy review [etc.]
  - 2 Travel [throughout complex]
  
- 6 20 Administration of Program [Detailed with focus on diversity of programs]
- 20 Volunteer Interface [Detailed with focus on coordination 500 volunteers]
- 20 Offender Correspondence/Needs/Visitation [Detailed with focus on I-60’s]
- 10 Senior Administrative Office Interface [Detailed with focus upon Warden]
- 10 Unit Committees/Team Work [Details 4 kinds of committees]
- 10 Professional Accountability [Reports, written & verbal]
- 10 Professional Chaplaincy Work Off Unit [Detailed, ACA, ACCA, etc.]
  
- 7 12.5 Data entry [for several programs]
- 12.5 Facilitating ... religious volunteers [training, clearing, etc.]
- 21.5 Meetings [Unit & Chaplaincy]
- 34 Training volunteers for programs. Teaching & training inmates [program]
- 19.5 [Meetings, Travel, pastoral care]

8	60	Clerical / Administrative		
	30	Ministerial: Counseling, preaching, teaching, visiting		
	10	Emergency: death messages to offenders, offender death, family emergencies		
9	10	Offender counseling	5	Volunteer recruitment/retention
	10	Offender visitation	10	Chaplain supervision
	5	Staff counseling	35	Administration
	15	Volunteer supervision	10	Community church networking
10	35	[Planning, developing, supervising Chaplaincy programs]		
	30	Conducts & supervises religious programs [schedules too]		
	25	[Unit visitation, counsel inmates, visit community]		
	10	[Sacramental ministry of Chaplain's faith]		
11	5	Meetings & Committees: ITP, safety, staff, USSO		
	5	Visiting Inmates in Ad-Seg. Population		
	5	Interacting with Warden, Staff, and other Officers		
	5	Supervising SSI Clerks and other inmates [supplies, cleaning]		
	10	Inmate phone calls (critical illness & death notification)		
	5	Supervising Volunteers		
	15	Counseling & talking with inmates		
	5	Moving inmates up & down halls for services, groups, etc.		
	10	Answering mail, I-60's, grievances, putting in lay-ins		
	30	Teaching classes, growth groups, overseeing services, etc.		
12	25	Administration [Detailed with focus on phone calls to volunteers, supervision of inmates, monthly reports]		
	25	Pastoral Care & Counseling [Detailed with focus on emergencies grief counseling, religious services, visitation]		
	10	Classification [ITP & UCC committees]		
	20	Volunteer Coordination [Detailed, recruiting, supervision, etc.]		
	10	Special Programs Coordinator [Detailed, with focus on logistics of special religious groups, etc.]		
	10	Representative to Religious Groups: speak in local churches, represent prison Chaplaincy at Pastoral Care Conferences, request religious literature from various churches & organizations		

13	50	Counseling & Ministry Work	20	Reports & Correspondence
	10	Visiting Staff	10	Special Events
	10	Visiting Churches		
14	45	Administrative [Very detailed, from smallest to largest piece, 36 paragraphs]		
	45	Pastoral Care [Very detailed, divided in 2 parts: offenders, staff-volunteers]		
	10	Training [Very detailed, Unit, Chaplaincy HQ, Denomination]		
		Volunteer Services -- [Very detailed, community, Chaplaincy, church]		
15	65	[Long list of tasking elements, including death notifications]		
	45	[Visitation & Counseling, Psych 20%, etc.]		
16	30	Administrative Duties [Committees, I-60's]		
	30	Inmate/Family Needs [Calls, Illness, letters, etc.]		
	20	Worship/Sacramental [Doing services, teaching, spiritual leadership, etc.]		
	5	Inmate & Family deaths [Inmates, staff, etc.]		
	15	Training, Recruiting Workers [Volunteers, etc.]		
19	47	Administrative [Detailed with focus tasking elements]		
	19	Pastoral Care [Detailed with focus on visitation, counseling all]		
	12	Recruiting Volunteers [Detailed]		
	10	Conducting Religious Services [Detailed]		
	12	Supervising [Detailed, 100 volunteers, programs, inmates]		
20	50	Counseling offenders [with teaching, etc.]		
	2	Ministry to staff, on & off Unit, to include family members		
	20	Facilitating offender Chapel programs/services		
	3	Recruiting, training volunteers		
	5	Supervise volunteers, offender SSI's, Contract Chaplain		
	15	Records [Detailed]		
	3	[Monthly reports, committees, etc.]		
24	71	Administrative [Detailed, reports, schedules, volunteer recording, etc.]		
	10	Supervision [Detail]		

- 5 Teaching/Preaching, class, victim offender encounters, Bridges to Life
- 10 Counseling: personal problems, spiritual issues, grief/family crisis, staff
- 2 Community Service: YMCA Christian Emphasis Committee
- 2 Recruiting new volunteers
  
- 26 40 Offender [Detailed with focus on spiritual & crisis counseling]
- 20 Staff [Detailed with focus on counsel & hospital visit]
- 5 Volunteers [Detailed with focus on supervision]
- 10 SSI: supervise activities & counsel when necessary
- 20 Cover activities left by other Chaplains
- 5 Archdiocese of San Antonio [networking, etc.]
  
- 27 30 Develop & Administrate appropriate religious daily for 7 satellites which compose the Gatesville Women’s Unit of 2,200 offenders, 800 employees
- 30 Respond to individual needs [Detailed, inmates & staff]
- 30 Communicating, training and supervising over 800 volunteers who come on a regular basis to minister among our women & positively affect our staff through their presence
- 10 Paperwork [Detailed]
  
- 28 60 Administrative [Detailed, meetings, committees, supervise volunteers, services, computer entries, etc.]
- 20 [Liaison, “in-between”: interpreting Spanish, recruiting volunteers, networking]
- 20 “Hands on” or “ministry of presence” [Detailed, death messages, etc.]
  
- 29 30 Office [Paperwork, etc.]
- 30 Personal contact [counseling]
- 30 Supervision of Programs [Worship, groups, training, etc.]
- 10 Misc.
  
- 30 75 Administrative [Detailed, calls, I-60’s, committees, chapel security, etc.]
- 8 Supervise [All volunteers]
- 9 Counseling [Offenders, staff, families]
- 2 Community Service [Local committees, etc.]

- 3 Recruiting [Volunteers, etc.]
  
- 31 40 Administrative [Detailed, coordinating, logistics, correspondence, communication, interaction with staff]
- 45 Counseling [Inmates, mostly, Staff]
- 5 Training [Volunteers]
- 10 Presentation [Homilies, ceremonies, etc.]
  
- 32 10 Worship Leader 15 Ministry to Offenders
- 15 Counseling 1 Post Trauma Team
- 20 Administration 14 Bible Teaching
- 2 Volunteer Management 4 Inmate Telephone Calls
- 5 Lay-ins 10 Staff Ministry/Counseling
- 2 Staff Meeting 2 High Security (fill in)
  
- 33 40 Spiritual Support [Detailed, guidance, all faiths, etc.]
- 20 Religious Programs [Volunteers, lay-ins, etc.]
- 25 Administration [Paperwork, etc.]
- 15 Preparation for Main Services [Homily, volunteer coordination, materials]
- Any further % of time spent goes to answering calls for concerned family members [etc.]
  
- 34 5 Reading / answering mail 5 Meetings, Committees
- 20 Administrative paperwork 10 Counseling
- 10 Interacting with Staff 5 Leading Services
- 5 Interacting with Families 10 Teaching Classes
- 5 Interacting with Community 5 Leading Support Groups
- 8 Interacting with Volunteers 5 Delivering Bibles
- 5 Scheduling 2 Interpreting for Medical Counselors, meetings
  
- 35 15 Pastoral Visits to patients & Staff
- 15 Family contacts either by phone or personal visits
- 15 Handle avg. 15 [inmate] deaths a month of hospital patients
- 20 Handle avg of 30-40 serious/critical patients with proper notification of NOK, family member or friends
- 5 Liaison between doctors, nurses & family members [treatment]

- 5 Assist Patients & Family members [change visitation list]
- 5 Crisis Intervention
- 2 Participation of hospital certification by Joint Commission
- 2 Monthly meetings with community ministers, pastoral care staff UTMB
- 2 Doctor consultation with patient family members
- 2 Religious Services for 8-10 support service offenders
- 2 Maintain strong volunteer base to assist patient care
- 2 Dealing with Unit Classification on FIR votes
- 8 Numerous documents and reports
  
- 36 35 Administrative Paperwork [Detailed]
- 15 Administrating Religious Programming [Detailed]
- 15 Planning [Goals long, short; etc.]
- 15 Crisis Management & Counseling [Daily, grief, anger, etc.]
- 5 Preparing Reports
- 5 Ministry off Unit
- 5 Meeting with Community Religious Leaders
- 5 Training
  
- 37 10 Coordinate Religious Programs
- 15 Coordinate Volunteer Services
- 5 Policy Enforcer (Unit)
- 40 Counselor
- 30 Unit Administration
  
- 38 1 Member of UCC/ITP and FIR Committee
- 5 Facilitator/Lead Religious Classes [Services, etc.]
- 15 Group/Individual Counseling [Crisis Intervention]
- 3 Supervise Offender Emergency Calls [Documentation]
- 1 Participate in TDCJ Training [Annual stuff]
- 1 Safety Officer for Unit Chaplaincy
- 5 [Community involvement]
- 40 Recruit & Train Volunteers
- 2 Coordinate & Oversee Special Programs [Named]
- 10 [Offender supervision in Chapel, etc.]
- 2 AD 10.20 [monitoring]
- 2 Reports [listed]

- 6 Work with all Departments [coordinating]
- 1 Seek donations of equipment, material [Chaplaincy use]
- 5 Visit offenders and staff [throughout Unit]
  
- 39 100 Unit Chaplain II [Detailed, pastoral care, supervise, counseling, etc.]
- 100 Religious Administrator [Supervise groups, etc.]
- 100 Office Administrator [Maintain office, etc.]
- 100 Unit Staff Support [Committees, classification, ITP, etc.]
- 40 60 Administrative Duties [Reports, lists, meetings, etc.]
- 15 Worship, Classroom activities [Classes, etc.]
- 15 Emergency Request & Death Notifications
- 10 Staff visitation, Offender visitation close custody and administrative segregation
  
- 41 10 Office Work: Reports, Lay-ins, IOC's, entry [computer]
- 25 Individual meeting, Counseling, visit with Inmates at the office
- 10 Classes: Bible Study, Religion Instruction
- 10 Inmate visits in their dorms [everywhere else]
- 15 Worship Services [Etc.]
- 10 Taking care of Daily Mail [answering it]
- 10 Checking, helping and guiding [other] services
- 10 Emergency calls [Counseling, spiritual & crisis]
  
- 42 40 Administrative [Typing, recording, computer, supervise volunteers, etc.]
- 30 Crisis Intervention [Counseling, grief, stress, death, etc.]
- 10 Community Involvement [Restorative Justice Seminars to local churches, youth groups, etc.]
- 10 Sermon Preparation [For Services]
- 10 Continuing Education [requirement]
  
- 44 35 Pastoral Ministry [Detailed, counseling offenders, families, services, etc.]
- 20 Programming [Oversee all religious programming, computer entry]
- 15 Administrative Duties [IOC's, reports, Warden info]
- 12 Volunteer Management [All programming, tracking, etc.]
- 5 Community Involvement [Prison choir visits, churches]
- 5 Visitation [Dorms, lock-up, etc.]

- 8 Staff Ministry [Counseling, etc.]
  
- 45 70.5 Administrative [Reports, I-60s, ITP, Computer entries, etc.]
  - 7.5 Supervision [Volunteers and volunteer programs]
  - 5 Teaching / Preaching: RST & USSO trainer, weekly New Life Behavior Study, Chapel Services
  - 15 Counseling [Offenders & Staff]
  - 1 Community Service
  - 1 Volunteer Training and Recruitment
  
- 46 25 Preaching & Teaching [Detailed]
  - 25 Counseling [Detailed]
  - 10 Cell Visitation [Detailed]
  - 5 Staff Meetings [Detailed]
  - 5 Committee Meetings
  - 1 Chaplain Meetings
  - 4 Volunteer Work
  - 25 Paper Work [Detailed]
  
- 47 50 Administrative [Very Detailed, each major category broken down into further percentage categories: recruiting, managing volunteers; coordinating Unit and community; ITP, UCC; computer entries, etc.]
  - 50 Pastoral Duties [Very Detailed, each major category broken down into further percentage categories: Counseling offenders {detailed further}, counseling offenders in several areas; teaching, preaching; 5% care to staff]
  
- 48 40.5 Ministry [Offender emergencies, religious services, trauma team]
  - 25 Administration [Planning, ITP, supervising, etc.]
  - 33.5 Clerical [Records, reading mail, I-60s, AD 10.30, etc.]
  
- 49 35 Weekly Programs [Spiritual needs of all faiths, offenders, staff, programs, etc.]
  - 15 Counseling / Pastoral Care [Death & critical illnesses, some staff]
  - 20 Preaching [Services, studies]
  - 30 Administrative [Detailed, committees, volunteer management, tracking, etc.]

- 50 20 Administrative (paperwork, reports, filing, etc.)
- 20 Counseling
- 8 Phone Calls
- 8 Committees & ITP & Orientation
- 8 Volunteer Supervision & Orientation
- 20 Study, Preaching, Teaching, & Community Service
- 8 Training
- 8 Staff Development & Ministry
  
- 51 13 Committees / Staff Meetings [Detailed]
- 11 San Angelo Work Camp [Ministry there]
- 34 Preaching & Teaching Duties [Services, classes]
- 18 Pastoral Counseling [Counseling, I-60s, staff]
- 24 Administrative [Detailed with focus on tasks, supervision of volunteers, reports, etc.]
  
- 52 25 Administration [Detailed, reports, scheduling; recruiting, training volunteers; computer entries]
- 8.3 Staff Meetings / Committees [ITP, USS, Chaplains, Warden]
- 4.2 Public Relations [Speaking at churches, taking prison choir out]
- 52 Pastoral Duties [Worship services, teaching, counseling, Seg. visits]
- 10.5 Big Spring Work Camp [Pastoral work there]
- [-----Spend an avg. 48 hours to do above]
  
- 53 17 Teaching 3 classes per week for offenders, facilitating 2 Chapel services per week.
- 20 Individual Counseling & prayer time with offenders, making emergency phone calls when appropriate
- 25 Office Duties [I-60s, lists, reports, e-mail, program prep.]
- 18 Unit Visitation [Dorms, Ad.Seg.]
- 10 Meeting & coordinating offender Groups [etc.]
- 10 [Committees: ITP, USSO, staff, etc.]
  
- 54 5 Administrative [reports, etc.]
- 10 Responding to I-60s
- 4 Teaching Life Changes Classes [etc.]
- 4 Religious Services for Catholics [etc.]
- 5 ITP Treatment [and UCC]



- 15 Counseling with inmates
- 15 Pastoral Care, emergency event counseling
- 10 Supervising volunteers
- 20 Office work responding to inmate requests [records, etc.]
- 15 Supervising inmate ... activities
  
- 60 40 Administrative Duties [Detailed with focus on supervision, reports, committees, paperwork, etc.]
- 40 Pastoral Duties [Detailed with focus on crisis counseling, death messages, cell visitation, etc.]
- 20 Medical / social program: Hospice, Peer Based HIV Ed. Program, Literacy, Veterans Group
  
- 61 7.5 Member IPT Committee
- 5 Member UCC Committee
- 2.5 Member USST
- 2.5 Member Region IV Crisis Negotiator Response Team
- 30 Crisis Counseling of offenders [Emergencies]
- 5 Supervise 40-50 religious volunteers each week
- 5 Plan, coordinate & supervise special events, including concerts
- 25 Plan, coordinate & execute the Religious Programs
- 7.5 Supervise Offender committees: Native American, Muslim, Chapel Choir, etc.
- 2.5 Coordinate programming [etc.] with Region IV Regional Chaplain
- 2.5 Coordinate Muslim religious programming [Etc.]
- 2.5 Coordinate Native American religious programming [Etc.]
- 2.5 Coordinate requests [for religious practices]
  
- 62 15 Office Duties [Detailed, administrative, clerical, communication, etc.]
- 30 ["Setting the Agenda for the Protestant Programs": detailed, services, fair treatment, timely manner]
- 10 ["Read & Answer all I-60 Requests": detailed, requires understanding]
- 7 Records [Etc.]
- 15 [Supervise Volunteers]
- 3 [Committees, like ITP, UCC]
- 8 Visitation cell to cell [With crisis counseling, 157 volunteers, 600 staff, 2,850 offenders, etc.]

- 10 [Worship, study, leading services, etc.]
- 2 [Supervise “one of the best choirs in the TDCJ system,” etc.]
- We spend endless hours of overtime ...
  
- 63 30 Administrative [Phone, planning programs & schedules]
- 25 Offender Matters [I-60s, phone, etc.]
- 15 Community [Churches, civic org., etc.]
- 10 Management of Volunteers [Etc.]
- 10 Meetings, Committees [Etc.]
- 10 Paperwork [Etc.]
  
- 64 50 Catholic Services & Programs
- 5 Catholic Services at Middleton Unit
- 10 Non-Denominational (non-Catholic) Program Supervision
- 1 Infirmary & Building Visits
- 10 General: Staff Meetings, visits, computer work, outside meetings, Chaplaincy meetings ... ITP, UCC meetings, staff funerals
- 24 Inmate deaths, family deaths [General Crisis intervention, etc.]
  
