

**TDCJ Chaplaincy**  
**Cost-Savings, Market Value & Recent History**

**The Case for**  
**Chaplain Professional Equity**  
**PART TWO**

**Special Copy for**  
**TDCJ's Executive Director**  
**Gary Johnson**



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the website and email  
changed.

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**Revision April 2002**

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[www.PreciousHeart.net](http://www.PreciousHeart.net) - \* - [Maness3@att.net](mailto:Maness3@att.net)

Editor, Rev. Dr. Michael G. Maness, TDCJ Chaplain

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## I. Chaplaincy Cost-Savings – Gargantuan -- when Compared to ANY

No matter how one looks at TDCJ Chaplaincy, it shines bright from every standpoint. One of the preponderant items that is *usually* a benchmark for success is that of "Cost-Savings."

First of all, every really professional Chaplain would prefer that everyone look at the Chaplaincy Services "CONTRIBUTIONS" to the agencies' mission critical functions. That what we know best. That is what we take enormous pride in—making contributions to the lives of others and to the institution as a whole. That is almost the total subject of the previous Chaplaincy Professional Equity Proposal – the large number and very broad spectrum of contributions and huge, almost imponderable number of responsibilities that Correctional Chaplains negotiate. So, as always, we would first like to be granted Equality, full Professional Equity in compensation and logistical support based upon "contributions" made.

However, even though contributions are huge, even gargantuan, those contributions have been obfuscated in recent years. Even so in the recent years since the previous proposal went public. Worse still, a kind of unethical posturing has taken place to make the work of Chaplaincy Professional Equity all the harder.

Therefore, in addition to the huge contributions and because of the negative posturing and further discoveries of improprieties, we offer this proposal. This proposal looks at what we consider the lesser to two goods: the lesser being cost-savings, the greater being the inestimable contributions. When one looks at the raw cost-savings, TDCJ Chaplaincy is demonstrably cost-effective, with very credible claims to recovery of its entire operating costs 3x over. There is little comparison between Chaplaincy and ANY other in TDCJ. Chaplain utilization of religious volunteers, but not exclusively. Professional Equity becomes all the more persuasive.

In the following sections, we examine the cost-savings of Chaplaincy Services. Bear in mind that what you see here has been going on for 30+ years. As one current example, here is a raw comparison between TDCJ Chaplaincy and the TDCJ Windham Prison School. Fuller data and a larger continuity will be given later. But as a snap shot of just one example, a comparison between TDCJ Chaplaincy Services and Windham Prison School will indicate a huge disparity, especially since most Chaplains have attained Masters degrees. Such degrees are part of the ubiquitous national standard.

Is there anything relevant to Chaplain Professional Equity with respect to Windham Prison School funding? Yes, and Yes again, if "bang for one's buck" means anything in Texas. Yes, and Yes again, if "Equal Pay for Equal Work" means anything to ANYONE. Given any standard for productivity, TDCJ Chaplains across the state are

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among the most productive, especially with respect to their facilitation, leadership and coordination of volunteers.

The irony of all of the following, is that as TDCJ has grown, there has been an effort to – at least on paper – for everyone to take credit for what chaplains do. That is, religious volunteerism has ALWAYS been an integral part of prison chaplaincy. But of late, the documents are bold to assert how much cost-saving to the state the volunteerism is, but NEVER indicate that about 90% of TDCJ volunteerism is through its Chaplaincy services. And no significant report (public or above the division level) has been made about the following in the history of TDCJ Chaplaincy.

For instance, two TDCJ Volunteer Coordination Committee Reports for FY1999 and FY2000, there is the attempt to report on volunteerism within TDCJ. Every part of TDCJ Programs and Services and every other part of TDCJ is mentioned. It is noted in the front of the FY2000 Report, in large type this very remarkable statement, essentially the sum of the entire report:

"In **Fiscal Year 2000**, the Texas Department of Criminal Justices received benefits from the time and talents of approximately **21,382** approved volunteers. Agency departments and divisions reported **119,195** volunteer visits were made to TDCJ facilities with **501,386** volunteer hours served. These services represent **\$7,435,554.30** in benefits to the State of Texas."<sup>1</sup>

Indeed, what an extraordinary contribution! In the 64 page document, there are literally hundreds of programs extolled and delineated. However, on closer examination, the entire report is more a summary of the many human service programs (funded and volunteer) through the agency, with little actual numbers of volunteers.

When you come to the Chaplaincy section, we find a substantial overview and then one very small paragraph, titled "2000 Statistical Report."

"105,746 religious services were held during 2000 fiscal year with a total offender attendance of over 3.8 million. Approved volunteers served 469,011 hours in 111,247 visits, and special volunteers from over 750 prison ministry organizations/church congregations throughout the state served 73,531 hours in 21,140 visits."

Now this is a truly remarkable statement. In 64 pages, including Windham School, Parole, Victim Services, Substance Abuse, Sex Abuse, State Jail and Community Justice Assistance Division – in all TDCJ, Chaplaincy volunteers saved the state **\$8,045,897.80** dollars for FY2000 when it, which is over a million dollars above Chaplaincy's budget for that year. Here is how report 's "Aggregate TDCJ Volunteer Statistics" looks if one places "chaplaincy" in it.

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<sup>1</sup> The emphasis is theirs. And if both the "Approved" and "Special" Volunteer hours are added (why not), then the savings is even greater. And Chaplaincy even shines brighter. We note this on the next page. And report also footnotes that the dollar savings is "Based on the 1999 National Average Hourly Value of Volunteer Time of \$14.83 from The Independent Sector.

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<b>FY2000 Aggregate Report with TDCJ-ID Chaplaincy Added</b>		
	<b>Report Sums</b>	<b>Chaplaincy</b>
Total of Volunteers for Fiscal Year	21,382	not mentioned
Total Visits – Approved Volunteers	119,195	111,247
Total Visits – Special Volunteers	25,428	21,140
<b>Special Volunteer Program Hours Served</b>	<b>94,495</b>	<b>73,531</b>
Special Volunteer Program Contacts	127,644	not mentioned
<b>Approved Volunteer Program Hours Served</b>	<b>501,387</b>	<b>469,011<sup>2</sup></b>
Approved Volunteer Contacts	1,677,327	not mentioned
Grand Total of Offender Contacts	1,804,971	not mentioned
<b>V Added for Effect from Previous Paragraph V<sup>3</sup></b> with corrections made, combining the "Approved" & "Special" Volunteer Hours times \$14.83		
<b>Combined "Approved" &amp; "Special" Vol. Hours</b>	<b>595,882</b>	<b>542,542</b>
<b>TOTAL Cost-Saving for State of Texas</b>	<b>\$8,836,040.2</b>	<b>\$8,045,897.80</b>
<p>So, in TDCJ's aggregate 64 page report of the entire agency,  <b>Chaplains supervised, managed, solicited, lead, served and honored 90% of all volunteers. In this one area alone, Chaplaincy recovered it's entire operating cost. Said in another way, Chaplains helped facilitate an additional \$3,000,000 OVER the entire Chaplaincy Budget for FY2000.</b></p> <p>Why does this need to be kept a secret? What about the other contributions?</p>		

The above is astounding all by itself.

There are other work measures that merit further notice. And the "chaplains" that accomplish them merit Professional Equity – Equality. Since the following eclipses the work of 986 teachers – a basic chaplain OUGHT to make what the AVERAGE teacher makes based upon Fair Labor Practices alone. Not to mention the huge cost-savings to be encountered later.

<sup>2</sup> Emphasis mine.

<sup>3</sup> Actually there appears to be a mistake. In the front, it only calculated the "Approved" volunteer hours at \$14.83. If one combines the total "Approved" and "Special" volunteer hours, a more accurate and fuller savings is calculated.

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### TDCJ Chaplaincy Statistics for FY 2000 & FY 2001\*

Track I - Voyager	Sum FY2000 & FY2001**	Monthly Average	Monthly Max.	Monthly Median	Monthly Min.	Stand. Dev.
Distinct Classes	3,883	167	331	151	98	59
Class Meetings Held This Month	12,516	567	672	582	386	67
Volunteer Facilitators Used This Month	12,700	408	3,115	295	232	578
Offenders Enrolled	68,754	3,062	3,794	3,004	2,023	503
Offenders Attending	210,680	9,316	13,189	9,412	4,825	1,938
New Classes Started from Last Month	236	11	22	11	1	5
Track II - Mentor	Sum	Average	Maximum	Median	Minimum	St.Dev.
Volunteer Mentors Enrolled	28,328	1,360	1,716	1,545	0	401
Volunteer Mentors Visiting	40,905	1,700	11,686	1,277	893	2,135
Offenders Enrolled	27,553	1,225	2,108	1,337	4	533
Offenders Visiting	34,998	1,590	2,194	1,536	997	280
Track III - Family Programs	Sum	Average	Maximum	Median	Minimum	St.Dev.
Visiting Room Hospitality Volunteers Enrolled	4,687	229	328	255	53	77
Visiting Room Hospitality Vol. Attending	3,461	155	205	155	121	17
Visiting Room Hospitality Volunteer Hours	18,382	725	2,292	625	444	353
Marriage Seminars Conducted This Month	258	10	41	9	1	8
Marriage Seminar Volunteers Working	860	40	85	37	2	22
Marriage Seminar Offender Couples	1,536	70	123	60	6	37
Day With Dads/Moms Volunteers Enrolled	336	8	128	0	0	26
Day With Dads/Moms Volunteers Attending	565	14	175	0	0	40
Day With Dads/Moms - Offenders Enrolled	977	26	300	0	0	68
Day With Dads/Moms Offenders Attending	956	26	263	0	0	61
Day With Dads/Moms Sessions Held	45	1	14	0	0	3
Day With Dads/Moms Children Enrolled	921	25	266	0	0	64
Day With Dads/Moms Children Attending	666	15	258	0	0	54
Family Events Held	104	4	19	3	0	4
Family Event Volunteers Utilized	1,108	37	336	20	0	67
Family Event Offenders Participating	4,489	167	1,214	63	0	260
Family Event Family Members Involved	8,567	274	2,432	118	0	489
Marriage and Parenting Classes	607	24	45	22	12	9
Marriage and Parenting Class Meetings	1,407	60	90	58	41	14
Marriage and Parenting Volunteers Enrolled	1,033	43	76	40	27	14
Marriage and Parenting Volunteers Attending	1,875	78	133	76	34	26
Marriage and Parenting Offenders Enrolled	13,099	584	1,052	506	260	224
Marriage and Parenting Offenders Attending	31,126	1,247	2,687	1,118	552	621

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### TDCJ Chaplaincy Statistics for FY 2000 & FY 2001\* -- continued