- 65 47 Administrative [Very detailed with focus communication, supervision, paperwork, distribution, review, etc.]
- 21 Pastoral Care [Detailed with focus on visits, counseling, crisis intervention, sacraments, prayer, etc.]
- 12 Recruiting Volunteers [Tasking elements, communication]
- 8 Conducting Religious Services [Leading services, studies]
- 12 Supervising [100 volunteers, inmates, etc.]
  
- 66 53 Supervisory Duties [Services, programs, meetings]
- 20 Conducting Services [Worship, etc.]
- 12 Secretarial Duties [Typing, records, etc.]
- 10 Private Religious Counseling & Inmate Emergencies
- 5 Meetings: staff, safety, chaplaincy
  
- 67 50 Administrative Duties [Detailed, reports, meetings, etc.]
- 45 Pastoral Duties [Detailed, crisis intervention, volunteers, etc.]
- 5 Other Duties [Supervise inmate clerks]
  
- 68 25 Counseling & Crisis Intervention

- 20 Administration [Reports]
- 20 Class/Service/Program Coordination [All, 16 weekly, etc.]
- 10 Program Participation [Preparation]
- 6 Respond to Resident Requests (I-60s)
- 6 Death/Illness Worksheets [Etc., phone, counseling]
- 3 Unit Activity Participation [Fund raisers, PR, etc.]
- 3 Special Program Coordination [Religious, etc.]
- 2 Public Speaking (Churches, special interest groups, civic groups)
- 2 Chapel Project [Meeting, advisor]
- 1 USSO Team Leader [Meetings, etc.]
- 1 Volunteer Training [Etc.]
- 1 Family Liaison [Responder, etc.]
  
- 69 20 Administrative in reports, rosters, typing, etc.
- 15 Counseling inmates                      5 Volunteer training supervision
- 10 Conduct worship services              5 Confer with professional staff
- 10 Respond to I-60 requests                5 Inmate phone calls
- 5 Counseling staff                            5 Communicate with other
- 5 Meetings                                      Chaplains
- 5 ITP Sessions                                3 Inmate family counseling
- 5 Crisis management                        2 Community relations
  
- 70 39 Counseling                                6 Grief Ministry
- 15 Services                                    2 Solitary & Ad. Seg.
- 10 Family problems                         5 Group Sessions
- 2 Visitation of sick                         8 Various Meetings
- 8 Grief Ministry (Death Notices, bad news)    5 Crisis Intervention
  
- 71 33.3 Administrative Duties: ITP, UCC, Religious Programming, Volunteer Training and coordination
- 33.3 Ministerial Duties: Teaching 2-3 classes /wk, preaching, counseling sessions (daily), coordinating worship schedules and classes [All faiths on Unit]
- 33.3 Office Duties [Phone calls, answering I-60s, filing, reports, etc.]
  
- 72 10 Counseling with offenders & staff
- 10 Conducting classes & religious services

	10	Offender family emergencies (phone calls, crisis counseling)
	10	Working with offender families
	20	Working with offender deaths
	5	Working with Attorney General's office on legal issues
	30	Administration of Chaplaincy program (planning) lay-ins, scheduling, coordinating with staff and volunteers
	5	Working with staff in security issues
73	45	Administrative Paperwork [I-60s, meetings, committees, reports, etc.]
	19	Counseling Offenders [Crisis, illness, etc.]
	2	Counseling and ministering to staff
	9	Facilitating, supervising religious worship services
	15	Answering the phone, speaking to offender families
	3	Recruiting, training, supervising religious volunteers
	5	Supervising offenders in choir, band, offender ministry [etc.]
	1	Training other Chaplains on facility
	1	Training staff on religious rights, activities of offenders
74	10	Religious Education & Training to Offenders, Religious services
	30	Crisis intervention with offenders & families
	5	Promote Chaplaincy programs across community & state
	10	Involvement in special programming
	20	Implementation, involvement with Hospice Program
	10	Interact with Departments & Staff on Unit
	15	Supporting volunteers and all Chapel activities
75	15	Supervise, conduct services in Chapel 8 Prepare Kairos Weekend
	10	[Catholic education] 3 Visitation any staff [etc.]
	15	Counsel [with inmates] 4 Supervise Chapel [etc.]
	3	[Inmate phone calls in emergencies] 5 Check all literature [etc.]
	3	Assist Security [Inmate death] 10 [Coordinate other Chaplains]
	5	Kairos prayer & share meetings 10 Serve ITP committee
	5	Choral Practice 3 Warden's staff meeting
76	75	Eastham Unit [Detailed for both, not categorized, similar to others]
	25	Ferguson Unit

- 77 47 Administrative Duties [Very detailed, 33 tasking elements from mail, to job descriptions, supervising volunteers, programs, committees, etc.]
- 22 Pastoral Duties [Detailed, 15 items, counseling to inmates, staff, etc.]
- 9 Clerical Duties [6 items, reports, IOC's, etc.]
- 5 Computer Duties [Volunteer, inmate & program entries]
- 17 Other Duties [Work with programs, volunteers, community requests, meetings, professional growth, etc.]
- 78 35 Administration of Programs [Very detailed, lists many programs, communication skills, various faiths, IOC's, etc.]
- 25 Pastoral Care [Counseling offenders, family, staff too when can]
- 15 Overseeing Programs [Supervision of programs, volunteers, inmates, etc.]
- 10 Misc. Detail [I-60s, faith changes, lists, copies, mail, organization, etc.]
- 10 Teaching / Preaching [95% of this time on sermon preparation, also involved with local Ministers Associations]
- 79 10 Devotions 9 Staff meetings [Unit, all, etc.]
- 18 Services, Teaching, Preparation 10 Reports [all]
- 5 Offender family death messages 5 Chaplaincy Library
- 10 Counseling, formal 5%, informal 5%
- 12.5 Visitation (Staff 1%, Ad.Seg. 1.5%, Dorm 10%)
- 5 Volunteers [Networking]
- 10 Obtaining, distributing literature [Bibles, Qurans, etc.]
- 80 50 Administrative [Tasking elements, I-60s, cards, calls, communication to groups, etc.]
- 20 Pastoral Care [Visits over Unit, counsel offenders, pastoral calls; visit staff in the hospital, etc.]
- 10 Conducting Religious Services [Etc.]
- 20 Supervising [125 volunteers, 130 special volunteers, 100 different groups each month, inmates and SSI orderlies, etc.]
- 81 In fairness to the percent requested, it is hard for me to break it down. Each day, each week and each month would show a lesser or greater

- percent, because of the schedule of events, volunteers (if any come to help) ... [he lists several standard tasks that Chaplains do].
- 82 20 Volunteer Management (approx. 300 volunteer)
- 10 Producing lay-ins for all of the classes
- 10 Meetings (USSO, ITP, Classification, Staff, etc.)
- 35 Counseling
- 20 Ministry to offenders (in dorms, Ad. Seg., etc.)
- 5 Ministry to staff (usually done off the Unit)
- 83 50 Administrative Work [Reports, letters, committees, volunteer tracking, coordinating programs, etc.]
- 25 Ministry: presenting messages, teaching classes, counseling
- 20 Telephone Contacts [Emergency calls, vendors, family members, etc.]
- 5 Interaction with staff
- 84 15 [Bible studies, seminars, services, etc.]
- 25 Pastoral Care & Counseling [Emergencies, etc.]
- 5 Dorm Visitation [Etc.]
- 55 Paperwork [Avg. 275-300 I-60s a week, lists, planning, etc.]
- M1 40 Travel to Units of assignments in Region 3 to insure that Islamic programs are coordinated properly, offender religious requirements are satisfied and Offender Islamic Coordinators are interviewed
- 25 Conduct Study Groups, research of materials utilized by groups and implementation of the researched materials into groups through interaction & lectures
- 10 Conducting of Primary Worship Services which consist of Religious Lectures
- 10 Group & Individual Counseling which consist of giving guidance & counseling to Offenders from an Islamic perspective
- 10 Coordination of Volunteer Program which consist of meetings, assignments, scheduling and reinforcing their role in program awareness and participation.
- 5 Telephone calls to establish outside communication for offenders in emergency situations which include family crisis, death messages, illness, etc.
- M2 n/a [M2 did not list percentages. Comments reflected essentially the same as those of M1 with emphasis on the religious affairs related to Islam.]

M3	10	Administrative
	42	Conduct Services
	13	Phone conversations with Chaplains & Offender Coordinators
	8	Counseling
	27	Travel
M4	n/a	[M4 did not list percentages. Reflected essentially the same as those of M1 with emphasis on the religious affairs related to Islam and extensive networking related to units]
Z1	20	Cell visitation
	10	Chapel services
	30	Counseling
	10	Bible Materials
	10	Office Work
	5	Calling families, Death & Illness messages
	5	Chapel service monitoring
Z2	10	[See/visit staff]
	30	[Administrative]
	40	[ITP committee]
	10	[Programs]
	10	[Unit Staff ministry]
Z3	20	Coordinate religious requirements for the various faith groups assigned to unit.
	20	Preparation & supervision of Non-RC worship
	20	Supervision of volunteers
	40	Coordination & ministry to staff, assist with execution, on-call for crisis intervention, departmental reports
Z4	10	Sermon & Funeral preparation
	10	Preaching & teaching Bible studies
	25	Counseling offenders
	10	Phone calls for offenders
	10	Preparing Schedules & volunteer lists
	10	Funerals
	25	Other types of administrative duties, paperwork, letters to families of offenders
Z5	15	[Answering/addressing I-60's]
	45	[ITP committees]

	20	[Counseling & emergency crisis counseling]		
	20	[Bible study]		
Z6	10	Staff: Chaplaincy support & contacts, death row		
	5	Staff: Chaplaincy support & contacts, non-death row		
	10	Inmate: Chaplaincy support & contacts, non-death row		
	25	Inmate: Chaplaincy support & contacts, death row		
	25	Inmate family & visitor; Chaplaincy support & contacts, death row		
	15	Volunteers: training & support & supervision, death row		
	5	Reports, death row		
	5	Reports, non-death row		
Z7	15	Teaching classes	15	Preaching/leading worship
	20	Counseling inmates	20	Supervising classes
	5	Supervising volunteers	10	[Family problems/deaths]
	5	Answering I-60's	3	Staff ministry
	5	Cell side visitation	2	Coordinating chapel [Etc.]
Z8	n/a	[Did not list percentages. Provided lengthy explanation on the relation of her duties to her responsibilities and how these affect the higher level aspects of delivering pastoral care. Essentially, the full range and depth of duties and responsibilities are very complex, which include "spiritual leader," "scheduling ... unending list of persons whom are in need," "seeking spiritual answers ... and submitting myself to that spiritual leader ... on a daily basis," "teacher, being a channel from which life altering truths can proceed." Quite a substantial statement.]		
Z9	80	One on One, Cell to Cell		[He comments at length on work]
	15	Preparation		
	5	Paperwork		
100	5	Public Servant		
	5	Presider / Organizer of Worship Services		
	9	Teacher		
	5	Mediator	60	Pastoral Administrator
	2.5	Ecumenical Reconciler	1	Prophet
	2.5	Counselor	10	Volunteer Coordinator
105	60	Pastoral Ministry		[Lists, I-60 responses, emergencies, counseling, etc.]
	40	Administrative		[Lists paperwork, reports, etc.]

- R1 35 Chaplaincy supervision and training for 45 Unit Chaplains [Interviews for hiring, training, monitoring, direction; assisting in scheduling, developing programming, religious activities; review monthly reports]
- 5 Operational reviews or Unit Audits [Extensive evaluation of Unit Chaplain's job performance]
- 10 Member of Capital Improvement Review Committee (CIRC) and volunteer construction committee [Guide committees with TDCJ, monthly report for CIRC]
- 1 Director's Review Committee [twice a month appeals from offenders & family on denials, etc.]
- 28 Chaplain to condemned in Execution Process [Pastoral care for offender]
- 4 Regional Wardens' Meeting [Exposure to wardens, etc.]
- R2 15 Pastoral Care to Chaplains [Driving to facility, other Unit staff]
- 5 Accountability for Chaplains under Dual Supervision [Reports, etc.]
- 4 Assessment of Chaplaincy Department staffing needs [Religious needs, know interests, talents of Chaplains]
- 3 Regional Wardens' Meeting [Etc.]
- 3 Hiring boards for new Chaplains for region [Assist with need for Catholic Chaplains, contract Catholic Chaplains]
- 5 Operational Reviews [For Chaplaincy dept. in region]
- 3 Participant in Execution Victim Support Team [Pastoral Care]
- 4 Coordinator for Witness Support Liaison team [Pastoral Care to family and witnesses of offender executions]
- 1 Region 1, Post Trauma Staff Support Team [Etc.]
- 3 Offender mail [and grievances in region]
- 15 Catholic issues throughout the state [liaison with Catholics, Bishops, etc.]
- 3 Victim Offender Encounter Program [Participate, Pastoral Care]
- 7 Open Communication with Director of Chaplains [Etc.]
- 3 Seminars, retreats [Etc.]
- 25 Special task meetings [Assigned by Dir. and Asst. Dir. Chaplaincy]
- 1 Coordinating agenda and delegation of assignments for new Chaplains

- R3 35 Administrative [Supervise office staff, Unit Chaplains, interpret policy, grievances, offender mail & grievances, ecclesiastical endorsement process, satellite repair, etc.]
- 35 Travel [Facilities, programs, meetings, hiring, etc.]
- 15 Meetings [Attending, Wardens, volunteer coordinators, ITP, staff, etc.]
- 5 Meetings [Planning, regional Chaplains, annual conference, etc.]
- 5 Presenter [To same as meetings above]
- 5 Policy Writer [Volunteer Manual, ITP Manual, Chaplaincy Manual]
  
- R4 8 Pastoral Care to Chaplains
- 2 Hiring Boards, Lateral Transfer, Interviews
- 10 Conduct Unit and ... assigned region and provide reports, etc.
- 15 Director of Chaplaincy
- 8 Participate in Policy Making [Etc.]
- 8 Maintain Knowledge of policy
- 20 Provide accountability under dual supervision for Chaplains in region [Reports, responding to problems, etc.]
- 6 First Responder to policy questions for Chaplains in region
- 13 Proactive interpretation of Chaplaincy policy
- 5 Wardens' Meetings [Relationship, etc.]
- 5 First Responder to Chaplaincy Volunteer needs in region
  
- R5 45 Supervise Staff Chaplains
- 10 Developing Program Guidelines
- 10 Rewriting Chaplaincy Policy
- 3 Audits and Monitoring Compliance of TDCJ Policy
- 2 Training Chaplains Concerning TDCJ Policy
- 5 Reviewing Reports of Program Activities
- 2 Answering Step 2 Grievances
- 3 Conferring with Wardens, other staff concerning Chaplaincy problems
- 20 Traveling
  
- V1/R1 3 Positions
- 25 Office Management including scheduling, reports, lay-ins, etc.
- 30 Offender Counseling
- 20 Worship Services & Bible Studies

- 5 Staff Meetings
- 20 Volunteer Managements

V2/R2 2 Positions

- |    |                      |    |                                  |
|----|----------------------|----|----------------------------------|
| 10 | Worship Leader       | 15 | Ministry to Offenders            |
| 15 | Counseling Offenders | 1  | Post Trauma Team                 |
| 20 | Administration       | 14 | Bible Teachers                   |
| 2  | Volunteer Management | 4  | Inmate Telephone Calls           |
| 5  | Lay-ins              | 10 | Visiting Offenders work & living |
| 2  | Staff Meetings       | 2  | High Security (Ad. Seg. Visits)  |

V3 / R3 4 Positions

- 60 Ministry to Offenders [Including services, classes, programs, counseling]
- 35 Administrative Duties [Including meetings, reports, supervision, etc.]
- 5 Staff Ministry [Deaths, accidents, illness, etc.]

V4 / R4 4 Positions

- 20 Coordinating and Conducting Religious Services
- 20 Conducting and Coordinating Religious Instruction
- 25 Administrative
- 15 Counseling
- 5 Staff Ministry as in USSO Team
- 10 Supervising Volunteers
- 5 Community Religious Networking

V5 / R5 1 Position

- 40 Clerical
- 25 Administration
- 35 Ministry

Minor Differences from Above: 17 listed 30 categories of percentages, 18 listed 26 categories of percentages, 43 listed 39 categories of percentages, 85 listed 24 categories of percentages, 103 listed 44 categories of percentages,

2) Who or what is the source of your information?