<b>Track IV - Life Skills Programs</b>	<b>Sum FY2000 &amp; FY2001**</b>	<b>Monthly Average</b>	<b>Monthly Max.</b>	<b>Monthly Median</b>	<b>Monthly Min.</b>	<b>Stand. Dev.</b>
Distinct Classes	5,539	248	385	242	97	65
Class Meetings	15,215	717	946	758	407	162
Volunteers Enrolled	10,977	498	784	491	309	100
Volunteers Attending	18,056	824	1,106	814	413	167
Offenders Enrolled	103,356	4,814	6,527	5,276	2,918	1,207
Offenders Attending	349,792	15,445	26,597	13,816	8,371	4,130
<b>Track V - Support Groups</b>	<b>Sum</b>	<b>Average</b>	<b>Maximum</b>	<b>Median</b>	<b>Minimum</b>	<b>St.Dev.</b>
Support Groups	5,938	257	386	233	195	55
Volunteer Facilitators Enrolled	27,066	1,239	1,971	1,286	777	247
Volunteer Facilitators Attending	25,706	1,160	1,449	1,173	880	196
Offenders Enrolled	143,709	6,697	8,192	6,993	4,862	989
Offenders Attending	256,810	11,762	14,657	11,758	9,370	1,439
<b>Track VI - Spiritual Growth Programs</b>	<b>Sum</b>	<b>Average</b>	<b>Maximum</b>	<b>Median</b>	<b>Minimum</b>	<b>St.Dev.</b>
Primary Worship Services	45,948	2,139	3,097	1,838	1,938	271
Primary Worship Service Volunteers Utilized	66,558	3,001	3,516	2,259	2,259	318
Off. Attendance - Primary Worship Services***	2,912,250	133,768	153,943	109,421	109,421	10,564
Additional Services	41,357	1,831	2,672	1,740	1,252	409
Additional Service Volunteers Utilized	62,711	2,733	4,060	2,641	1,826	619
Offender Attendance for Additional Services	1,802,593	80,342	213,067	73,336	61,871	30,317
Spiritual Growth Classes Provided	15,496	788	2,445	1,088	39	745
Spiritual Growth Class Meetings	67,629	3,153	4,057	3,421	2,184	568
Volunteers Used in Spiritual Growth Classes	52,246	2,413	3,549	2,503	1,240	575
Offenders Enrolled Spiritual Growth Classes	577,254	25,911	32,567	26,351	18,201	3,403
Offender Attend. in Spiritual Growth Classes	1,412,984	65,640	78,271	69,585	44,244	10,237
<b>Special Volunteers</b>	<b>Sum</b>	<b>Average</b>	<b>Maximum</b>	<b>Median</b>	<b>Minimum</b>	<b>St.Dev.</b>
Special Volunteers	88,154	2,599	27,044	1,557	802	5,227
Special Volunteers Hours Worked	139,353	6,200	12,911	5,542	2,953	2,703
Training Sessions to Special Volunteers	710	30	53	28	14	11
Special Volunteers in Training Sessions	6,489	280	571	248	87	117
<b>Employee Volunteers</b>	<b>Sum</b>	<b>Average</b>	<b>Maximum</b>	<b>Median</b>	<b>Minimum</b>	<b>St.Dev.</b>
Employee Volunteers	1,546	70	95	70	43	12
Employee Volunteer Hours Worked	9,540	430	597	444	206	110
Training Hours to Employee Volunteers	250	10	25	8	1	7
Employee Volunteers in Training Sessions	236	9	31	6	2	7

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<b>TDCJ Chaplaincy Statistics for FY 2000 &amp; FY 2001* -- continued</b>						
<b>Special Volunteers</b>	<b>Sum FY2000 &amp; FY2001**</b>	<b>Monthly Average</b>	<b>Monthly Max.</b>	<b>Monthly Median</b>	<b>Monthly Min.</b>	<b>Stand. Dev.</b>
Special Volunteers	88,154	2,599	27,044	1,557	802	5,227
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<b>Employee Volunteers</b>	<b>Sum</b>	<b>Average</b>	<b>Maximum</b>	<b>Median</b>	<b>Minimum</b>	<b>St.Dev.</b>
Employee Volunteers	1,546	70	95	70	43	12
Employee Volunteer Hours Worked	9,540	430	597	444	206	110
Training Hours to Employee Volunteers	250	10	25	8	1	7
Employee Volunteers in Training Sessions	236	9	31	6	2	7
<b>Approved Volunteers</b>	<b>Sum</b>	<b>Average</b>	<b>Maximum</b>	<b>Median</b>	<b>Minimum</b>	<b>St.Dev.</b>
Approved Volunteers	238,674	10,836	12,591	10,711	9,755	750
Approved Volunteer Hours Worked	901,177	40,104	58,497	38,302	31,800	7,472
Training Hours to Approved Volunteers	5,099	231	489	201	94	95
Approved Volunteers in this Training	14,394	653	1,835	585	408	284
Housing Area Pastors Working this Month	3,258	160	345	150	60	70
Total Visits to Ad Seg	27,608	1,254	1,932	1,163	761	313
Hours Worked in Ad Seg	34,723	1,663	2,425	1,620	1,027	345
<b>Volunteer Chaplains</b>	<b>Sum</b>	<b>Average</b>	<b>Maximum</b>	<b>Median</b>	<b>Minimum</b>	<b>St.Dev.</b>
Volunteer Chaplains Cleared to Work on Unit	6,126	288	343	314	198	53
Volunteer Chaplain Interns	1,902	90	143	92	37	30
Volunteer Chaplains Working this Month	12,112	497	1,122	403	326	204
Volunteer Chaplain Hours Worked	146,487	6,713	8,953	6,582	5,513	796
Counseling Interviews	42,429	2,080	3,673	2,224	957	760
Counseling Groups Volunteer Chaplain Lead	2,978	134	196	126	87	34
Offender Family Death Messages Delivered	4,855	228	312	232	157	37
Offender Phone Calls Supervised	8,883	436	737	429	220	141
Phone Calls Made on Behalf on Offenders	4,431	204	305	206	127	44
Offender Family Letters Written	1,724	86	216	61	46	58
Offender Deaths Worked	101	5	15	3	0	6