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- 1 My education, my library, my family, my church, my warden, my major, my captain, all of the 1st & 2nd shift officers, a lot of the 3rd shift officers, the inmates, the volunteers, the families of all of these, sure there are more.
- 2 Chaplaincy Manual; TDCJ policies, directives, manuals; TDCJ training materials; Chaplaincy Department; unit training; fellow chaplains; endorsing agency; books, magazines; formal education and experience; prison ministries; local & distant churches, ministries and organizations; others not listed.
- 3 Assess & provide direction to our Units. As we continue to work together and network , we learn from each other. That's the nature of our profession, we learn about policy from Huntsville, we learn about the finer aspects of our profession from each other and all of those who have donated their lives to Chaplaincy and helping those in crisis.
- 4 Chaplaincy Administration Staff, TDCJ Chaplaincy Manual, Unit Warden, AD 7.30, regular ongoing training provided by the agency as well as denominational training and seminars and conferences sponsored by outside religious authorities.
- 5 Past training (academic & experience), experiential, common sense of evaluation of policy, law, ethics; directives, IOC's, and oral from Training Dept. and Warden & Chaplain HQ; large library (personal) and use of computer on Web.
- 6 Information about what I do comes from my own experience. Info about my job expectations comes from my written job description, and from my unit and central office supervisors. Info about volunteers comes from central office, and my interface with those volunteers. THIS QUESTION is not entirely clear to me. Info for this Questionnaire comes in large part from my Monthly records and raw data which I use to complete my regular reports.
- 7 Program files, computer data bank, activities calendar, daily planner, daily record of events, chaplaincy department manual, and e-mail messaging system.
- 8 Myself
- 9 My information is from my personal experience while working as a Chaplain.
- 10 Unclear as to what you are asking.
- 11 A.D. 7.30 on most administrative questions. The Chaplaincy Manual covers procedures from most situations dealing with inmates. The Bible

- is my basic book that explains the way to conduct myself with God and others.
- 12 The sources of my information include the following: (1) the job description of the Chaplain II as given in the Chaplain's Manual. This includes duties and responsibilities for the many duties I perform daily. (2) Annual Chaplaincy training which informs me about policies, changes, methods of administration, pastoral care and problem solving. (3) The monthly reports which mirror all the functions I perform, plan and supervise. These reports are a sum of attendance rosters, phone and counseling logs, volunteer schedules and detail notes on a monthly calendar.
- 20 We track attendance of classes & services by inmates. Both the Chaplains and inmates are the sources of those statistics. We track volunteers as well as Chaplains who are volunteers. This is done through a sign up sheet and then entering it into TDCJ computer. We track inmates in TDCJ ITP screen for Voyager and other programs. This according to inmates attendance which is tracked by Chaplains.
- 22 "?" [That is, 22 just placed a "?"].
- 31 Who: Regional Chaplain Jim Brazzil; What: TDCJ-ID Policies and Procedures (Policy Manual)  
I also receive my information from the Unit's individual correctional philosopher (from the Warden)
- 33 Chaplaincy in Huntsville, Parish, Diocese, Volunteers, Internet, Religious materials
- 35 Medical charts, patients, medical staff, security personnel, offender family members, political personnel.
- 70 Over 24 years of personal involvement with offenders and staff. More than 40 years of ministry.
- 71 This information is based upon an average day's regimen.  
72 My own observation of my daily schedule and time allocation.  
73 My own experience of what I do on a weekly basis.  
74 Combination of actual job description and every day work schedule.
- 75 Chaplaincy Manual, personal library, Bible and circumstances.
- 77 Chaplaincy job description, needs of the offenders, requests of the Warden.
- 81 Audits, files, rolodex, staff, polices governing each issue. One would have to come to any given office and see the actual working information. Too complex for this one form.
- 85 The sources of information I use are varied. For this report information comes from records, reports and experience. For my jog information comes from 4 years of college, 4 years of seminary training, 2 years of

pastoring and nearly 6 years as a Chaplain with TDCJ. I also have 25 years of life's experiences as a rancher prior to my present work. Other sources of information for my work are continuing education retreats and seminars as well as regular reading of pertinent books and articles.

- M1 Agency and Departmental Policy also included is information concerning the practice of Islamic Faith.
- M2 The Holy Quran [the Muslim Holy Book revealed by God (Allah)], the life example of Muhammed the Prophet (PBUH), Islamic Scholars, Agency Policy, Chaplaincy Manuals, Agency Administrators (regional chaplains, wardens, majors, etc.)
- M3 Unit policy, Chaplaincy Manual, Various Unit Departments, the Holy Quran and the history of the Prophet Muhammed and Islam, my religious tenets, and other Islamic Chaplains, and skills that I have learned through clinical pastoral education.
- M4 Agency policies, Chaplaincy policies - Chaplaincy Manuel, program administrators, Director of Chaplains, Assistant Director for Religious Programs, other Chaplains generally and specifically the Islamic Chaplains, Wardens, Majors, etc., Islamic Scholars, Teachers, Imams, the Muslim Holy Book - the Quran (Koran), and the reports and sayings of our Prophet, Muhammed Ibn Abdullah (SAW), e-mails, books, tapes (video/audio).

Z1 Chaplain Manuel, supervisors, fellow employees

Z2 Administrator of Chaplaincy Programs, Region III Program Administrator, Chaplaincy Manuel

Z3 Personal observation

Z4 Demands of the job

Z5 Chaplaincy Manuel, myself, other chaplaincy personnel, A.D. 7.30, Central Office

Z6 My work schedule

Z7 Chaplaincy manual, unit policy

Z8 [Nothing written]

Z9 My relation with Jesus Christ is my source of strength. My reference is the perfect Word of God -- the Bible.

100 Work Experiences

118 Chaplaincy Manual, Oxford Dictionary of World Religions, Various Denominational Leaders, Other Chaplains in TDCJ, Segovia Staff Members, my Bible, Offenders, Internet.

119 Most of the time (staff), especially supervisors come and ask that I go see offenders and not only see, but talk to offenders in wings in their cells.

R1 My informational resources include the following: A.D. 7.30, InfoPac, Chaplaincy Manual, Administrative Directives, Personnel Directives, Various Religious organizations and authorities, Internet, my supervisor and other regionals.

R2 I keep a daily calendar with schedule of meetings, time I spend in the office, travel time and a calendar of events to help me determine the percentages of the time I spend on a daily basis for TDCJ. I also use A.D. 07.30, the Chaplaincy Department Manual, staff development in building relationships, many years of experience and sharing with other chaplains in the team player concept.

R3 A.D. 7.30, job description and Director of Chaplains.

R4 Chaplaincy Department Manual, A.D. 7.30 (Rev. 4), Work Experience, Learning through staff relationships, staff and regional training.

R5 Personal diary, estimates of time spent on activities and time sheets.

V1 / R1 3 Positions A.D. 7.3, InfoPac, Warden's Office, Chaplaincy Administration, Chaplain's Manual, Personnel Directives, Various Religious Organizations and authorities, Internet

V2 / R2 2 Positions Religious studies including the Bible

V3 / R3 4 Positions AD 7.30, AD 7.35, InfoPac, Chaplain's Manual, Unit Warden, Director of Chaplain

V4 / R4 4 Positions Chaplaincy Department Manual, AD 7.30 (Rev. 4), TDCJ Policy

V5 / R5 1 Position Personal Experience

No Major Differences from Above: 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 32, 34, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 71, 72, 73, 74, 75, 76, 78, 79, 80, 81, 82, 83, 84, 85 ~

100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114,  
115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129,  
130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140

3) What contacts are you required to make with persons other than your immediate supervisor and departmental associates? Give the job titles and the department or organization of those with whom you deal and describe the nature of these contacts.

---

1 We are required to make contact with everyone, to some extent, best especially each department head on the unit, including wardens, all rank, laundry, food services, maintenance, personnel, classification, parole, school, grievance, many community leaders, religious organizations, volunteers, etc. -- see list of network ministries attached.

2 BROAD LISTING

3 Free world Religious groups, Catholic, ..., Muslims, other Christians, offender family members, volunteers of all kind, in the hope to deliver pastoral care in an inter-religious way -- helping

4 Education, Substance Abuse Treatment, Unit Psychologist, Coach, Security Supervisors, Medical Staff, Parole Officers, Chief of Classification, Gang Intelligence Officers, Inmate Records, Unit Maintenance, and Unit Safety Officer for Program and offender needs coordination. Churches and Ministry Organizations all over Texas for program coordination and material donations.

5 Interact with training staff [all], offenders, security staff, many volunteers, public (churches and leadership) of area, trainees in Mireles Training Academy.

6 I make many contacts with volunteers by phone, the purpose of which is to recruit, do initial screening, train and supervise volunteers. I initiate approximately 30 phone calls per day. I have regular contact with the Windham School Principal, Ms. Jane Spivey, relating to the use of the Education Dept. for Chaplaincy Programs. I have regular contact with Classification Dept. personnel at Eastham regarding the ITP program. I contact many family members a part of my Job Duties.

7 Staff security personnel [Warden, all rank], programs and services dept. administration. The nature of these contacts include security issues, religious volunteer visits and activity permission, program and security issues affecting IFI programs.

8 Wardens [all rank and department heads], everyone else - TDCJ Estelle Unit

9 I am required to make contacts with any offender who presents a need for personal or crisis intervention counseling. The nature of my job requires me to make contacts with community religious leaders in order to recruit religious volunteers, plan seasonal religious observances such as

- Christmas or Thanksgiving, coordinate pastoral visits between local clergy and incarcerated offenders, and to plan and coordinate religious seminars or classes for offenders utilizing community volunteers and resources.
- 10 Chaplains come in contact with almost every department on the Unit at one time or another. We work closely with classification, inmate records, food service, recreation, substance abuse, education, medical, etc., concerning Chaplaincy department, inmate, and inmate family issues.
- 11 Inmate records, Bureau of Classification in Huntsville, Albert Foy, Engineering TDCJ, Elgin Davis, Purchasing TDCJ.
- 12 [Broad listing, including all the above.]
- 21 None
- 35 Security officers who are working on the different medical floors. Doctors and nurses attending the patients. Countroom supervisor for room locations and next of kin on travel card. Hospital Administrator and Director of Nursing on hospital policies as situations arise. Medical Director dealing with patient medical records.
- 37 Local Churches / Senior Pastors, Kenneth Copeland Ministries, hospitals, courts, judges and attorneys.
- M1 Contacts are made with persons in Mailroom, Food Service, Classification, Education, Security, Inmate Records and work supervisors. The nature of these contacts is to give advice concerning Islamic Chaplaincy Issues as they related to Islamic Offenders. The majority of the contacts hold the job title of supervisor. Contact is also made with my Endorsement Organization, The Islamic Shuraa Council of Houston Texas to seek advice concerning issues of Islamic requirements in a penal environment.
- M2 To operate properly without problems or at least to minimize problems, we must coordinate our affairs with every Department Head on the Unit. We must also stay in touch with our volunteers and numerous Islamic Society of North America, the Islamic Circle of North America, local and national mosques (Masajid), etc.
- M3 I am not really required to, but from time to time I will contact Imam Qasim Ahmed to give me some clarity on scripture or practices of Islam. Imam Ahmed is the Imam of the Houston Masjid of al Islam and a member of the endorsement body of my religious affiliation.
- M4 Unit wardens, Majors & other security staff to get approval and coordinate religious services, the Islamic Programs in TDCJ affect every department on the Unit, therefore, I must coordinate with all department heads for things to run smoothly. I contact volunteers and Masajid (Mosques) for support and religious material. Also I get support from an array of

Islamic Organizations, Islamic Society of North America, Muslim American Society, and American Muslim Assistance to name a few.

- Z1 Kitchen - religious diets, courtroom - location of inmates, security - general information with policy & procedures.
- Z2 [Small list: all included in larger lists above]
- Z3 [Nothing written]
- Z4 Warden, Assistant Warden, Major, Lieutenants, Sergeants, CO's, Classification, Substance Abuse, Parole, Grievance
- Z5 Warden to let me bring in certain groups on the unit for entertainment, also the major if he concurs that the groups or person is OK for the unit; volunteers, staff, offenders.
- Z6 Warden, Assistant Warden [broad listing, similar to above, inside & outside unit]
- Z7 Regional director of chaplaincy - Richard Lopez
- Z8 All ranking officers, all department heads, all correctional officers
- Z9 Warden Chance and Warden Thaler, Estelle Unit. Daily contacts with Major, Captains and all personnel at the Estelle High Security Unit.

100 Too numerous to list / remember.

- R1 [Listed 34, including most all of top TDCJ hierarchy by name, generally Wardens, Chaplains, volunteer groups and inmates]
- R2 [Listed 16, including most of top TDCJ hierarchy by name, generally Wardens and departmental associates]
- R3 [Listed generally Wardens, Chaplains, meetings, volunteer provider groups, etc.]
- R4 I am required to work with all staff and levels of staff as needed [Listed generally most of the mid-management hierarchy, 13 department titles, like management auditor, counsel substitute, etc.]
- R5 [Listed 61 by name, including most of top level of TDCJ hierarchy, and Warden in his region]

No Major Differences from Above: 13, 14 (adds wife), 15, 16, 17, 18, 19, 20, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 36, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85 ~ 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124,

125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139,  
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4) What decisions are you required to make without consulting your supervisor?

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- 1 I make all of the decisions that affect the quality of my department's administrative and networking tasks and quality of pastoral care delivery and volunteer assessments and supervisions -- please see the attachment for a fuller description of a good number of the responsibilities and areas of complete discretion.
- 2 Phone calls (local & long distance); offender supervised phone calls; calls to offender families; calls to ministries, volunteers, groups, resources; letters sent to offenders families; counseling offenders (and staff); letters to volunteers, ministries, resource groups; programming planning and coordination; request donations and support from ministry groups; teach a class, group or provide service myself; volunteer coordination and usage; volunteers and groups I use, hire, fire, discipline, instruct; set up schedules and training for myself and volunteers; plan new volunteer training orientation meetings on unit; plan my own work schedule such as speaking engagements and other times I will not be on the unit; design many forms for office use such as program rosters, phone log, volunteer rosters.
- 3 I make all decisions concerning the operation of Chaplaincy on the Unit and ... the offenders and the state government.
- 4 Pastoral care decisions and program development including but not limited to scheduling of programs and volunteers, inmate phone calls, pastoral visits, issuance of indigent hygiene items and contact with inmate families.
- 5 Interpretation of policies as they relate to offenders, trainees, staff, and public; implementation of policies with above.
- 6 I make all continuing program decisions on a regular basis without consulting my supervisor. New programs and large event programs are appropriate for supervisor consultation. I manage the Chaplaincy Department. This requires decisions on allotment of time and space to various faith programs. I make decisions on volunteer services on the unit: whether to have them come to the Unit, whether to invite them to return. I manage all support service offenders (6) who work in the Chapel, making decisions regarding work assignments, scheduling and resolution of any problems. I am a department manager, ensuring the department runs smoothly.
- 7 As department head, I make all the operational, programmatic, and activity decisions pertaining to the operation of the Unit Chaplaincy.

- 8 Religious programming, daily schedule, sermon topics, application of policies
- 9 Routine decisions regarding daily programming that occurs on a recurring basis, arranging work schedules within my department to ensure Chaplain coverage is consistent.
- 10 Although policy and procedure guides most of our activities, we do have some discretion concerning what programs we run, religious and volunteer issues, etc.
- 11 Almost all decisions related to inmates and their families are made by me. Almost all decisions related to Religious Freedom Issues and general religious practices are made by me. The decision to put an inmate on limited duty or miss work because of a Death or serious illness message is made by me.
- 12 How to best counsel inmates with emergencies, family and financial problems and spiritual/ethical decisions. Discern the real from the false needs. How to assist inmate families when they call about emergencies (sickness/death). Which community church groups and volunteers will best meet inmate religious needs. How to respond to critical situations within agency guidelines.
- 14 Theoretically, none. Everything ultimately comes under the scrutiny of the Director of TDCJ, Mr. Wayne Scott (or his designee). Selecting the types of Chaplaincy Department Programs needed on my Unit to meet the spiritual needs of all offenders. Identifying which TDCJ Approved Volunteers are qualified to facilitate the respective faith-based programs. Identifying which TDCJ Offenders are to receive Indigent Hygiene Items. Determining which offenders qualify as Choir members or Church Band members.
- 16 Monitor all incoming telephone calls in reference to inmates' immediate family members. Discern genuine emergency status for inmate families, and inmate correspondence received. Planning, scheduling, supervising special religious programs and religious volunteers. Offering Training for Religious Volunteers, thru mentoring. Individual counseling sessions and decisions made without consulting my supervisor.
- 35 What information to place in medical charts. Messages that need to be conveyed to patients or family members. Control of volunteer movement. Establishing the work routine. Access to many departments and department heads.
- 37 ~~All~~ de most decisions
- 70 Almost everyday decisions must be made regarding both offenders and employees and prison policy. "Expect the unexpected" is the best philosophy regarding situations which require daily decisions.

- 84 I make all decisions, plans, coordination and supervision in providing a well-balanced religious education and worship experience for offenders from all Christian denominations and/or other religious faiths. I make all decisions on the Chaplaincy Programs and schedule according to and in coordination with the Education Department for the use of the Educ. Bldg. I make all decisions for the scheduling of my available volunteers according to the unit's needs. However, I must submit all my Gate passes (for volunteers) for approval to the Unit's Warden.
- 85 95% of my decisions are made without consulting my regional Chaplain Supervisor. I am dual supervised by my Wardens so 50% of my decisions are run by them and approved by them. On my own, I make decisions about scheduling of programs and activities an people who participate (volunteers and offenders). These decisions get final approval. I make decisions about helping offenders with issues. Some are emergency in nature and require phone calls. Some concern Unit safety issues, while many are spiritual in nature. I am required to budget my time to try to accommodate offender and staff needs and decisions on faith changes. There are also numerous administrative decisions.
- M1 Decisions regarding application of religious obligations required by offenders that do not interfere with agency, security or departmental policy.
- M2 As long as I make my decisions in accordance with the Agency and Unit policies, the only other thing I would need to do is make sure thta my decisions are in accord with the Muslim Holy Book (The Quran) and the teachings of our Prophet Muhammed (PBUH). Also as Islamic Chaplains we try and be in one accord. It makes things operate smoothly.
- M3 My duties of preparing Lay-in lists for religious services such as, Jumah Prayer, Quranic study, Taleem services, Ramadan Fasting lists; accepting new converts to the religion, receiving Islamic religious items; scheduling the times that I will visit certain units; placing emergency phone calls are some duties/decisions that I make.
- M4 I believe for the most part my decisions are governed by agency and chaplaincy policy, however I in conjunction with the other Islamic Chaplains make decisions regarding how the Islamic program will be implemented on the Units in accordance with Agency and Unit policies, which include the appointing of the Inmate Islamic Coordinators. I also make decisions as to the best way to resolve any conflicts within the offender Islamic Community.
- Z1 Religious schedules, visitation of inmates, correspondence to inmate problems, I-60 response, counseling with inmates.