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### TDCJ Chaplaincy Statistics for FY 2000 & FY 2001\*

Staff Chaplains	Sum FY2000 & FY2001**	Monthly Average	Monthly Max.	Monthly Median	Monthly Min.	Stand. Dev.
ITP Sessions Participated in for the Month	11,279	504	657	479	294	93
Classes/Study Groups Lead for Month	24,666	910	4,608	728	405	814
Counseling Groups Lead for Month	7,008	327	465	315	229	72
Counseling Interviews	105,473	4,818	5,493	4,879	3,643	475
Offender Family Death Messages Delivered	21,730	973	1,152	965	820	80
Offender Phone Calls Supervised	63,087	2,606	18,654	1,944	1,567	3,421
Phone Calls Made on Behalf of Offender	24,986	1,100	1,357	1,088	861	117
Offender Family Letters Written	5,847	237	673	214	160	100
Offender Deaths Worked	1,090	48	77	42	27	16
Hours of TDCJ Training Received	22,144	851	2,780	786	337	481
Hours of Denominational Training Received	13,630	605	978	626	319	176
Hours of Staff Ministry Performed Off Unit	15,409	693	894	700	548	89
Community Service Hours Donated	31,076	1,006	7,280	720	416	1,341
Units Visited/Called by Phone (Islamic Only)	3,346	127	345	68	24	98
Speaking Opportunities on Chaplaincy	2,567	131	293	188	3	108
Contract Chaplain	Sum	Average	Maximum	Median	Minimum	St.Dev.
Hours Worked	13,478	629	926	680	253	152
Units Serving	684	30	51	27	14	10
Classes/Study Groups Lead	1,277	59	82	61	25	15
Counseling Groups Lead	1,625	71	214	69	7	44
Hours of TDCJ Training Received	107	5	42	3	1	9

\*Collated and stats calculated by Dr. M. G. Maness, Chaplain, Lewis Unit, Woodville: see [www.PreciousHeart.net](http://www.PreciousHeart.net) for more on Chaplaincy Info, e-mail at [mgmaness@earthlink.net](mailto:mgmaness@earthlink.net).

\*\*The summations for the fiscal years indicate a wide variety of significances. For instance, with respect to those "enrolled" the significance varies, where the importance is in continuity or repeat attendance. The summation of monthly mentors "enrolled" for a fiscal range is not as important as that of the summation of monthly offenders "enrolled" (marginal at best, indicating interest), and that significance for offenders increases when the summation of "attendance" is seen. Repeated attendance reflected in the total number of visits or in hours given indicates substantial contributions to TDCJ mission critical functions. In other words, the monthly summations indicate some kinds of repetition and a wide number of individual participants, and the fiscal range summations often indicate large numbers of individually repeated exposures to the broad range of programs.

\*\*\*The Primary Worship Services, Additional Services, Spiritual Growth Classes and others attendance figures in yellow are for services/classes that are *usually* two hours in length. That means for FY 2000 and FY 2001, when the summations for these totals are doubled, there were approximately 14,045,916 contact hours delivered at a *minimum*.

These are Extraordinary -- Most Deserving of EQUALITY -- See [www.PreciousHeart.net](http://www.PreciousHeart.net) for more

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The above four were compiled from the aggregate monthly reports for FY 2000 and FY 2001 from reporting chaplains from TDCJ prison units across the state. About 155 TDCJ Chaplains are reporting with zero clerical help and about a dozen administrators in Huntsville. Compare that to the that Windham Prison School's work measures. Chaplains merit equity.

The following is from the TDCJ Programs and Services Division's Bi-Monthly Reports to the Texas Board of Criminal Justice (the reports mentioned in the appendix) with respect to Windham.

<b>Windham Prison School Work Measures</b>								
Bi-Monthly Report Date <sup>1</sup>	2/28/00	4/26/00	6/28/00	8/30/00	10/18/00	12/20/00	3/13/01	5/2/01
Academic	17,481	16,210	16,289	15,587	15,775	15,593	15,501	15,251
Vocational	5,337	5,086	4,956	4,390	4,574	4,835	4,784	4,792
Special Education	1,739	1,644	1,679	1,547	1,548	1,512	1,469	1,454
CHANGES	2,996	3,102	3,613	3,350	3,742	3,927	4,174	4,144
English 2nd Language	1,066	954	960	917	1,039	1,031	1,052	1,051
	28,619	26,996	27,497	25,791	26,678	26,898	26,980	26,692
<b>Statistics</b>								
Bi-Monthly Report Date <sup>1</sup>	6/27/01	9/4/01	10/17/01	Max.	Min.	Aver.	Med.	Standard Dev.
Academic	15,331	14,948	15,410	17,481	14,948	15,761	15,587	692
Vocational	4,797	4,515	4,633	5,337	4,390	4,791	4,792	269
Special Education	1,419	1,367	1,347	1,739	1,347	1,520	1,512	127
CHANGES	4,209	4,282	4,091	4,282	2,996	3,785	3,927	462
English 2nd Language	1,025	1,014	1,025	1,066	917	1,012	1,025	47
<b>Results on Totals</b>	<b>26,781</b>	<b>26,126</b>	<b>26,506</b>	<b>28,619</b>	<b>25,791</b>	<b>26,869</b>	<b>26,781</b>	<b>735</b>
<sup>1</sup> From Open Records Request and receipt of ALL of the TDCJ Programs & Services Division's Bi-Monthly Reports to Texas Board of Criminal Justice for the calendar years 2000 & 2001; bearing in mind, of course, this is NOT the total contribution of Windham Prison School to TDCJ.								