Z2 [Ibid., essentially]

Z3 Emergency phone calls, supervision of volunteers, scheduling of normal services

Z4 Chaplaincy Schedule, Religious Volunteer Approvals, Sermon & Bible study, phone calls for inmates

Z5 The planning of the Ramadan services and to work with the kitchen captain on the meals.

Z6 We have written guidelines and policy that we follow on a routine basis. Our decisions are based on security guidelines and policy as well as chaplaincy and TDCJ guidelines and policy.

Z7 Planning chapel activities, volunteer assignments, programming events.

Z8 The key to decision making is communication with all involved in that specific decision.

Z9 Emergency phone calls, family deaths, etc. Daily activity. Controlling my time on and off job. My schedule. My one on one visits at the cells.

100 I am required to decide whom to consult.

103 Essentially all decisions with a few exceptions. My leave time of the job. And new volunteers coming on the Unit. Any new programs or courses that start up. What my working hours are. Like a Warden, I operate as a department head with only administrative guidance and direction. Like an Assistant Warden, I work under the direction of the Senior Warden with considerable latitude for the exercise of initiative and independent judgment given the space and resources available while ensuring for the security, safety and orderliness of the Unit.

Additionally, I perform complex and diverse administrative management work and I'm responsible for the review of religious programming management effectiveness through direct control and delegating to volunteers and directing offenders. Therefore, I direct the preparation of work by others to accomplish the mission of the Chaplaincy and the TDCJ. I oversee the overall maintenance of the "Chapel" property and facilities and evaluations and adjustment of the same

I process personal property donation forms, review of the Chaplaincy manual, volunteer's manual, relevant AD's and PD's, et al. for a full and comprehensive overview and an all inclusive picture possible, please review those documents, there may be very infrequent processes and activities contained therein that has slipped my mind at the moment.

R1 Generally, in working with Chaplains, most of the decisions that are made are made without consultation except for disciplinary and transfers. Sometimes in the hiring of Chaplains, the decision is made independently. In the

interpretation of the policies and procedures, all decisions are made without consultation. The communication with volunteer groups concerning chapel construction and decisions that are made are without consultation. In working in the execution process, the interaction with the inmate, his family and witnesses, as well decisions made working with the staff are made without consultation. While serving on the Director's Review Committee, all decisions are made without consultation. When dealing with the media, all decisions are made individually.

R2 Recommendations based on audit results on the facility. Provide pastoral care to Unit Chaplains as I see the need. Provide guidance and direction to staff Chaplains regarding TDCJ policy. Provide encouragement such as leadership skills and positive attitudes to staff Chaplains. Participate in making decisions with disciplinary officer during disciplinary hearings for staff Chaplains. Hiring new Chaplains for the region I am assigned.

R3 I set up my travel, audits, attend meetings and carry out my regular duties with minimal consultation of my supervisor.

R4 Planning and coordinating Unit visits and building relationships with Wardens. Providing pastoral care to Unit Chaplains. Responding to policy guidance to regional staff and Unit Chaplains according to policy. Making decisions regarding volunteer policy and procedures. Being proactive in dual leadership role with Unit Chaplains.

R5 Audit recommendations. Time spent on Units with Chaplains. Assistance given to Regional Staff Members. Work schedule. Hiring of Chaplains for Units in Region. How to answer Step 2 grievances. Decisions on disciplinaries concerning Chaplains.

V1 / R1 3 Positions Daily programming and scheduling for Chaplaincy services, offender phone calls or emergency issues, volunteer scheduling, offender lay-in and counseling

V2 / R2 2 Positions Offender lay-ins, worship format, offender counseling, offender telephone calls, death issues

V3 / R3 4 Positions Planning of religious services and programs; office management

V4 / R4 4 Positions Interviewing and enrolling volunteers. Requesting religious supplies from donor agencies. Arranging work schedules. Decisions regarding daily programming and planning.

V5 / R5 1 Position Volunteer participation. Emergency phone calls for inmates. Religious class participation. Work done during work schedule.

No Major Differences from Above: 13, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 36, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83 ~ 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140

5) Describe the nature of your responsibility for money, machinery and equipment.

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- 1 I do not handle any TDCJ money. I am responsible for the up-keep of a chaplain's office and chapel, including maintenance and reporting problems
- 2 As a unit Chaplain and department head I am responsible for the following equipment: computer, printer, monitor, typewriter, phones, answering machine, piano, guitar, sound equipment, 2 overhead projectors, 1 overhead projector stand, 2 small TVx, 1 large screen TV, 3 TV stands, 1 cart, 2 office desks, 2 tables, 4 desk chairs, 2 upholstered chairs, 2 shredder, adding machine, 1 large industrial round fan, 2 heavy duty fans on stands, 6 file cabinets, 10 book shelves, 4 CD players, 140 chairs, 1 chair truck, 6 cassette players, hymnal player, 4 bulletin boards, 3 marker/chalk boards, unit Christmas decorations, Christian books on shelves, storage of books, supplies, material.
- 3 Band equipment, donations, all of these are control issue; computer, typewriter, books, video recorder, television, sound equipment. No budget is given to the Unit Chaplain
- 4 I am responsible for maintaining the location and condition of all the furniture and working equipment on the departmental inventory. I do not handle money but am responsible and accountable for the maintenance of the annual budget that has been allotted to my department for supplies, etc.
- 5 No contact with money; I am responsible for a separate chapel, education space and office space of 3 offices (approx. 6,000 sq. ft.). and for office, chapel, and educational equipment contained within.
- 6 I have no responsibility for money. I do order from the Central Office budget for Chaplaincy needs. There is a volunteer fund raising committee, which is currently raising funds for t a new Chapel here. I am responsible for proper inventory and safekeeping of Chapel equipment and machines (piano, computer, printer, copier, two word processors an a typewriter). I have placed the copier in a large locked box to prevent unauthorized copying in my office.
- 7 I maintain equipment files with ID and serial numbers. I supervise the cleaning, maintenance and upgrading of the equipment. Besides the usual office equipment such as computers, printers, and shredders, my additional supervisory responsibilities apply to audio visual equipment (i.e., sound system, video recorders and players, television sets, and overhead projectors).
- 8 Responsible for care and upkeep of Chapel facility and equipment.

- 9 I am responsible for the disposition and proper utilization of all Chapel equipment on John Connally [Prison] Unit. I am also responsible for the proper acceptance and utilization of all legitimate donated equipment. I am prohibited from accepting any money in the form of donations, but may refer such interest to properly endorsed volunteer donor groups organized to support the Chaplaincy through equipment procurement or Chapel construction.
- 10 Chaplains are responsible for all equipment and materials assigned to the Unit Chaplaincy Department.
- 11 I am responsible to keep up with all numbered and unnumbered property of our Chaplaincy Department. I approve the order of material needed for our department, both long range and short range.
- 12 My responsibilities involving equipment and state property. Maintenance of musical equipment, office computers, and active Chaplain's library and use of state vehicle to attend meetings. I do not handle any money.
- 51 Our budget is \$40 per year, so it's pretty easy to manage that! [Lists equipment as others]
- 80 I have an operation budget for the Chaplain's office. I strive to maintain my budget of \$350 to cover my operation for a year. I contact the Chaplaincy Department for additional items that my officer needs. [Gives inventory of many items, etc.]
- M1 Money is allocated in advance for travel to Units of assignment within Region 3. This money is to be managed and used for the purpose advanced and documentation presented describing its usage. State owned transportation is used for travel. Computers, sound equipment, audio video are used for the Chaplaincy Program.
- M2 Travel is a must in order to service the entire region. So a state vehicle is a must. A gas card and telephone card are also used regularly. I also receive advanced travel pay for hotels and meals. Other than that the agency computer system or typewriters, telephone, television, VCR, and things like that.
- M3 I really don't have any responsibility except for the corporate card that I use in my travels from unit to unit. I must make sure that the debt is paid and use the card for TDCJ business only. The only machinery that I operate is my typewriter.
- M4 Because my position requires a lot of travel, I must manage, use and spend respecting the annual Chaplaincy budget. I have been entrusted with a company credit card and telephone card to use for TCJ business. Also I have received travel cash from time to time. The only machinery I use are the agency computers and their state vehicles.

Z1 Responsible for chapel equipment, instruments, reporting failure of equipment and condition, books, supplies.

Z2 [Ibid., essentially]

Z3 Everyday use of computer

Z4 Chapel, all aspects; musical instruments, 2 computers, typewriters, printers

Z5 take care of the equipment that is assigned to our department

Z6 We just make requests if we need office equipment, etc. Volunteers work through us and chaplaincy procedures to donate things. We may be held financially responsible for broken or missing equipment.

Z7 No money involved, the machinery/equipment is maintained by chaplaincy or maintenance

Z8 Maintain all office equipment, sound equipment, etc.

Z9 No responsibility for money. Responsibility of caring for my office in a professional manner, including the Chaplaincy's equipment and my responsibility to present myself in a professional appearance, clothes, speech, manner, etc.

R1, R2, R3, R4, R5 [Similar in this area with respect to office equipment, state vehicle for travel, etc., with no budget authority]

V1 / R1, V2 / R2, V3 / R3, V4 / R4, V5 / R5 [Essentially no TDCJ money, care of office equipment]

No Major Differences from Above: 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 81, 82, 83, 84, 85 ~ 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140

6) What records and reports do you prepare? What is the source of the data? Where are the records sent?

1 I prepare monthly reports on chapel services, post trauma treatment, mentor meetings, volunteer hours, literature consumables, travel, phone logs, crisis intervention, Voyager program and many more listed in the attachment. Some sources are the forms I created, others from Huntsville HQ. One report is sent to Chaplaincy HQ, one to TDCJ Regional Office, many are kept to track quality pastoral care. Included in this would also be the sermons and lessons that we have to create in the delivery of pastoral care.

2. Report:	Source of Data	Where Sent
Monthly Chap. Reprt Chaplaincy HQ		Inmate/Vol tracking
Mon. Speck Program Chap. Dept. & Warden		Unit program schedule
Mon. Safety training Office		Safety Dept. Safety
10.20 Mon/Weekly	10.20 Notebook	Safety Office
Quarterly fire drill	fire drill	Safety Office
Offender death & rpt. Forvus	Inmate death packet, Warden	Travel card, security,
Volunteer tracking rpt. Chaplaincy VP00		Volunteer tracking rosters
Chaplaincy Pgm Sched. ministries	Warden, supervisors	Planning calendar,
SSI Tracking Roster	Observe Inmate attendance	Inmate tracking
Lay-in Attend. Track. Inmate tracking		Offender Program Rosters
Satellite Broadcast Rpt Regional Director		Offender Attendance
Unit & Dept. OPR audits Office	all files, programs, etc	Unit, Dept., Regional

3 From the offenders, general community and staff of various religious groups

4 Monthly report on programmatic and volunteer activity. Data is kept by both hard copy files and data entry files on computer. These reports are submitted to the Director of Chaplains, the Unit Warden and Regional Director's office. This report averages 8 typewritten pages monthly and

- takes approximately 6 hours to prepare if daily activity reports are maintained.
- 5 Lengthy monthly report of activities and programs of chapel sent to Director of Chaplains. Oral monthly report to Training staff to staff meeting.
  - 6 Monthly reports: all Chaplaincy Unit statistics for the month relating to six divisions of the Life Changes Academy, Pastoral Care, Volunteers, Offender Attendance - six pages. Data source is from Chaplaincy raw data records Chaplains keep. Report is sent to the director of Chaplaincy programs. Monthly Chaplain's Program Report: details all Chaplaincy programs for the four Faith Groups meeting here: Catholic, Non-Catholic Christian, Islamic and Jewish. Includes schedules. Data source: Unit Chaplaincy raw data records. Sent to Dir. of Chaplaincy. Monthly Chaplain's Schedule: provides hours worked on and off the Unit for the month. Data source: time sheet. Sent to Dir. of Chaplaincy Programs. Daily entry onto the unit record (sign-in); source: time of entry and exit from unit; sent to unit administration. Daily, weekly and monthly fire and safety report; source: visual inspection by me of Chapel facility; sent to Unit fire and safety dept. Fire drill report weekly; source fire drill exercise; sent to Unit fire and safety dept. In-Service fire and safety training for all support service offenders, monthly; source in-service training; sent to Unit fire and safety dept. Annual inventory report; source visual inspection of Chapel inventory on record; sent to Unit inventory supervisor.
  - 7 Records of all religious volunteer visits and activities, as they facilitate "Life Changes Academy" programs, tutors, case managers and volunteer chaplains, as well as observers, reporters, correctional officials who visit the IFI program. A nine-page monthly report to the Chaplaincy Administration, recording all my activities and all the program activities.
  - 8 Volunteer participation recorded on computer, monthly chaplaincy report compiled from Unit Chaplaincy records sent to Chaplaincy Department. Weekly tie report completed from Chaplains and submitted to Assistant Warden. Religious preference change requests from offenders, processed here and sent to Chaplaincy Department. IOCs for programming and activity approval to Assistant Warden.
  - 9 I am responsible for the compilation and submission of a regular monthly report sent to Huntsville Chaplaincy office. This report is compiled from attendance data collected by my office on the John Connally Unit. The report contains data on all offender programs, volunteer participation, and also Chaplain scheduling data.
  - 10 Chaplaincy Department Monthly reports. The source of the data is the Chaplain's programs and activities (phone calls, letters, etc.) for the

- month. Submitted to Warden, Regional Director, Chaplaincy Director. Dept. safety report , housekeeping, maintenance, deficiencies, reported hazards, etc., submitted to Unit Safety Officer. AD 10.20 Daily Report Log, kept in Chaplain's office, family liaison reports, sent to Warden's office. VP00 Volunteer reports.
- 11 Monthly Chaplain's Report, visitation records of volunteers, personal records of contacts, teaching, sermons, and calendar of activities on services of info for monthly reports. Reports are sent to the state Chaplain's office and Region I.
- 12 Weekly schedules and attendance of religious activities, inmate phone and incident logs, volunteer training, monthly reports to State Jail HQ Austin and Chaplaincy-Dept., Huntsville, ACA reports of all procedures and policies, weekly volunteer schedules.
- M1 Chaplaincy monthly reports. Data is accumulated on a weekly basis as activities and work assignments take place. Reports are sent to Regional Chaplaincy Headquarters.
- M2 I do a monthly report on my activities and units for the month. I keep records of activities on units in my region. I write numerous IOC's, answer I-60's, report on phone calls, etc.--Death Messages included.
- M3 I prepare monthly reports of my religious services and programs; my travel to the units that I service; the phone contacts with the various Chaplains and administration; death messages; travel card changes of religious requests; individual counseling, etc. The source of this data is my own records. These reports are sent to my regional Chaplain and to the Chaplaincy Department in Huntsville.
- M4 I keep records on attendance of the Islamic program at the Connally Unit. I maintain a list of Islamic offenders for weekly lay-ins for Jumah Prayer and Arabic studies. These lists go to the count room. I file a monthly report with Chaplaincy Huntsville, and the regional office reflecting the monthly activity in Chaplaincy on the Unit level as well as my personal daily schedule. I write numerous IOC's and reports on Unit visits as well as any incident reports that may occur.
- Z1 Death & Illness records, phone logs, attendance of services, change of faiths, voyager attendance.
- Z2 [Ibid., essentially]
- Z3 Monthly report sent to chaplaincy, volunteer hours on unit recorded on computer
- Z4 Monthly Report - Chaplaincy, volunteer lists - Unit, Schedules - Unit
- Z5 [Monthly Chaplaincy Report]

Z6 Death row inmate's choice of Spiritual Advisor prior to execution sent to Gary Johnson by warden's office if approved by Warden's office. Execution report following an execution of inmate sent to Don Kasper ... List of 5 witnesses to execution ... Monthly report

Z7 Monthly Chaplain's Report, Records kept on classes/worship/activities, Chaplaincy Dept.

Z8 Monthly reports to Regional Office and Chaplaincy Administration, phone records for emergency matters, ITP for offenders recorded on Computer Mainframe.

Z9 Prepare diet list for Unit. For officers and kitchen. The Unit roster. Reports in my files (keep each month and yearly). All my files are subject to a Chaplaincy audit once a year.

100 Too numerous to list / remember. Most are undefined.

R1 As a member of the Capital Improvement Review Committee, I am responsible for ensuring that a monthly report is sent to the members of CIRC committee, Carl Jefferies and to Don Willett with the Governor's office. This data is compiled from my routine contacts with volunteer groups and Unit representatives responsible for Chapel constructions.

R2 I am responsible for preparing forms and reports for Human Resources during the hiring of new Chaplains. Review volunteer attendance on Units compiled by Unit staff Chaplains regarding volunteer participation. Review monthly reports provided to central office from Unit Chaplains in order to access the religious programs performance at the Unit level. I also complete mileage reports and travel vouchers for the motor pool and to the budget office based on my travel. I respond to offender grievances and other correspondence and send them to the Unit grievance officer through my administrative support Debbie Kramer.

R3 [Detailed, Operational Reviews, ITP Manual, Volunteer Manual, Volunteer Plan, Crusade Schedule, Step Two religious grievances, volunteer awards presentations, satellite repair reports, preparation for regional and annual Chaplaincy meetings, and general guidelines to several people.]

R4 Monthly Chaplain reports, compiled from records of work completed, to include mileage logs, unit visit log and critical incident reports and expense reports. I also compile Region IV data from Unit Chaplains' reports to include volunteer hours and visits by unit, Mike Barber Broadcast Reports, special event reports, Chaplain hours and schedules, Life Skills Academy completions by

offenders. These reports are sent to Director of Chaplains and kept in my office for comparison among Units.

R5 Files on Units and Chaplains including Disciplinarys, Inmate Letters, Inmate Grievances, Correspondence, Audits, Unit Programming. Audits. Interviews on Units. Sent to Director of Chaplains Office, Huntsville.

V1 / R1 3 Positions Monthly Chaplaincy Reports, Offender Death Notifications, Chapel Construction Update, Faith Changes, Safety Reports

V2 / R2 2 Positions Monthly Reports, Offender Visits by monthly input to DOC

V3 / R3 4 Positions Monthly report to the Director of Chaplains, the information is obtained from records kept in the Chaplain's office; AD 10.20 report, the information is compiled through daily maintenance inspections and sent to the designated safety officer; satellite broadcast results are compiled by officers who count the number of offenders watching the broadcast, the report is sent to the designated regional person.

V4 / R3 4 Positions Prepare monthly chaplain's report, compiled from program sign-in rosters and volunteer sign-in sheets. This report is sent into the Chaplaincy Department and Region Office.

V5 / R5 1 Position Religious class rosters. Monthly reports, class rosters, Director of Chaplains. Correspondence with inmates, families. Volunteer visits (records-reports) sign-sheets - Director of Chaplains. Phone calls made. Time sheet, personnel.

No Major Differences from Above: 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85 ~ 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140

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7) How if your work inspected, checked, or verified? Who does this?

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- 1 Inspected through an audit by my regional supervisor; Volunteers give input; I consult with my warden, regional chaplaincy supervisor, regional Muslim supervisor, state denominational HQ, other religious representatives as needed; Safety inspector checks safety; See attachments
- 2 Operational Review Audits by unit, Chaplaincy Department, and regional offices
- 3 ... the job not done, everybody inspects my work: administration, security, Chaplaincy staff, Attorney General of the State of Texas, offenders and interested people.
- 4 By audit of monthly reports, annual evaluation and periodic review by Unit Warden, Director of Chaplaincy and Operational Review.
- 5 When monthly report sent to Dir. of Chaplains, there has never been a reaction or report made to me, so I don't know. Oral reports to training staff evaluated at time of report made by staff and/or direct.
- 6 My work is inspected in several ways: Unit inspections, quarterly, by Unit staff; Annual Unit inspection, for ACA accreditation; Biennial Inspection by Central Chaplaincy Office Staff; Annual inventory of all equipment by Unit Issue Room Staff.
- 7 My regional Chaplain inspects my monthly report and conducts periodic, on-sight audits of all my department activities and functions.
- 8 Through supervisors through monthly reports, computer entries, personal inspections, annual evaluations and audits.
- 9 My work and the work of other Chaplains in this department is checked and verified through a regular Unit audit, as well as regular audits from the regional office and Huntsville.
- 10 Wardens, Regional Chaplaincy Director, Unit Compliance Officer. Through direct supervision, audits, etc.
- 11 State Chaplain's Office, Region I Director, Warden Staples, Warden Zeller.
- 12 All my reports are checked and verified through several persons: Warden's secretary checks monthly report to Austin, Chaplaincy Dept. checks monthly report to Huntsville, Regional Chaplain checks reports by in site audit, compliance sergeant check to see that regulations and policies are posted and safety is in place, and by frequent "walk-through" by warden.

- M1 Worked is checked, inspected and verified by observation and audit. This involves the Unit Administration, and Regional Chaplaincy Program Administrators.
- M2 The regional chaplains do audits. The monthly reports are received. And the Unit Wardens have operational reviews.
- M3 My work is checked by observation, review and audits by the Unit administration, security and Chaplaincy.
- M4 My work is inspected, checked or verified through audits, monthly reports, and phone calls. This is done by Wardens, Operational Review Staff, and the Director of Chaplains and his Regional Chaplains.

Z1 Supervisor, wardens, major.

Z2 Wardens, Audit by Chaplaincy HQ

Z3 Consultation with Warden Hodges

Z4 Audit, Warden

Z5 Regional director inspects or audits ... all that we have done for the audit

Z6 This is a high security area. Everything said and done is under scrutiny, as everything can affect security. Guidelines and policies need to be followed and protected. Ministry fits into the security guidelines. Everyone is told to be watchful and to report any infringement or questionable behavior or comment. The final responsibility is the Warden and the Assistant Warden assigned to this death row area.

Z7 By chaplain's audit - regional chaplains & by unit audits - unit sergeant

Z8 Warden, Assistant Warden, Major, Lieutenants, Captains, Sergeants, etc.

Z9 Yearly audit. Chaplaincy dept. Regional Supervisor.

R1, R2, R3, R4, R5 [All regionals expressed work submitted to Director of Chaplains]

No Major Differences from Above: 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85 ~ 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140

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8) For what kinds of confidential information are you responsible?

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- 1 Volunteer applications and offender crisis/family information; Staff, inmates, volunteer share many things in confidence that cannot ever go on any report. In other words, I maintain and receive some of the most confidential information in TDCJ, as these data are the personal issues of both employees and staff.
- 2 All information unless it is of a sexual or abusive nature or is of risk to a person or the safe and secure operation of the unit: counseling of staff, offenders, families, or volunteers; personal information of staff, offenders, families, or volunteers; unit operational plans or information; knowledge of privileged information.
- 3 Dealing with people ... a heavy responsibility in this area.
- 4 All information that offenders and staff confide in me under Senate Bill 72 (Clergy Confidentiality) and all Classification and computer record files made available to me on inmates, staff and volunteer data.
- 5 Personal problems of staff, trainees, and offenders. (Clergy protected confessions, etc.) Security information concerning Unit activities. Test questions for my 4 classes taught in Academy.
- 6 I have some confidential information, kept under lock, of offender addresses, which is a record of letters I have written to offender families asking for their communication with the offender. I have also confidential information (social security numbers) of volunteers. I have no medical information.
- 7 Inmate information, such as classification, work assignments, health conditions, programs in which they are involved, their religious preference, criminal history, visitors list, family names, addresses, phone numbers, disciplinary history, incarceration history, and emergency incidents. Information on religious volunteers and all other visitors, such as name, address, phone numbers, social security number, driver's license number, and a list of units where they may or may not visit and why they are restricted.
- 8 All sensitive information concerning offenders' records and volunteers' information.
- 9 I am responsible fro confidential information related to an offender's religious confession given to me as a matter of conscience, and all information regarding his particular crime and sentence, and his family information such as their location and numbers of children. I am also responsible for the safe keeping of any personal information collected

- from religious volunteers such as social security numbers or drivers license numbers.
- 10 Inmate family information, volunteer information.
- 11 Inmate Death/Illness worksheets, Inmate Death Records, Inmate I-60's which express personal problems that are told in confidence, or might be considered by me to be dangerous to someone's life. And information that is told to me in confidence.
- 12 Information from counseling inmates (life endangerment, gangs, security issues, dorm conditions, family and financial problems); security issues coming from conversations with security and other department supervisors; information on inmate due to participate in IPT or USS (criminal history); information coming from employees that confide in me.
- 35 Medical care. Types of diseases. Any investigation going on by Internal Affairs. What is in medical charts. Arrivals or discharging of patients for security reasons. Any person conflicts with / between staff and / or patients. When family members call in, what relationship are they to the patient.
- M1 I come in contact with the following confidential information and have responsibility for its confidentiality. Offender family information, Offender records such as travel cards and medical information, computer data from mainframe, and information on Volunteers.
- M2 The Agency has classified certain information as sensitive. I must be responsible not to let it fall into the hands of an offender. Information includes staff, offenders, family members, volunteers, etc. Personal information.
- M3 Information on travel cards, computers, family information of offenders, medical information, and personal information on volunteers.
- M4 All information the Agency deems sensitive, including staff, offenders and their families, the volunteers' information (personal), and certain knowledge I may possess concerning people or situations.
- Z1 Counseling, Inmates & Staff.
- Z2 [Inmates, Staff, Volunteers: listed some non-confidential items]
- Z3 Death calls
- Z4 Counseling with offenders & employees
- Z5 Not letting the inmate know why he was transferred down ... or anything about other inmates
- Z6 All kinds of counseling from staff, following guidelines of law, etc. Counseling with inmates is private unless it involves a few specific issues spelled out in policy and law, such as unsolved child sexual abuse, planned

or possible riot, murder, etc. Social security numbers of volunteers and staff, plus street addresses, phone numbers. Knowledge of travel card crimes, etc. Private information on inmates, volunteers, staff, etc.

Z7 Volunteer's social security numbers, addresses and inmates personal information

Z8 ITP Forms

Z9 Volunteers' personal data, SS numbers, DL numbers, Unit ..., religious faith groups (...), Unit rosters, assorted private phone numbers and addresses.

No Major Differences from Above: 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85 ~ 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140

9) How many employees or offenders are directly under your supervision? List job titles and number of people assigned to each job.

- 1 Many times I supervise the officers who oversee our religious services, though they are not technically under my direct supervision. The numbers vary on inmates supervised from one to several hundred who attend our religious services. Volunteers are supervised -- their numbers range between 1-35 at any given time and I am required to recruit them.
- 2 1 free world clerk; 1 SSI orderly; 1 SSI clerk; 9 offender assistant volunteers (prepare services & clean up, Hallmark card distribution, I-60 requests; 224 volunteers actively serving on unit; additional various number of special volunteers upon request.
- 3 1,800 offenders are under my supervision, one employee, another Chaplain (Yes, a,b,f, No c-e)
- 4 Contract Chaplain (1), Certified Volunteer Chaplains - Full Time (2), Approved Chaplaincy Volunteers (68), Inmate Clerk (2), Inmate Choir Coordinator (1), Inmate Sound Technician (1) (and "yes" a-f)
- 5 450-500 offenders at W6-Trustee Camp, 100-400 trainees monthly at Mireles Training Academy, 40-50 security staff at w6-Trustee Camp, 30 support & training staff of Training Department -- All as Chaplain Advisor and counselor. (Yes a-c, f, No d-e)
- 6 At this time all chaplains here (three) are peers, and none supervises the other. However, as the (Senior) Chaplain here for 16 years, I exercise much direction and guidance for the other two Chaplains here, one of whom came in 2000, and the other in 1995. I am directly responsible for six offenders (four clerks and two orderlies) who work in the chapel. (and Yes a-c, f, No d-e)
- 7 No employees. 200 inmates. 400 volunteers and visitors. (and Yes a,c-d,f, No b,e)
- 8 2 SSI Orderlies, 2 SSI Clerks (and "No" a-f)
- 9 There are two Chaplains directly under my supervision, one Catholic and one Muslim. There is one Chapel SSI under my direct supervision. I am also responsible for the supervision of 160 volunteers, who participate in monthly recurring programs on this unit. During the tie these programs are in process, I am responsible for the supervision of approximately 1,300 offenders participating in classes or worship services on this unit. (and Yes ac-d,f, No b,e)
- 10 1 Chaplain I, 2 inmate SSI's (and Yes 1-d,f, No e)
- 11 3 SSI Clerks [named them] (and Yes a-b, N/a c-f)

- 12 2 inmate clerks in their office work, activities of 80 volunteers ministering to two thousand men (and Yes a,c, No b,d-f)
- 35 One Clerk III working in the Chaplain’s office (and Yes a-f)
- 37 3,000 offenders (and on “a” 90%, No b-f)

- M1 Approximately 24 Offender Islamic Religious Coordinators are under my supervision.
- M2 I service about 20 Units in Region II and about 11 Units in region I, and each Unit has a coordinator and one or two asst. coordinators. They all have to be trained and monitored to the same degree to make sure that they stay the course that we put them on. Plus I have at least 31 different administrators to deal with.
- M3 Of the 20 offender Islamic coordinators two of them are under my direct supervision. The others are under the direct supervision of the Unit Chaplain. His duties are to assist the Islamic and Unit Chaplain in the affairs / programs of the Islamic men.
- M4 The best way to answer this question is to re-state the fact that I assist with and help manage Islamic Programming on 24 Units. I have approximately 48 Muslim Offender Coordinators that I teach and train, and work with at least that many Chaplains, Wardens and other staff. However, the only ones I directly supervise are the offenders and the Religious Volunteers.

Do you have full discretionary authority to:	M1	M2	M3	M4	
a) Assign work?	Yes	Yes	no	Only	#9 above
b) Approve time off?	n/a	no	no	no	
c) Correct and discipline? offenders	n/a	Yes	Yes	Only	
d) Complete performance evaluations?	Yes	no	no	no	
e) Recommend pay increase?	n/a	no	no	no	
f) Recommend discharges?	n/a	no	no	no	

- Z1 None (and “no” for below)
- Z2 2 clerks, 12 inmates choir (and “yes” a-d, “no” e-f)
- Z3 0 [he listed “0”] (and “yes” a-c, “no” d-f)
- Z4 1 employee Chaplain Assistant, 1 SSI Clerk, 2 SSI porters (and “yes” a-f)
- Z5 2 inmate SSI, 2 Chapel clerks (and “yes” a, c-d, “no” b, e-f)
- Z6 none except the crew of SSI’s in this building are available to help with any and every type of job I might need done. An officer is assigned to the groups. (and “no” a-b, d-e, “yes” c, f)

Z7 we have 4 chaplains with me being the lead chaplain & presently 2 inmate clerks (and “no” a-f)

Z8 Many volunteers and 6 offenders for office workers (and “yes” a,c,d,f, “no” e)

Z9 No SSI helps me. No secretary -- Just Me! (and “No” a-f)  
[Z9 makes this comment in side bar]: Remember: it’s never the method, the program, the course, the concept, etc. It’s always the “Relationship” with Jesus Christ!

No Major Differences from Above: 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 36, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85 ~ 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140

Do you have full discretionary authority to:

- a) Assign work? 1 to some inmates & volunteers, within reason, yes; 2 yes;
- b) Approve time off? 1 for some inmates, yes, in crisis; 2 Yes
- c) Correct and discipline? 1 Yes; 2 Yes
- d) Complete performance evaluations? 1 for volunteers, yes; 2 yes
- e) Recommend pay increase? 1 I wish; 2 no
- d) Recommend discharges? 1 for volunteers and inmates in program, yes; 2 yes for free world volunteers, offender volunteers and SSI’s only

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10) Is there anything else pertinent to your position that you would like to tell us?

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- 1 Yes, the attachment outlines some of the responsibilities not asked here, many levels of decision making in the fine art of pastoral care, many resources and networks with which I have to decide and the highly complex nature of guiding an individual and several groups in the delivery of quality pastoral care.
- 2 [Not present in archive questionnaire]
- 3 This was short-sighted and meaningless. Do whatever you want to with it.
- 4 My position requires a unique blend of compassion and realism. It is fast paced, sometimes stressful, but overall very rewarding. I am clinically trained, a celebrant and sharer of life. I know rage and hurt and am first of all human. I am a prophet who raises ethical questions and emphasizes personalized values and matters of meaning and destiny. I insist on humane treatment for all. I am person whose feet are clay, whose lips are unclean, and whose motives are impure but whose ideals are high. Thank you for this opportunity.
- 5 Because of the professional nature of my position which requires both academic and experiential knowledge, I feel the position needs to be placed on the level of other professions in TDCJ and elevated.
- 6 Yes. I have remained at the same pay grade and step (16/1) since I was hired 16 years ago. I believe I should be reclassified upward. In the past sixteen years, all on Eastham [prison], I have gained much experience, have had no personal disciplinary problems, have completed a Doctor of Ministry Degree, have exercised leadership in the American Correctional Association, by ACA Presidential appointment, and take a leading role in the smooth operation of Chaplaincy on the unit. I have also completed two units of Clinical Pastoral Education (CPE).
- 7 I am happily and deeply involved in the spiritual well-being of inmates and staff. I consider it a high and holy calling. I am passionate to meet the state objectives of reducing recidivism and to reintegrate offenders into a productive and restorative course in society.
- 8 A certain church in Oklahoma with an average Sunday attendance of between 100-200 persons is looking to hire a new Pastor. The salary for that position is over \$40,000 per year.
- 9 I spend an increasingly larger amount of my time on administrative duties each month. Many of these duties could be performed by some sort of clerical help, such as a secretary. This would free up a significant amount of time for me to spend on functions that are specifically religious in nature, such as sermon preparation. As the size and scope of the Chaplain

mission continues to grow, the amount of time required to complete administrative tasks increases as well. We need clerical staff.

- 10 Chaplains are in a unique position to positively influence the lives of offenders, their families, and staff. It is my opinion that Chaplains are the best public relations staff on the Unit.

11 [Nothing written]

12 [Nothing written]

- 13 My position requires me to have a Master's Degree & two units of CPE.

- 14 Yes. The Positive: I sincerely feel that I am "called" (in the spiritual sense) to the Specialized Pastoral Ministry position I occupy. I am loyal to the TDCJ Agency and endorse the TDCJ Mission Statement and the Mission Statement of the TDCJ Chaplaincy Department. I believe I exhibit a strong "team spirit" in my Chaplaincy Department and in my professional relationships with my Warden, Asst. Warden, Unit Staff, Security Rank / Officers and all the other TDCJ and Windham (etc.) Employees on the Ellis Unit. I will endeavor to continue to provide high quality service to TDCJ through the Chaplaincy Department.

Yes. The Negative: I daily struggle with the morale-demeaning low salary and the recognition that potential "high quality" professional Chaplains avoid being recruited for employment with TDCJ because of the below-survival-level salary. As a result, the quality of Chaplaincy staffing has suffered. I endure a constant juggling of Administrative responsibilities, recruitment of Volunteers, supervisions of Offenders and the development of programming without any Employed Secretarial assistance for processing required documentation. The extreme limitation of appropriate programming space is a deterrent to appropriately meeting the spiritual needs of all the offenders. The extreme limitation of appropriate programming space is a potential security problem.