These are extraordinary statistics in themselves. A lot of work is being done.

In addition to ALL of the other demonstrable contributions to TDCJ's mission critical functions outlined in the Chaplain Equity Proposal, the figures above and below indicate how Chaplaincy is the most cost-effective program in TDCJ and how that "cost-effectiveness" alone justifies EQUALITY, in this case literally contribution to the fiscal bottom line. While every Chaplain values education, look at the following.

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TDCJ Chaplaincy & Windham School Performance Measures <small>FY 2000 &amp; FY 2001</small>					
TDCJ Chaplains & Budget			Windham Teachers & Budget		
Based on FY 2001 5,464,763 <sup>1</sup>			Based on FY2000 \$81,832,628 <sup>2</sup>		
\$11,000,000 Est. FY's 2000 & 2001			\$160,000,000 Est. FY's 2000 & 2001		
			Average	High	
40 Chaplain I	28,740		986 Teachers <sup>3</sup>	46,936	53,944
98 Chaplain II	34,308		119 Counselors	50,256	55,448
0 Chaplain III	---		230 Supervisors	52,770	55,448
6 Administrators far below teachers			6 Principals	59,297	
1 Manager & dozen support staff			2 Principals	62,075	
155 TDCJ Chaplains Supervised <sup>4</sup>			986 Teacher & 119 Counselors		
Total Offender Attendance Numbers		7,022,958			
Estimated Contact Hours (Attendance x2) <sup>5</sup>		14,045,916	36,303,884 Contact Hours <sup>6</sup>		
Total Volunteer Hours		1,050,070	Total Students Served <sup>7</sup>		
Contract Chaplain Hours Worked		13,478	79,059	1990-2000	
Contract Chaplain Classes Groups Lead		1,277	74,441	1998-1999	
Contract Chaplain Counseling Groups Lead		1,625	75,177	1997-1998	
155 TDCJ Chaplains Performed					
ITP Committee Meetings Attended		11,279	Max.	Aver.	Enrolled <sup>8</sup>
Classes/Study Groups Lead		24,666	17,481	15,761	Academic
Counseling Groups Lead		7,008	5,337	4,791	Vocational
Counseling Interviews		105,473	1,739	1,520	Special Education
Offender Family Death Messages Delivered		21,730	4,282	3,785	CHANGES
Offender Phone Calls Supervised		63,087	1,066	1,012	English 2nd Lang.
Phone Calls Made on Behalf of Offender		24,986	28,619	26,869	
Offender Deaths Worked		1,090			
Hours of Staff Ministry Performed Off Unit		15,409			
Community Service Hours Donated		31,076	< Note: These are community connections		
Speaking Opportunities on Chaplaincy		2,567			
<p><sup>1</sup> From TDCJ Chaplaincy Report February 2001, Revised 3-6-01</p> <p><sup>2</sup> From previously mentioned WSD Annual Performance Report for school year 1999-2000.</p> <p><sup>3</sup> The TDCJ Chaplains are on the low end of their pay group; the Windham Teachers &amp; Counselors are at the average listed, with some in high range listed; according to the document Senator Staples' Office, at the time, the average teacher's salary was \$47,074 and the average teacher had 7.23 years experience. A follow up to Windham obtained the supervisor salaries (aver. and high for group).</p> <p><sup>4</sup> Culled from the combined monthly reports from TDCJ Chaplaincy HQ for FY 2000 &amp; FY 2001.</p> <p><sup>5</sup> Extraordinary as this figure is, it is still a <i>very low estimated</i> figure, since a good number of services include several persons, thus doubling <i>again</i> the number of "actual" contact hours for those services. Very easily, the actual figure could <i>easily</i> exceed 20,000,000 contact hours.</p> <p><sup>6</sup> Ibid.: FY2000 17,977,268 and FY1999 18,326,616: summed: 36,303,884. Also note this is "total" contact hours for all of WSD's programs. That means that several of those "Contact Hours" were not performed by teachers, but by like RIO Administrators and Recreation Supervisors (way below teacher salaries which would then also lower the actual number of teacher hours).</p> <p><sup>7</sup> From previously mentioned WSD Annual Performance Report for 1999-2000, in the side bar, the total for the biennium of the report is mentioned, as well as comparisons for the previous two school years.</p> <p><sup>8</sup> From Bi-Monthly TDCJ Prog. &amp; Services Divisional Reports for Calendar Years 2000 &amp; 2001</p>					

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The editor of this chart admits no expertise in interpreting the WSD Annual Performance Report. Some knowledge is required of the difference between the school years and fiscal years and the differences between how the actual contact hours are culled from qualified teachers as opposed to those in other areas. Maybe the total "contact hours" are exclusively from qualified teachers. The editor just could not determine. Anyway, these are substantial numbers.