- 16 [Attached a summary of education and experience and asked this question]

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In light of the Master of Divinity degree (remember 92-98 semester hours required) requirements, the Clinical Pastoral Education requirements, the Pastoral experience with proven leadership skills, and life's experiences, along with require denominational endorsement for a position as Chaplain II in TDCJ -- How does a Chaplain II's pay compare to the following workers within the TDCJ system? [Dentist and Teacher].

- 17 This position, in order to be performed properly, requires -- at a minimum -- education level of Master of Divinity and a minimum of two (2) quarters of Clinical Pastoral Education (CPE). I have 5 quarters of CPE and 25 hours beyond my M. Div. and use all of this educational background. This position is the institutional guarantor of the First Amendment rights as regards all religious beliefs and practices. This

- position is also charged with balancing the religious/faith needs for practice with the need for good security and available space and time for such practice.
- 19 Yes. Thank you for this opportunity. I feel Unit TDCJ Chaplains should be up-graded due o their job performance, job description, and in addition to their level of education. I have a B.A. and a Masters degree, and three units of Clinical Pastoral Education. This was required of me when I entered TDCJ. I feel that Chaplains at this level of education and expertise should be paid on the level the same as another TDCJ employee wherein a Masters Degree is required.
- 20 There is recruiting and training of volunteers that is always going on. Also, there are volunteers who call the unit wanting to start a Bible Study or come to do a service. Beyond this as a Chaplain I now face the challenge of maintaining programs for offenders with a shortage of officers. Because of this I am teaching more classes that I would normally have volunteers doing. The officers use to pull out the offenders for us, now I as Chaplain have to go down the hall and pick up the offenders. I now have to perform the role of Chaplain as well as Officer. Sometimes I am the security for a particular class. The officer shortage has made our job as Chaplain much more difficult.
- 21 As the Unit Chaplain, especially on a Unit with only one full-time Chaplain, I am called on many times outside of my regular work schedule to handle situations such as offender deaths, or critical illness to notify the NOK.
- 23 Yes. With all the reports and all the other non-spiritual demands of the job, why can't we have a couple of free world trained and experienced secretary-clerk type employees to help us with the sort of work so we can spend more of our energy teaching, counseling, etc.? Windham System, PRTC, etc., have many, many paid professional employees and administrators who do only the job of administration. We must do all of it ourselves. Many of the volunteers available to us are quit limited in what they can and will do -- and very few can do any office work -- and even fewer are willing to do it. Don't get me wrong, we value our volunteers we can find. But we need office technicians.
- 24 Several Chaplains have advanced degrees and/or multiple degrees in addition to multiple years experience and additional voluntary training above the minimum. We are also "on-call" in the event of staff emergencies or offender deaths, but are exempt from overtime pay. Some of us have specific responsibility for religious programming for select groups: I am responsible for programming for the PRTC at Beto.
- 27 The value of the presence of the Chaplain is far beyond an accumulation of activities. The presence of one who cares, listens, supports, laughs,

- prays in the midst of the prison environment is a moral and spiritual support daily for all who come in contact with one another.
- 28 I came to work in August of 96, willingly and knowing what my job description entailed. I also came to work knowing the salary I would be compensate for my service. I didn't agree that everybody fell under the same category regardless of their education or accomplishments, nevertheless I felt God wanted me in prison ministries. All this time I believed in my heart that TDCJ would do what is right. I believe that the time has arrived and I know you will do what is right.
- 29 Requirement: Masters Degree, 96 hr (4 years); 2 years on church staff (have 35 years); 2 years CPE; Approved by Denomination.
- 30 We are on call whenever needed. We work the overtime that is required to get the job done without pay. Either much education or experience or both are required to efficiently do the job. We are required to complete many tasks requiring secretary skills but have no secretary and the offenders we get are not always of our own choosing, complicating the task to be performed.
- 31 It is extremely difficult to explain all of the duties involved in the Chaplaincy department. Consequently, the only way to describe it would be to invite someone to spend a day on the Unit with us. In order to identify the complexity and the diversification of this position, one would have to experience it in person.
- 33 I truly believe the Chaplains have thoroughly been overlooked as an avenue to [reduce] recidivism and betterment of the lives of offenders and staff as well. Their education levels deserve a better pay status than the present.
- 34 It is a multi-faceted, difficult, but rewarding position because one gets to see and hear the results of one's efforts in the lives of the men and women we deal with. The position is demanding, does not reward one sufficiently in the monetary realm, especially considering the educational requirements and the many years of experience attained. I would not, however, trade places with anyone I know.
- 35 Taking into account the complexity of the total development of the incarcerated patient and his/her family and friends are many. Since nearly every situation has a negative dimension attached to it; that is, denial, frustration, TDCJ rules and regulations ranging from innocence of crime to offender visitation list and privileges and the fact the patient has given up certain rights like freedom, makes for a different style of approach to ministry. The Chaplain needs to allow the venting of anger and frustration for all of God's people, staff and offender/families.
- 37 This job requires a 4 year degree. Job has no chance to advance or areas to grow. Title as well as the pay needs much improvement.

- 38 The schedule of activities here at the Hutchins varies from day to day, based on what is happening on the Unit. This changes the time spent on the activities. As a Chaplain, I have found that planning my day is important, yet to leave lots of time for things that may arise.
- 39 I believe that as an employee of the state of Texas the Chaplains do more than any department and go beyond any other department because of our ability to use volunteers and still get the task done and believe there is hope for everyone in the system and strive to provide that hope even in the greatest institution of the lack of hope for others. The hope of believe [sic] will work for all who desire it to work and doubter will never understand or know what the task of presenting faith is all about. We do not believe we will save the world, but only a part of it at a time where possible.
- 40 This position requires specific training and educational experience of diverse and multi-counseling skills. Training and practical experience of world religions prior to the assignment.
- 41 Since I am a Chaplain of this Unit, I work for all the inmates; but also as a Catholic Chaplain, I work specifically for the Catholic inmates; both in this Unit and LeBlanc Unit. My training and work as a Catholic Priest for the last 28 years in many places has helped me to work more efficiently among the inmates of the prison in a more efficient manner.
- 42 I can't put on paper everything that I do on a daily basis due to the shortness of time allotted me. I hope that from this brief synopsis that you were able to ascertain what we as Chaplains do.
- 43 Providing the clients with the opportunity to have their spiritual needs met is an essential ingredient in seeing the recidivism rate lowered. Many of the religious classes on this Unit address the wrong thinking from a spiritual viewpoint: change the thinking and then often their actions change. This position entails enormous responsibility in managing the volunteers that come on the Unit and in dealing with the hurts, pains, shame, and guilt of the clients on the Unit.
- 44 There are many daily activities and emergencies that take place on the Unit that the Chaplain is responsible to deal with and take care of. I take part in Windham School graduations an Gateway graduations.
- 46 It seems as though the paper work has increased significantly over the years.
- 47 Though the Chaplain dos not supervise and manage employees, the position of the Chaplain is without question one of administration and supervision.

It is a position that performs complex ministerial clergy work in a pluralistic setting in one of the most hostile environment in the world--the penitentiary. Its work involves regular and special religious services in

any number of faith traditions. It involves counseling, crisis counseling, providing pastoral care to offenders and their families, to staff and their families.

Chaplaincy is responsible for so much programming to serve the needs of so many offenders of varying faiths that it is impossible for one person to serve so many needs. It becomes necessary to recruit, enlist, train, and manage volunteers who can make the work of one Chaplain expand to include a vast training ground for helping offenders on their road to rehabilitation and recovery.

In volunteer services, Chaplains network with the Churches in the surrounding communities. We have to be keenly aware of people and screen carefully those who have a calling or desire to minister in prison, and train them to minister in a pluralistic setting, without being judgmental or proselytizing.

Managing volunteer-led programs means the Chaplain's schedule must be flexible, to work early or late, to be aware always of the nature of the religious program that he or she has designed. The Chaplain must be a master communicator--teaching the volunteer about policies and procedures, communicating the unique configuration of the prison Unit on which he or she serves, to be able to assess the needs in a broad religious sense and not limited by one's own faith tradition.

While higher education and special skills acquirement is not a prerequisite to become a Chaplain, perhaps it ought to be. As a person of high education and skills, I can bring to the table a level of skills not everyone has -- to be able to provide crisis counseling in a most efficient way, to be able to understand the needs of the offender and staff as well, to be able to communicate those needs to a community that desires to help in rehabilitative process.

And though the Chaplain does not manage employees, the Chaplain sometimes has to "fire" volunteers, for many different reasons, including but not limited to: policy violations, inappropriate behavior toward offenders, not submitting to the leadership of the Chaplain or authority of the security staff.....[ellipsis his]

The Chaplain's task is monumental, helping clients -- including volunteers as well as staff and offenders -- deal with all the areas of the heart and soul, every aspect that makes up the personhood and being of each person as each one relates to the world -- helping people discover their own issues in their own faith, while still being a specialist in my own faith.

- 48 One of the most difficult facets (and unaddressed) of the correctional Chaplaincy in our framework is the tremendous amount of multi-tasking that must take place. It is quite common to have to be juggling five or six

tasks at one time with no clerical help available to assist. It then becomes very difficult to remember all that is necessary, not confusing the information between the tasks, and prioritize their importance.

- 49 I believe that I am the Pastor of the Unit, and my responsibility involves ministry to offenders and to staff, and security officers, on and off the unit. As the Unit Chaplain, I also help meet the spiritual needs for our staff, and security officers off the Unit, traveling out of town to visit hospitalized staff members involved in car accidents, and domestic violence. I have also performed funerals for staff off the Unit.

As a Unit Chaplain I have worked in prison Units where we have the largest crowds in attendance, compared to the local churches in the towns where the Units are located. The Unit Chaplain does not have a secretary to help out in all aspects of office and secretarial work, and we don't have a co-pastor or elders, or associate ministers to help with the work load on a daily basis. The free world local church has a small percentage of its congregation that are going through a crisis that requires intense pastoral care and ministry. Our congregations in prison are all going through a crisis, and need intense pastoral care and ministry. Chaplaincy in Texas not only needs to be reclassified, but we need help. We need more staff Chaplains, secretaries, clerks, and very importantly, we need building facilities to do our great task, as our congregations continue to grow.

- 51 The job of a Unit Chaplain requires strong administrative skill, a strong faith in the Almighty God, a willingness to help inmates exercise personal faith in God. The Chaplaincy department at Wallace seeks to provide a holistic approach to helping an inmate make behavior changes that will allow him to become a responsible citizen in the free world. The department desire to help the individual grow mentally, emotionally, and spiritually. The skill needed to accomplish such a task requires a divine calling from God to succeed. The emotional, mental, and spiritual stress placed upon the Chaplain demands a person of strong character in mind, body, and soul.

- 52 I've made several comments along the way in addition to my answers. Chaplaincy has helped families of Inmates and Staff remain or get back together. We've helped Offenders get out of Gangs. Sometimes Offenders will come to us when they will not go to anyone else. We have been available to Staff in times of Suicide, Death, Divorce and many other problems. We are disappointed often by Offenders but with God's help, we have been able to help some to move toward becoming what society needs them to be.

- 53 It is a challenge and a joy to work in TDCJ as an agent of change with God's help for the offenders.

- 54 I have a Masters in Theology equivalent degree from Univ. of Dallas (4.5 years), 14 years in the ministry, three units of CPE training from the Terrell State Hospital (1.5 years). I have certification as a hostage negotiator for the State of Texas, renewable each year in Huntsville. I have yearly in-service training in Palestine and yearly religious retreats to certify y Deaconate training in the Catholic Church. I feel a tremendous responsibility towards the spiritual direction over 2,800 offenders and 750 staff members under very stressful conditions at best. My ability to interact with all disciplines in TDCJ is based on my continuing Ed [response ends here].
- 55 Chaplains supervise religious program volunteers. Depending on Unit locations we supervise as many as 100 volunteers per month. Chaplains need more administrative help so we can devote more time to ministry.
- 57 The Chaplain, historically, has been the conscience of the Unit -- but no more! By policy, Chaplains should be trained and included on decision making boards of administration, medical, psychiatric, and security, because we pray and listen to God's authority. [The respondent placed this side bar note pointing to his underlined "should" above: "Policy changes: this is what will raise our salaries"]
- 60 Job difficulty and the demand for productivity are an excessive level.
- 62 My days are full and satisfying, sometimes I feel overwhelmed. After a good prayer meeting, I am recharged to have a the potential to do what I love to do. I have been trained in Clinical Pastoral Education, over 800 hours of training. I have spent nearly 2 years as a prison volunteer working in areas of Ad. Seg. and Closed Custody, along with hours of office training. I have over twenty years of combined ministry experience, besides working as a Unit Chaplain on a Maximum Security Unit, I have [come from ?] being church custodian to the office of Pastor. I have one more class to complete to receive my degree in Behavioral Science with a 3.96 grade. I am always in a continuing learning stage with TDCJ, Denominational training and upper Ed.
- 63 My ministry is a 24 hour daily life work. During Unit traumatic events such as hostage [situations] (2 times) and rape, I have worked 50 hours in three days. I ge nothing for this from the state. I have worked inmate deaths from several days, trying to reach families. I receive no personal care expense; no long distance charges on my home phone. Most of the seminars are 12 hours long and require tons of paperwork and calls to get them done. I buy materials such as guitar strings, out of pocket. I work with God's choice army -- volunteers!!!!
- 64 I hole outside positions that re not a part of my Chaplaincy duties, but are members of them because of being a Catholic prison Chaplain (Ethics and Review Board for a local hospital, and interfaith board member, a

- Diocesan Director for Prison and Jail Ministries, and a state Diocesan Representative to a Catholic Ministries Board. On the Robertson Unit I am on the Hostage Negotiation Team.
- 65 Yes. Thank you for this opportunity. I feel Unit TDCJ Chaplains should be up-graded due to their job performance, job description, and in addition to their level of education. I have a double B.A. and two units of Clinical Pastoral Education. This was required of me when I entered TDCJ. I feel that Chaplains at this level of education and expertise should be paid on a level the same as another TDCJ employee wherein a B.A. and Clinical Pastoral Education is required, i.e., degreed professional is required. [Emphasis his]
- 66 In my 9+ years of being employed as a Chaplain of TDCJ, I have seen my position evolve from being a pastoral care giver to being pastoral care giver, administrator and secretary. When I came into the system, Unit Chaplains had a secretary (or clerk). During this time, my responsibilities have increased tremendously, but I have not received any pay raise (except the cost of living raises given to state employees) since I became a Chaplain II in 1993. The position of Chaplain Clerk has been eliminated, thus demanding more time from the Chaplain. The duties have also been more, all without any raise in compensation, except the cost of living raises.
- 67 As a Chaplain for Dominguez Unit, there are many accidentals that go with the job. This can be unexpected events or circumstances which need immediate attention and require improvising and making decisions at the spur of the moment. I would like to point out that at times the stress level is very high due to the nature of the job. Also, I would bring to your attention that my job not only requires administrative, pastoral, and on the job training to volunteers, but requires public-relations appearances in the community of the San Antonio area, and some times out of the County to seminars and Workshops to improve my job performance skills.
- 68 I believe that this position is not only essential for the areas mentioned in this review, but also to bring into this environment a moral presence. The activities and volunteers that assist bring a sense of free world participation in the routine of the person taken from the free world environment. The Chaplain provides an outlet for residents on the verge of self-destruction. The Chaplain is also a listening ear and at times a participant in the lives of the officers and staff of the unit.
- 69 Before my call to full time ministry, my past career required that I provide supervision to as many as 80 sales engineers at one time. I left a position as Vice President of a small chemical company. The position of Chaplain, by far, requires more knowledge and professionalism than anything I have ever done in the past. It is a hard job.

- 70 Chaplaincy entails a tremendous responsibility and pressure. Chaplains are often involved in situations of trust and risk (e.g. the Carrasco Hostage situation where Fr. O'Brien was shot and almost killed). Many Chaplains are well educated and degreed persons who could make more money working elsewhere. Thanks to all our dedicated Chaplains.
- 72 On large Units such as Michael the Chaplains need at least one free world clerk, because of the large amount of work involving "sensitive information." The Chaplain never catch up when faced with doing this clerical work along with administrative duties.
- 74 The job of a TDCJ Chaplain is a very massive undertaking. At any given time we are tremendously understaffed and yet I feel it is important that we meet the demands of the people.
- 76 As a Catholic Priest there are certain things not included in this questionnaire.
- 78 I feel i should be mentioned that although I do not officially supervise employees other than the part time Catholic Chaplain, I do supervise and manage over 50 regular weekly and monthly volunteers. This does not include the scores of volunteers and ministries who come in on an irregular basis.

Because volunteers are what they are (volunteers) supervising and working with them can be very challenging and delicate. They are working out of a sense of self-satisfaction and desire to help. They must be encouraged, trained, focused, and some times disciplined. Relationships are delicate in that we need them to carry out the mission of Chaplaincy but yet we have no real leverage over them like we would an employee. Often they have heir own idea as to what ministry is in this environment. Some time it is not an accurate or helpful view of ministry. We must try to affirm them and guide them, but keep in mind the mission and policies of TDCJ. We deal with volunteers who fall prey to offender manipulation and at times volunteers who have inappropriate romantic relationships with offenders. At times we have to dismiss volunteers.

The ministry of the Chaplain is also delicate in that in order to be successful you must have a good working relationship between two parties who are at variance with each other, offenders and security staff. Our ministry is to both, yet both see the other as an enemy. We must be able to walk between the lines and reach out to both in such a way that we are seen as having integrity.

Training and education: when looking at re-classification of Chaplaincy, the main issues are the training, formal education and experience that is required for the position. Although there has been some adjustments made for experience to count for education, the basic requirements for a Chaplain are as follows. A Bachelors degree, and a

Master of Divinity degree (80-90 graduate hours), two units of Clinical Pastoral Education and several years of experience. I think it would be fair to say that most Wardens do not have this level of education in their field.

79 The Chaplaincy Department is staffed with qualified Chaplains, not because the pay is good, but because we have a heart and desire to help people, in this instance -- offenders. We enjoy the challenge Jesus has placed before us and most of us do well. It is my desire that the Chaplaincy will be acknowledged, not because the squeaky wheel gets attention, but because of our efforts to help offenders is acknowledged as a beneficial aspect of improving the lives of many in the state of Texas. It is discouraging to think we have to "obtain" attention because we do not want

[the rest of this sentence was not available for some reason].

80 Yes, I feel that Unit Chaplains should be un-graded as I have 17 years of Pastoral Experience before coming to TDCJ Chaplaincy, one Associate Degree in Mid-Management, one Associate Degree in Electronics Technician, 90 hours toward my B.A. in ministry, and two units of Clinical Pastoral Education. I fee that TDCJ Chaplains with expertise and education should be up-graded and paid at a level the same as other TDCJ employees with the same education level.

81 There are so many factors that enter into this report that it is hard to put on paper. The overloading of office work, long days to meet deadlines, or just to ... stay caught up. Being exempt and people know this and use it to their advantage and our disadvantage. Help is more than needed in all areas.

82 May I say that I feel very blessed to have the opportunity to work for TDCJ in this capacity. Should we be reclassified or up-graded or given a significant increase in salary or not, I will remain content. Thank you for allowing me to perform this fulfilling ministry.

83 This position is handicapped by too many restrictions. Access to outside lines is only through the switchboard, which causes a log jam in performing work. So much administrative requirements until there is a strong demand for volunteers. Pay increases should be based on performance, rather than taking CPE.

84 Yes: I have worked as a Unit Chaplain for TDCJ for 5 (five) years now, and I have experienced tremendous financial and professional discrimination, in comparison with the two other States I had served as a Unit Chaplain (Ohio and S. Carolina). This discrimination comes all the way from the Texas Legislature, through the high-ranking TDCJ administrators, all the way down to some of the Unit's staff. My present Senior Warden (Warden Becky Adams and the Assistant Warden Bryan

Vandagriff are the great exceptions to this). Both Wardens at the Woodman Unit have been very supportive and appreciative of my Chaplaincy work. However, the rest of those I've mentioned show a terribly ignorance and disrespect for the Chaplaincy Department as a whole as well as the individual Chaplains. Very few people acknowledge the Chaplaincy Department's function as a valuable partner in the task of rehabilitation of our offender population. Only in "word" but not in deed, the Texas Legislature as well as the high-ranking administrators of the TDCJ regard the Faith-Based Programs as the best means for the reduction of recidivism in the Texas Prison System.

There is NO budget, either at the Unit's level or the State's level for our needs; there is no financial support from the TDCJ for the urgent need of Chapel Bldgs. or for any religious supplies, religious literature, equipment, sacred items or anything we need for our Department. We constantly see the abundance of funds provided for the Education Dept. as well as the Substance Abuse Dept., but nothing for the Chaplaincy Dept. We, the TDCJ Chaplains are expected to be the "beggars," pleading to outside sources for the donation of literature, supplies, sacred items, and equipment. Then, we are always the department which gets the "left-over" space and time for our programs and services.

We have a great need to be able to work as in other states on "Total Flex-Time," instead of just doing non-compensated over-time every week. The few good and faithful Chaplains working now at the TDCJ are burning out very, very fast; and we see no apparent concern (other than this instrument for evaluation of our chaplaincy jobs) from TDC administrators.

I happen to love all aspects of prison ministry, except for the overwhelming overload of tasks and the "necessary evil" of paper work, which never ends.

However, speaking for myself, I am blessed to consider my Chaplaincy position not primarily as a "State Job," but first and foremost as God's calling to me. That is why I am still here and actually enjoying my ministry within the TDCJ.

- 85 I feel that because of my education and training I am uniquely qualified to deal with many issues in TDCJ. I am required to have knowledge of the Bible as well as some working knowledge of several other faiths and religions. I am required to insure that all offenders have equal access to their faith within TDCJ guidelines. That requires special knowledge. I have the unique role of being the conscience of the Unit which I feel helps maintain order. The Chaplain alone is uniquely qualified to help offenders deal with their spiritual issues. These issues are a major component of rehabilitation.

- 103 I am charged and have responsibility to be the Chaplain/Pastor to 600 offenders and their families, as well as over 150 officers and staff and their families equaling a church with membership of over 1,000 or more. (What's the comparable earnings of those pastors, ministers, priests?)
- 104 This position requires a need for: Education, Commitment (a. Staff & Offender Needs, b. Counseling, c. Religious Services, d. Interaction with Offender Families), Moral Character.
- 105 At times Chaplains are looked to for advise or decisions from Wardens to Sgt. either on the Unit or those who call us at home, yet our pay is low. Also, I think it to be out of proportion for an individual with only a GED equivalent to be called a Chaplain and also get the same salary as I do with my Master of Divinity degree. Also that an individual with zero years Chaplain experience can and does get the same pay as I do with my over 10 years experience in a Chaplaincy ministry.
- 106 In addition to the state duties, I do my own secretarial work, administration and ministerial work. The actual time required to do my job exceeds 40 hours.
- 108 Yes. The Chaplain job requires oversight of approximately 100 volunteers.
- 110 This is perhaps the most challenging profession I have ever been involved in, even more than my 25 years in the pastorate. I have a unique opportunity to touch lives for good and to assist offenders in the spiritual, emotional and educational preparation for life on the outside. There are also many opportunities to minister not only to offenders but also to the Unit staff as the need arises. There are both joys and heartaches which are deeply felt.
- 111 Our schedule is for 40 hours, but I have never been able to complete my task in 40 hours. Usually I work close to 50 hours.
- 113 The Chaplaincy position is a very necessary position to help maintain and promote good morale on the Unit. Offenders and staff alike are ministered to. Pamphlets and counseling are made available to every offender and officer on the Unit. The supervision of numerous volunteers is a must and a good working relationship with all is required.
- 114 I was hired as Chaplain to minister to the spiritual needs of both offenders and staff, a responsibility I take very seriously and passionately. I was not hired to be an administrator. While I realize that some of these duties are necessary, please assist me in any way you can to help eliminate the administrative duties that remove me from my primary purpose in His service. God Bless You!

- 116 Administrative help is needed. The ... [not legible].
- 117 My denomination (religion affiliation) requires a Master's Degree in order to be endorsed by the Chaplaincy Commission, the North American Mission Board, of the Southern Baptist Convention. TDCJ requires a denominational endorsement in order to qualify for a Chaplain I position. Every aspect of ministering in a local church congregation comes into play in the daily routine of a Unit Chaplain. The Chaplain must be well versed in the doctrines of many different Christian denominations as well as other world religions.
- 118 It is a ministry that I love.
- 120 Job difficulty and the demand for productivity are at an executive level.
- 121 Not only do I minister on the Unit, but also off the Unit to sick staff and volunteers.
- 122 The duties and responsibilities of this job are monumental ... [emphasis his] the results are beyond human grasp. The rewards are equally great. Chaplains believe and feel that our presence makes for an improved environment and better working conditions for others. My hat is off to the other men and women who attempt to do this job. Texas is indebted.
- 123 Ability to work closely with security and inmates.
- 124 Give us the ability to function as Chaplains.
- 125 Besides being available to 2,400 plus offenders, I am also available to the staff in matters of marital counseling. (This is what I am trained for - not too many know this.)
- 126 Ministry is number one in my priority view. True changing of the heart (inner man) is the key to rehabilitation. Without a change of heart inmates may be educated and taught a vocation, but they will still be bent on a life of crime. God is in the business of changing lives, turning them around and reapplying them to real life. Chaplaincy is a highly useful tool for strengthening men and giving new direction in their lives. Chaplaincy is important to those in society to desire Prison and Treatment Plans to be effective.
- 127 This job produces an amount of mental and emotional stress due to the nature of counseling and delivery of Death and Serious Illness messages.
- 128 Many off hours are spent in prayer and Bible study / sermon preparation, because I cannot always accomplish these in the office.
- 129 Chaplains are ministers first and employees second. If it were not for this fact you would have difficulty hiring someone when you consider the pay vs. the qualifications.
- 130 It seems to me that Chaplaincy is at the bottom of priorities for most TDCJ officials. I feel this is a travesty, because we are in the business of changing lives. In fact it is our primary goal to help offenders find a path

- to change and this in turn is a proven deterrent for recidivism. There seems to be a general lack of respect and cooperation from TDCJ officials. We are a group of well trained and experienced professionals. We deserve acknowledgement in both the form of respect and remuneration.
- 132 It is difficult to ascertain a percentage on a moment by moment basis of one's work day, though we try to structure a schedule with the changing needs and crises that are introduced in offenders' daily lives.
- 133 Paperwork is necessary, but very time-consuming. Ministry to the individual / group in or out of Chapel services is my personal ministry priority, helping the hurting with compassion, god's help and wisdom without compromising security.
- 134 This post requires specific training and educational levels totaling more than ten years of college level training and practical experience prior to the assignment.
- 136 This position is an important job. The paperwork at times never ends, and increases daily. The work is critical to the well being of both offender and employee. When you're the only spiritual advisor for 520 offenders, 200 employees and families, things get interesting. However, I like it!
- M1 My responsibilities as an Islamic Chaplain are to Manage and Coordinate the Islamic Chaplaincy Programs on approximately 30 Units in TDCJ. This requires continuous travel for the purpose of conducting primary worship services and study groups, offender interviews, group and individual counseling, and conflict resolution. This may also include responsibilities that may occur on my primary unit of assignment that include duties of a Unit Chaplain.
- M2 Being a practicing Muslim for more than 20 years, a Volunteer Chaplain for 15 years (prior to being hired), a humanitarian, a love for all people, and a love for this work that I do is pertinent to this Agency and the World we live in.
- M3 [This statement was at the beginning] I am a Chaplain for the Texas Department of Criminal Justice. I am responsible for serving 20 Units in the Region 5 area. My main function is teaching the Islamic Religion along with counseling offenders, providing and monitoring phone calls to relatives, coordinating Islamic religious programming and helping offenders obtain religious items and reading material. In this setting that I work in the idea of reform and rehabilitation must be uppermost. Therefore just listening to offenders without teaching and correcting is out of the question. As I go from prison to prison I will stop in and visit with the warden of that Unit. As often as I can I will meet face to face

with the Majors, mailroom supervisors, property officers, food service to be assistance when needed. I also talk by phone to the unit Chaplain as well as these other staff members. Sometimes I am interviewed by newspaper reporters about Islam in the prison.

M4 Please keep in mind there are many intangible things I offer to the Agency just by the nature of what and who I represent. If my making a phone call calms an offender down and makes him more manageable, I believe I've made a contribution that's hard to measure. If I can just be present to support security staff in a tense situation and give them a sense of calm, I'm happy to do it.

Z1 To receive a chaplain's SSI Clerk to split time between the two chaplains.

Z2 No one that is not involved in Chaplaincy as a profession can totally understand the depth of commitment it takes to be complete, as a Chaplain. God is good and I would not want to be anywhere that is not God's will. He has never failed me yet!

Z5 The job is very satisfying to ... as I enjoy helping people and turning their life around if possible.

Z9 Yes. My work as a Chaplain in the TDCJ-ID is very important to me. My work is a special calling from God. I'm good at it and have ... many meaningful relations with many people (and inmates).

R3 This position requires good people skills, excellent listening skills, extensive travel, problem solving abilities, a thorough knowledge of policy, organizational skills, motivation to be a self-starter, specialized training, a high degree of education and an ability to cooperate with staff, TDCJ administrators, Unit personnel, volunteers, offenders and their families as well as other free world people including clergy of various faiths and the media.

R4 I am also assigned additional responsibilities by the Region IV Director and Director of Chaplaincy Department as needed for special projects. I am working closely with assistant director on the Region USSO Team, and the Region Crisis (Hostage Negotiation) Team.

No comment written: 15, 25, 32, 36, 45, 50, 56, 59, 61, 71, 75, 77, 102, 107, 112, 115, 119

Z3, Z4, Z6, Z7, Z8, R1, R2, R5

Wrote "no," "none" or "not at this moment" or similar comment: 22, 26, 58, 73, 101, 109, 131, 135,

No page for questions 9 & 10: 18

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Certification: I certify that the above answers are my own and that, to my knowledge, they are accurate and complete. Signature - Dates on 1-12 -- 1:11-29-00, 2:12-01-00, 3:12-7-00, 4:12-3-00, 5:11-30-00, 6:11-30-00, 7:12-01-00, 8:11-30-00, 9:11-28-00, 10:12-14-00, 11:12-05-00, 12:11-29-00.

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### Supervisor Comments Section

Supervisor Statements: This section was completed by the five Regional Chaplains. There were no additions or clarifications on any Chaplains. A couple of times, a Regional Chaplain would add some of the various computer entries that needed to be done that, that particular Chaplain had forgotten to enter.

In the instance of 22, question 3 was clarified to point out that the Unit Chaplain is expected to meet with numerous Unit department heads as well as with Chaplaincy HQ.

In the instance of 25 who did not place more than a word or two in answer to each question, the Regional Chaplain corrected several items, like on question 2 where he is responsible to A.D.s'.

In the instance of 82 who did not respond to question 2, the Regional Chaplain listed the Chaplaincy Manual and A.D. 7.35. and supervisors.

In the instance of 100 who did not place very many responses to any question, noting "too numerous" on several, the Regional Chaplain simply referred to the 22 page addendum that detailed the hugely complex nature of a Chaplain's job.

In the instance of 123 who reported very little on each question, the Regional Chaplain indicated the meetings (UCC, ITP, Staff) and necessity to log offenders in programs on the ITP screen and that he was responsible for equipment.

In the instance of 134, who left questions 2, 4, 5 and 9 blank: it was pointed out, on 2, sources of AD's, Chaplaincy Manual and Religious Authorities; on 4, "free to make most daily decisions based upon the directives given"; on 5, "no monetary responsibilities"; on 9, "does hve the authority to assign work, approve time off, correct and discipline inmates and volunteers, complete performance evaluations of offenders, and recommend discharges of assignments."

## Comments by Chaplains on Timeframe

1 Receive this on November 26th, Sunday, the day after Thanksgiving and the day before Islamic Ramadan. I was instructed to have it on my supervisors desk by mail on November 30th, Thursday, which only allowed 2-3 days at one of the busiest times of the year while short a staff chaplain to report upon the most complex profession in TDCJ -- allowing for a 2-day period for mailing -- not a good way to get a full assessment.

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2 I apologize to you for not getting this to your office by November 30, but that was a quite unrealistic expectation from who ever required these deadlines.

December is a month wherein we have a tremendous workload by the nature of what we do. We just got passed Thanksgiving Holiday and therefore had special programs to put together and a shortened month due to the same. In December we not only have a shortened month due to the Holiday Season, but also a myriad of special programs to put together for the offender's holiday season for Christians and Catholics as well as Ramadan and Chanukah. This is also a time we need to be focusing on our monthly reports, preparations for next month (December), as well as plans for 2001.

Therefore, I have no choice but to prepare this report from home on my own time. Again, this is a busy time of the year with Christmas gift buying, decorating, sending cards, preparing meals, and spending time with family.

Please do not get me wrong, this issues needs to be settled and it has been worthy of being reconsidered for years. However, to expect us to answer such an extensive questionnaire that means so much to us in a matter of a few minutes or even hours, while dropping everything we are dedicated to doing, is totally unrealistic. This should have been done long ago. When "the powers that be" decided to finally do this, I think -- no I know -- they should have allowed enough time for us to prepare an answer. When an issue as urgent as this has been allowed to be dormant for this many years, and then demand an exhaustive and important response is such a short amount of time is ludicrous to say the least.

If you think it wise, I invite you to share my feelings with who ever chose to require this important report to be thrown together in such a short amount of time.

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42 I can't put on paper everything that I do on a daily basis due to the shortness of time allotted me. I hope that from this brief synopsis that you were able to ascertain what we as Chaplains do.

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## On all Regional Chaplain “Statement of Supervisor”

Comments by Don Kasper on Regional Positions-- signed 11-30-00

(1) What do you consider to be the most important duties and responsibilities of this position?

Supervising the chaplains in Region [I-V respectfully] by giving them direction in their work and holding them accountable for up-to-standard work performance as measured against agency policy and department guidelines. Region I R. Lopez: It is also very important that this individual be actively involved in recruitment of candidates for open unit chaplain positions. Region II J. Brazzill: This position also carries with it great deal of responsibility as the agency carries out its capital punishment mandate. Region III M. Pickett: The position also carries with it great deal of responsibility for interaction with volunteer service provider group administrators. Region IV L. Lee: It is also very important that this individual be actively involved in policy interpretation for wardens and other unit and regional personnel. Region V B. Pierce: This position also carries with it great deal of responsibility for policy writing.

(2) What qualifications are necessary for the successful performance of this position?