However and clearly, Chaplains contribute in a manner far superior than any other public report has eluded. Given the national standards for Chaplain competencies and that most TDCJ Chaplains exceed them, given further that many of those Chaplains have credentials exceeding those of Teachers, as highly qualified and deserving as they are, Chaplains and the Chaplaincy Services deserve compensation and logistical support. Given the numbers above, an average Chaplain ought to make what an average Teacher makes, especially since their level of responsibility is exponentially higher by several powers.

When Victim Services is added to this picture, and the Director of Victim Services is on a higher scale the Director of Chaplains, by several pay groups, this becomes all the more disconcerting. The numbers don't match.

Neither the number match with the respect to the InnerChange Freedom Initiative, where their Faith-Based Program Administrators are leading in a decisively "Christian" program, but they have never been trained in religion by any kind of national standard. We have it on good authority that the Tommie Dorset makes nearly the same as a Windham School Principal and the that the several leads under him are on a scale equal to the average teacher. However, no information could be ascertained at the time of this document's construction. Open Records requests for InnerChange data and salaries has been denied and the Texas Attorney General's Office is investigating three months after the requests were made.

Instructive is that the 77<sup>th</sup> Legislature approved \$1,500,000 million dollars to help expand the InnerChange Freedom Initiative. Which, though certainly not clear, does say something about support for a program. And Chaplains are by far more qualified than the administrators of that program, and their numbers are not any less. And it is argued that such support also argues for Equity for Chaplains, since many Chaplains administrate larger "religious" programs than that of the InnerChange, and so are therefore deserving of Equal treatment, at least equal compensation (for they have far superior qualifications and experience then the InnerChange leaders).

## Let the New Millennium Include Equality for Chaplains

The following needs consideration.

Measure the Cost-Savings and Budget Costs **PER** dollar spent for Contribution to Mission Critical Functions:

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Compare TDCJ Chaplains' Direct Work Measures:

- Direct Contribution to Reduction in Recidivism
- Direct Budget Impact in Donations of Literature Consumables
- Direct Contribution in documented reduction of offender disciplinaries
- Direct Contribution in documented reduction of health care costs

Compare TDCJ Chaplains with Dollars spent with Windham Prison School

- Compare GARGANTUAN budget with a miniscule budget
- That is: cost per Chaplain is ZERO in comparison with HIGH cost of Teachers and Teacher Administration

Compare GARGANTUAN Work Measure Productivity of Chaplains versus RELATIVELY Low Productivity when seen in Contact-Hour-**PER**-Dollar-Ratio

Measure by Equality in Education, Training and Responsibilities –

- Equal Pay for Equal Work
- Compare TDCJ Chaplains to Windham Prison Teachers
- Compare TDCJ Chaplains to TDCJ and Texas Employed Engineers
- Compare TDCJ Chaplains to TDCJ Lawyer and Texas Employed Lawyers

The following data on national Chaplaincy Services side by side with TDCJ Chaplaincy Contributions highlights an EXTRAORDINARY service to the wonderful State of Texas – contributions that have been kept *nearly* a secret by the TDCJ Programs and Services Division and the other agencies employing state Chaplains.<sup>4</sup> When we compare budget allocations, pay group levels, budget allocations among the services, especially Windham Prison School, the comparisons reveal some astounding facts.

- ✓ ASTOUNDING are the facts of Chaplaincy cost-saving
- ✓ ASTOUNDING are the facts of Chaplaincy "ACTUAL" contributions
- ✓ ASTOUNDING are the facts of Chaplaincy "COMPLETE" cost recovery
- ✓ ASTOUNDING is the fact that the Chaplaincy services provide gargantuan contributions in work measures per chaplain, eclipsing Windham Prison School many times over for less than 1/10<sup>th</sup> the budget allocations
- ✓ ASTOUNDING is the fact that the above facts are nearly a secret

EVERY Chaplain values every Teacher and knows that every offender NEEDS to learn how to read and write. Furthermore, EVERY Chaplain knows that NO ONE is better at teaching these skills than Certified Teachers. Most of all, Chaplains believe Teachers are getting a fair wage. It is time for Chaplains to be given equal treatment, treatment that is given to other TDCJ and other Texas employees. Equality.

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<sup>4</sup> Namely, MHMR & TYC.

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All the above underscores and is "part" of the TOTAL claim that highly educated and trained Chaplains deserve to EQUALITY. More than that though, a true EQUALITY also compensates with a fair wage AND with fair logistical support. The COST-SAVINGS alone justifies equality without any further argument. Some have attempted to obfuscate and even minimize the total chaplaincy contribution in the last ten years, and that "obfuscation" itself needs further investigation and is another reason for granting "Equality" in the redressing of unfair labor practices.

With the data and statistics indicating a huge, even GARGANUAN imbalance—EQUALITY and even redress should be all the more compelling. When one adds to the above sentences that ALL of what Chaplains have been accomplishing have been HIDDEN and that what they accomplish *WITHOUT REAL* logistical support: then there is an even more compelling STATE interest to grant Equality and Logistical support for Chaplains not only to better manage their own current gargantuan contribution more efficiently, but also to facilitate an even greater contribution.