Education: Masters degree from a seminary or equivalent gained by study at accredited institutions plus experience

Experience and training: Minimum of four years of full-time wage earning ministerial experience, to include two years full-time wage earning experience as a chaplain in a correctional setting. More experience is required if the candidate does not have a seminary masters degree. Successful completion of two units of Clinical Pastoral Education or two years full-time wage earning experience with the Texas Department of Criminal Justice.

Knowledge and skills:

1. Knowledge of the religious beliefs and practices of various faiths, groups, and denominations.
2. Knowledge of agency and departmental organizational structure, policies, procedures, rules, and regulations preferred.
3. Skill to train and supervise others.
4. Skill to establish goals and objectives.
5. Skill in administrative problem-solving techniques.
6. Skill to develop and evaluate administrative policies and procedures.
7. Skill to prepare technical and statistical reports and documentation.
8. Skill to coordinate with other staff, departments, officials, agencies, organizations and the public.

9. Skill to communicate ideas and instructions clearly and concisely.
10. Skill to interpret and apply rules, regulations, policy and procedures.
11. Skills to plan, organize and assign the work of others.
12. Skill in the use of computers and related equipment in a stand-alone or local area network environment.

## Chaplain Interviews

There seven chaplains who were interviewed, coded accordingly: Z1 Michael Davis (I), Z2 LeRoy Nelson (II), Z3 Stephen Ulmer (II), Z4 Kendall Houston (II), Z5 Thomas McKinney (II), Z6 Beverly Hardin (II), Z7 Danny Chapman (II), Z8Jeanetta Brewster (I), Z9 Jack Wilcox (I).

3. Briefly, describe the primary functions of your position?

Z1 Spiritual need of inmates; and officers; to the whole facility; we deal with spiritual needs, personal problems, majority of time in counseling with offenders and officers (stress); we serve where we are needed, no shortage of problems, do you go process; we fit in; yesterday had sick offender and we went to clinic; officer sick the day before; follow up with family deaths; and serve the needs for the family; this unit has transit; if not immediate family the chaplain has to do the talking for them. Religious needs for every 266 religious faiths; we have different kinds; meet the religious needs (research books); pass out religious material as can (transit and females here); e have chaplain studies; worship services on Saturday and Sunday; have two blocks of women (seal all the halls while they walk through; major task is dealing with women - different than men); tell mom and grandma child has passed -- they to the dayroom and have to be particular when dealing.

Z2 [very verbose -- did not really address "primary functions" of question: "don't allow clerks to do a lot" "begin 8:30 with front office, greet Warden if there." Other general statements as though he was asked to describe his day in great detail.]

Z3 Dealing with transient who are adjusting to institutional life: counseling; crisis intervention; death messages; family liaison; religious scheduling; religious programs and activities for diversity of faiths; counsel with staff; greet and talk with new staff; coordinate with unit administration; conduct religious services; on the side do executions 2-3 a months a year on rotation; counsel with the condemn's family; recruit, train and supervise volunteers; FBI training for hostage/crisis intervention; on-call for assistance; provide recreation for offenders, handout equipment and check recreation yard.

Z4 [Very verbose -- did not really address "primary functions": "check mail box" "generally one or two days a week have a funeral, last year did 107 funerals": generally listed many of the tasking elements unique to Huntsville Unit in executions and funerals]

Z5 Get faxes (people wanting to come teach, instructor can't be her); get mail; check e-mails, get I-60's from inmates (come to talk, want Bible); counsel inmates (monitor death related calls, talks if having a bad time) go to locked up inmates to counsel; holds marriage seminars; counsel staff regarding marriage and problems; books entertainment, singers -- gets letter saying will be available -- his church alerts him to an available group -- regionals have nothing to do with this, warden approves.

Z6 Providing salvation and religious opportunity in a high security environment. Applies to staff and inmates with extremely troubled past. Also includes family members of both groups. Involves unique stress of living environment, working environment, death of inmate, their families, and staff and their families.

Z7 Coordinate religious activities on unit; implement programs related to religious services; can develop and implement programs, most come from chaplaincy headquarters; counsel offenders and their families; conduct religious services and classes; supervise and train volunteers; recruit volunteers; cell side visitation; one-on-one ministry; visit with family and assist with preparation for execution; clerical work; monthly reports with detail number of volunteers, program attendance, brief summary of unit activity and all religious groups. Maintain file system for volunteer records and offender records, policies and procedures; staff ministry in crisis situations at unit, hospital and home; attend funerals for staff or their families. Sermon preparation, class preparation; coordinate work of chaplains on unit; chair weekly meetings. Resolve conflicts between offenders as a mediator.

Z8 There is not a normal day around here. Answer over 600 I-60's weekly, review volunteer lesson plans, critique teaching ability, review attendance record, supervise interaction with others, we have personality conflicts with offenders and volunteers, provide religious assessment for whole Unit, every denominational faith group, a lot of this goes into design of life skill classes and worship services, to meet basic needs of offenders, consider religious medallions, paraphernalia, etc., [the rest of the interviewer's response recorded the many more tasking elements of the position with a focus upon ways and means of communicating between all the staff and offenders and families of each].

Z9 Minister. Taking church to individuals; bring church to offenders; provide religious materials to offenders; provide ministry one on one at the cell; same thing as pastor of church except it is at the cell door; not everyone

is Christian, must provide different services to different faith groups; minister to staff as allowed (shorthanded and can't bog down staff with 15 minute services); monitor offenders' phone contact with family; console offenders when there is a death in their family.

16) Do you conduct research?

Z1 Yes, to make sure that what is doing is right; clarity on religious practices; new religions; questions have from inmates; number of inmates are searching for something -- want to research then get back with them; research different religions; if someone is torn between two religions have to research; (may not know completely the difference); research different places for volunteer material for Native Americans; have to get source that will donate; can't get from family members; prayer rugs; Bibles, etc.; research every day.

What resources do you obtain information? [nothing listed]

Z2 Some regarding requests to research minority groups within prison, most Spanish and can do it on the mainframe, sometimes a particular faith we have here, Vietnamese, would be in area of numbers and faith groups. Under dept. rules to be a recognized faith group, being able to meet on a regular basis, must be 10 members, if they request a meeting, will try to find place to meet and materials from them, do not have a set time every month, do through a pastoral visit through classification; if situation try to do as much as we can and not say cannot do because not enough or not recognized.

What resources do you obtain information? Through chaplaincy dept. have different codes for all religious and ethnic groups, give us easier access to how many on this Unit or any Unit, through countroom and travel card, denomination, faith group, Wiccan, etc., Muslim only group they allow an inmate coordinator for must be approved through Muslim Chaplain in Huntsville. Do exit interview if a volunteer can't come back, observe volunteers to see if have heart in it and have something of substance to offer.

Z3 [Nothing written]

Z4 Yes, recidivism, record things for ITP screen, track offenders and see what rate is of those that participate in Chaplaincy programs.

What resources do you obtain information? ITP screen.

Z5 Just of study materials  
What resources do you obtain information? Through

Z6 No  
What resources do you obtain information? [Nothing written]

Z7 Research materials for new programs  
What resources do you obtain information? Religious bookstores; specific religious groups such as Inmate Disciples, Prison Fellowship, and American Bible Society; denominational headquarters; Alpha h

Z8 What other Chaplains are doing on their Units, curriculum that is taught here and how it is has effected people that are incarcerated and not incarcerated, halfway houses, especially those spiritually based, faith groups in terms of what they require and activities  
What resources do you obtain information? denominational headquarters; religious authorities, Chaplaincy administration, faith group manuals

Z9 Do not conduct research. Stay in the Word. Research the Bible to answer offender questions.<sup>9</sup>  
What resources do you obtain information? [Nothing written here]

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Z = Chaplains who were also interviewed

Z1 Michael Davis (I)	Z6 Beverly Hardin (II)
Z2 LeRoy Nelson (II)	Z7 Danny Chapman (II)
Z3 Stephen Ulmer (II)	Z8 Jeanetta Brewster (I)
Z4 Kendall Houston (II)	Z9 Jack Wilcox (I)
Z5 Thomas McKinney (II)	

M = Muslim Chaplains

M1 Imam Eugene Farooq	M3 Imam Haywood S. Talib
M2 Imam Abdullah H. Rasheed	M4 Imam Omar Shakir

R = Regionals

R1 Rev. James F. Brazzil
R2 Rev. Richard Lopez
R3 Rev. Mark Pickett
R4 Rev. Leonard G. Lee
R5 Rev. Billy Pierce

V = Vacant - filled by Regionals

V1/R1
V2/R2
V3/R3
V4/R4
V5/R5

Chaplain II's -- Full Comments

- 1 Dr. M.G. Maness
- 2 Rev. Susan Densman
- 3 Dr. Timothy Simmons
- 4 Rev. Linda A. Hill
- 5 Dr. Thomas Ingle, Jr.
- 6 Dr. Vance Drum
- 7 Dr. Jerry E. Bryan
- 8 Rev. John L. Salmon
- 9 Rev. Michael Mantooth
- 10 Rev. Rory G. Murphy
- 11 Rev. Gerald C. Saffel
- 12 Dr. Raymond Woodruff

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Chaplain II's -- Significant Differences Noted

- 13 Rev. Sylvester Ballard
- 14 Rev. Winston Hold
- 15 Rev. Hugh Pankey
- 16 Rev. J. Chris Kutin
- 17 Rev. Robert H. Kibbe
- 18 Rev. Lloyd Morris
- 19 Rev. David E. Schlewitz
- 20 Rev. Jeffrey B. Congdon
- 21 Rev. Doud Avery Brown
- 23 Rev. James W. Risvedt
- 25 Rev. Ronald Allen Cooper
- 26 Rev. Harold J. Decuir
- 27 Rev. Marie T. Bonville
- 28 Rev. Isaias G. Cardenas
- 29 Rev. David Goad
- 30 Rev. Larry Gardner
- 31 Rev. Leonard R. Sanchez
- 32 Rev. Thomas A. Cole
- 33 Rev. Javier Gomez
- 34 Rev. Robert D. Huddleston
- 35 Rev. Harry L. Davis
- 36 Rev. Timothy S. Hunter
- 37 Rev. John W. Hilliard

38 Rev. Craig W. McAllister  
41 Rev. Lawrence DMello  
42 Rev. Paul L. Polk  
43 Rev. Gary K. Pettigrew  
44 Rev. Jakie E. Thomison  
46 Rev. Marcus W. Munson  
47 Rev. Gary W. Mayfield  
48 Rev. LaVerne D. Wilson  
49 Rev. Ernesto R. Lucio  
50 Rev. Ernest L. Brown  
51 Rev. Edward A. Riley  
52 Rev. Kenneth Wayne Horton  
53 Rev. Gaston D. Tarbet  
54 Rev. Donald R. Brown  
55 Rev. Jon C. Woods  
56 Rev. John G. Stanley  
57 Rev. Robert R. Leicht, Jr.  
58 Rev. Robert G. Cardaro  
59 Rev. Allen D. Spikes  
60 Rev. George E. Bell  
61 Rev. David D. Worcester  
62 Rev. John Thomas West  
63 Rev. Stanley A. Wilson  
64 Rev. Paul J. Klein  
65 Rev. Jeffery D. Smith  
67 Rev. Apolonio C. Camero  
68 Rev. James A. Beach  
69 Rev. Harry R. Kessler, Jr.  
70 Rev. Donald M. McNally  
71 Rev. Hurley Clayton, Jr.  
72 Rev. Gary L. Thibodaux  
73 Rev. Samuel V. Longoria  
74 Rev. Donald R. Lacy  
75 Rev. Victor P. Beltran  
76 Rev. Virgino C. Vazquez  
77 Rev. Glory H. Siller  
78 Rev. Doug T. Downs  
79 Rev. Jack C. Yates

- 80 Rev. Merle L. Houska
  - 81 Rev. Michael P. Hubbard
  - 82 Rev. Jerry W. Newton
  - 83 Rev. Fred D. Broussard
  - 84 Rev. Catalina A. Rodriquez
  - 85 Rev. Wallace Nelson
  - 86 Rev.
  - 87 Rev.
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Chaplain I's -- Significant Differences Noted

- 100 Rev. Klaus M. Adam
- 101 Rev. Larry G. Hart
- 102 Rev. Clifton R. Ray II
- 103 Rev. Russell R. Doyle
- 104 Rev. Gerardo Jose Garcia
- 105 Rev. Timothy C. Anderson
- 106 Rev. Richard B. Larsen
- 107 Rev. Cleatis B. Jeffcoat
- 108 Rev. John J. Windbigler
- 109 Rev. George J. Wiest
- 110 Rev. William D. Snidow
- 111 Rev. Daniel E. Rose
- 112 Rev. Curtis E. Robinson
- 113 Rev. Karon J. Featherston
- 114 Rev. Cynthia D. McMullen
- 115 Rev. David E. Nichols
- 116 Rev. Charles H. Bailey
- 117 Rev. David R. Graves
- 118 Rev. Cecil Jones
- 119 Rev. Daniel L. Valenzuela
- 120 Rev. Ellis Hutchison
- 121 Rev. Urias Santiago, Jr.
- 122 Rev. Glenn L. Mitchell
- 123 Rev. David D. Mitchell
- 124 Rev. Shelton L. Hinson
- 125 Rev. Jose A. Vitela
- 126 Rev. Robert H. Fulkerson

- 127 Rev. Paul Edgar Ransberger
- 128 Rev. Gregory A. Hammond
- 129 Rev. Chris D. Athey
- 130 Rev. Ronald W. Hill
- 131 Rev. Theodore E. Podson
- 132 Rev. Robert Paul, Sr.
- 133 Rev. Barney O. Walker
- 134 Rev. Lawrence E. Bartholf
- 135 Rev. Bobby R. Ayers
- 136 Rev. William C. Parker

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ACA .....	American Correctional Association
Academy .....	Mireles Training Academy in Beeville, TX, for new officer hires
ACCA .....	American Correctional Chaplains Association
A.D. ....	Administrative Directive, an official and binding policy signed by the TDCJ Executive Director or the Deputy Executive Director for direction of systemwide affairs
A.D. 7.30 .....	The main A.D. related to specifically to TDCJ's official policy on religious affairs and the Unit Chaplain's supervision of those religious affairs
A.D. 10.20 .....	The A.D. policy and log for daily inspections with respect to safety, cleanliness, maintenance, etc.
Ad-Seg .....	Administrative Segregation, a special solitary confinement condition for the most dangerous inmates
Agency .....	TDCJ
Countroom .....	Where the inmates are counted, kept track of, from which classification works to house all inmates on the Unit, coming and going
Close Custody .....	A custody level, near Ad.Seg., for disciplinary purposes or dangerous offenders
CPE .....	Clinical Pastoral Education, usually certified in "units" of 400 hours each, and most commonly certified in Texas under the auspices of accredited Association of Clinical Pastoral Education centers (mostly in major hospitals).
FIR Vote .....	A decision by the TDCJ Board on Pardons & Parole, specifying a kind and date of release for a particular offender (designated as FIR 1, FIR 2, etc., depending upon the stipulations of the vote)

- FIR Committee .... The Unit Committee that assigns a rehabilitation option for inmates after the Board of Pardons & Parole votes a specific FIR for an offender
- IFI ..... Inner Change Freedom Initiative, a program sponsored by Prison Fellowship in partnership with TDCJ at Vance Prison Unit.
- IOC ..... Inter-Officer Communication, a standard TDCJ form for sending memos and other official pieces of communication within the Agency
- ITP ..... Individual Treatment Plan, TDCJ’s treatment initiative for each inmate
- Imam ..... a Muslim Cleric, generally an expert on the faith of Islam
- I-60 ..... Form used by Offenders to communicate with all the officials of TDCJ, on throughout the Unit and entire Agency
- Lay-in ..... A computer generated appointment slip for inmates, sent in by staff and generated by the Countroom, telling when and where an inmate is supposed to be at any given time on a TDCJ Unit (school, medical, some chapel programs, some work programs, etc.).
- NOK ..... Next of Kin
- Pastoral Care ..... Spiritual guidance including crisis intervention, family counseling, life skills/developmental issues, meaning in life and relations to God and others
- Post Trauma Team TDCJ’s initiative to provide care from staff to staff in trauma. See USSO for more.
- PRTC ..... Pre-Release Training Center, a TDCJ special Unit to for select inmates to go to several months before parole or release
- RSST ..... Regional Staff Support Team, TDCJ Post Trauma “regional” team, to help the Unit USSO’s and Unit in very serious incident, like hostage situation, etc.
- SSI ..... Service Support Inmate, a special job classification for inmates who aid TDCJ Unit Staff in minor support functions (clerical, janitorial, etc.)
- TDCJ ..... Texas Department of Criminal Justice
- Unit ..... A TDCJ Prison
- UCC ..... Unit Classification Committee, the Unit based committee that decides the affairs of inmates, like jobs and custody level
- USSO ..... Unit Staff Support Officer, a Post Trauma Treatment Team member, who supports other TDCJ Unit staff in crises like

an inmate assault or other disturbance on the unit and in the  
line of duty

UTMB ..... University of Texas Medical Branch

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— The Questions —

- 1) [List and describe the duties you perform, totally 100%?](#)
- 2) [Who or what is the source of your information?](#)
- 3) [What contacts are you required to make with persons other than your immediate supervisor and departmental associates?](#)
- 4) [What decisions are you required to make without consulting your supervisor?](#)
- 5) [Describe the nature of your responsibility for money, machinery and equipment.](#)
- 6) [What records and reports do you prepare?](#)
- 7) [How if your work inspected, checked, or verified?](#)
- 8) [For what kinds of confidential information are you responsible?](#)
- 9) [How many employees or offenders are directly under your supervision?](#)
- 10) [Is there anything else pertinent to your position that you would like to tell us?](#)

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