One fact looms very high. Even with **THREE TIMES THE CURRENT BUDGET**, the **TDCJ Chaplaincy Services** very, very, very demonstrably

# CHAPLAINCY SERVICES RECOVER THEIR *ENTIRE* OPERATING COSTS!

**Why then would anyone NOT want Equality for State Chaplains?**

**Especially "why" when such total cost recovery is so easy to see?**

**Especially "why" when the contributions are so huge, and the contributions are to  
THE MOST CHERISHED values of Texas citizens?**

**35 years ago this was not so.**

**This is a matter of HONOR.**

**As well as a matter of the Value of Religion in General.**

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## II. What the “Chaplaincy” Market Says

[TOP](#)

### [Introductory Remarks on Market Data](#)

#### [1. Federal Bureau of Prisons \(FBOP\) & Veterans Administration \(VA\) Chaplains ~ What the Market Says](#)

#### [2. Military Chaplains ~ What the Market Says](#)

#### [3. Association of Professional Chaplains \(APC\) ~ What the Market Says](#)

#### [4. National Church Staff Compensation Survey ~ What the Market Says](#)

#### [5. UTMB Chaplains ~ What the Market Says](#)

#### [6. Closing Remarks on “Market Data”: \*Everywhere One Looks – There is a Clear Call for Chaplain Equality\*](#)

More than that – more than even our clear claims to an equitable “market” increase – let the record stand that we came FIRST and foremost and do stand today in this manner: we laid claim AND demonstrated the VALUE of our job and love for our job FIRST, as a significantly more important “reason” for equality within TDCJ than the reason of “market value.” That is: We Value the Value more than the Market.

So in addition to and as a complement to the *more important* documentation of chaplaincy “value” to the agency and “value” to Texas and Texas’ own mission statements, we also include the following “Market Data” as substantiating the NEED for Chaplain Professional Equity.

However, another element enters picture that also distinguishes the Professional Chaplaincy Services of Texas. Unlike most of the other professions, were there are literally hundreds of thousands, determining “Market Value” of the comparatively rare specialty of “Government Sponsored Chaplaincy” can almost be accomplished in an absolute manner. That is – the numbers are so much more clearly articulated.

Furthermore, from a “Market” standpoint, let it be noted where the Navy stands. I asked an authority to verify and clarify my stats on the Navy, especially with respect to the Marines and Coast Guard:

We have TWO Navy Admirals, a “2-star” (O-8) Chief of Chaplains and a “1-star” (O-7) Deputy Chief of Chaplains. The Deputy Chief of Chaplains is also the Chaplain of the Marine Corps. Additional we have one “1-Star” (O-7) Reserve Admiral who is the Deputy Chief of Chaplains Total Force.



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I cannot give you a footnote as to the numbers but you can rest assured that total numbers you are using are close. I hope this helps.<sup>5</sup>

With respect to "Professional Equity" then we must look across the board – that is, a good assessment would include a thorough look at equivalent placements in the various superstructures of the organizations that employ chaplains in "today's" market. Here is a recent quote from the Houston Chronicle

WASHINGTON - President Bush fainted briefly Sunday evening after choking on a pretzel while watching a football game in the White House residence, an administration spokesman said.

The president, who was examined by Dr. Richard Tubb, an Air Force colonel and physician at the White House, was not found to have any serious health problems and went to bed early after a dinner of soup and salad.<sup>6</sup>

Of course, as the following most clearly shows, fully credentialed chaplains have been found to fill the top posts that look after the "Profession" of chaplaincy. How is it that Texas cannot have a full spectrum of Chaplaincy Positions similar to that of Engineers and Lawyers? If one really looks at the three professions, their responsibilities, networks and broad scopes, how can Chaplaincy be placed so very far below the other two? In the light of the "Market" how can TDCJ or any state agency justify hiring those for chaplaincy positions with not even a bachelor's degree to deal with the Texas' most troubled persons with humanity's greatest resource of change? How is it "wise" or to the benefit of Texas that such a broad and multi-faceted profession as "Chaplaincy" with all of the complexities involved – HOW can the "Chaplaincy Profession" prosper or be secure without "Chaplains" as supervisors of Chaplains.

"Market Data" was exclusively important to the State Auditor's Office, and so we offer the following items as clear and a near full analysis of the market of "Government Chaplaincy."

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<sup>5</sup> Quoted from an e-mail response after several conversations with Chaplain Terry Gordon, Webmaster / Staff Action Officer, Office of the Chief of Chaplains, Chaplain Resource Branch, 9591 Maryland Avenue, Norfolk, Virginia 23511-2993.

<sup>6</sup> Houston Chronicle, Monday, 01-14-02; Section: A; Page: 01; Edition: 3 STAR; "President OK after choking / Pretzel causes fainting spell" by Bennett Roth, Houston Chronicle Washington Bureau Staff



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### Introductory Remarks on Market Data

#### A. Federal Bureau of Prisons (FBOP) & Veterans Administration (VA) Chaplains ~ What the Market Says

#### B. Military Chaplains ~ What the Market Says

#### C. Association of Professional Chaplains (APC) ~ What the Market Says

#### D. National Church Staff Compensation Survey ~ What the Market Says

#### E. Closing Remarks on "Market Data": *Everywhere One Looks – There is a Clear Call for Chaplain Equality*

All the more credible is the market data supporting Chaplain Professional Equity when nearly the whole corpus of material on Government Chaplaincy is seen together – that is, "IF" the market data is actually as important as the State Auditor's has claimed it to be.

*Even so* – we would *rather* stand behind our defenses of the "value" of the Chaplaincy Profession to Texas and our agencies' missions – that is, stand behind the higher value of "value" to the state, to the state's clients and to the families and staff of all involved. Of course, the services recover cost too.

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### 1. FBOP & VA Chaplains ~ What the Market Says:

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	Chaplains	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15	ES		
	VA	--	205	320	58	6	1	1		
	FBOP	2	3	179	41	4	1	--		
	<b>Totals</b>	<b>2</b>	<b>208</b>	<b>499</b>	<b>99</b>	<b>10</b>	<b>1</b>	<b>1</b>		
VA Chaplaincy Director is above GS-15 - ES (Executive Schedule - Title 38 7306)										
The FBOP GS-9 & GS-11 Positions are training positions only										
<b>VA &amp; FBOP General Schedule (GS) - Selected Items 2001**</b>										
<b>Salary Table 2001 for Houston-Galveston-Brazoria, Texas</b>										
Incorporating the 2.70% General Schedule Increase and a Locality Payment of 16.16%										
Net Increase: 4.37% -- Effective January 2001 -- Annual Rates by Grade and Step										
	1	2	3	4	5	6	7	8	9	10
GS-11	46,939	48,504	50,068	51,633	53,197	54,761	56,326	57,890	59,455	61,019
GS-12	56,257	58,132	60,006	61,881	63,756	65,631	67,505	69,380	71,255	73,129
GS-13	66,899	69,129	71,360	73,590	75,821	78,051	80,282	82,512	84,743	86,974
GS-14	79,055	81,690	84,325	86,961	89,596	92,231	94,867	97,502	100,137	102,773
GS-15	92,990	96,089	99,189	102,289	105,388	108,488	111,588	114,687	117,787	120,887
<b>Salary Table 2001 for the Rest of the United States</b>										
Incorporating the 2.70% General Schedule Increase and Locality Payment of 7.68%										
Net Increase: 3.57% -- Effective January 2001 -- Annual Rates by Grade and Step										
	1	2	3	4	5	6	7	8	9	10
GS-11	43,326	44,770	46,214	47,658	49,102	50,546	51,990	53,434	54,878	56,322
GS-12	51,927	53,657	55,387	57,118	58,848	60,579	62,309	64,039	65,770	67,500
GS-13	61,749	63,808	65,867	67,926	69,984	72,043	74,102	76,161	78,220	80,279
GS-14	72,969	75,402	77,834	80,267	82,699	85,132	87,564	89,997	92,429	94,862
GS-15	85,832	88,693	91,554	94,415	97,276	100,137	102,998	105,859	108,720	111,581
	ES-1	ES-2	ES-3	ES-4	ES-5	ES-6				
ES Pay	113,000	118,300	123,700	129,970	130,000	130,000	This is for 2002			
<a href="http://www.opm.gov/oca/02tables/ES.txt">http://www.opm.gov/oca/02tables/ES.txt</a>						Up from 4k to 5k over last year				
* VA = Veterans Administration & FBOP = Federal Bureau of Prisons										
** <a href="http://www.va.gov">www.va.gov</a>					~	** <a href="http://www.bop.gov">www.bop.gov</a>				

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**2. Military Chaplains ~ What the Market Says:**

[TOP](#)

<b>Military Chaplains -- What the Market Says*</b>									
<b>Chaplains in the Military: Numbers &amp; Ranks</b>									
	O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	
US Army			656	406	207	95	1	1	
US Air Force	1	20	224	161	130	56	1	1	
US Navy		32	341	262	172	86	2	1	
<b>Totals</b>	<b>1</b>	<b>52</b>	<b>1,221</b>	<b>829</b>	<b>509</b>	<b>237</b>	<b>4</b>	<b>3</b>	
<b>Military "Officer" Grades and Ranks</b>									
<b>Army -- Air Force</b>									
O-8 Major General 2 Star					O-5 Lieutenant Colonel				
O-7 Brigadier General 1 Star					O-4 Major				
O-6 Colonel					O-3 Captain				
<b>Navy -- Marines -- Coast Guard</b>									
O-8 Rear Admiral (2 star)		O-5 Commander							
O-7 Rear Admiral (1 star)		O-4 Lt. Commander							
O-6 Captain		O-3 Lieutenant		O-2 Lieutenant Junior					
*From several sources in each branch									

<b>US Officers -- Regular Military Compensation (RMC)</b>								
<b>&lt; Years of Service &gt;</b>								
Grade	Over 12	Over 14	Over 16	Over 18	Over 20	Over 22	Over 24	Over 26
O-8	--	--	--	--	--	--	--	145,290
O-7	--	--	--	--	--	131,434	131,434	131,954
O-6	89,213	91,494	99,419	103,094	106,766	108,854	110,971	115,075
O-5	86,874	91,142	93,090	94,964	97,076	97,076	97,076	97,076
O-4	64,903	67,524	68,892	68,892	68,892	68,892	68,892	68,892
O-3	67,524	68,892	68,892	68,892	68,892	68,892	68,892	68,892
O-2	52,633	52,633	--	--	--	--	--	--
O-1	42,651	42,651	42,651	--	--	--	--	--
Grade	Under 2	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	
O-6	--	--	--	--	85,953	88,838	89,213	
O-5	62,395	--	73,983	74,704	77,086	78,960	82,425	
O-4	53,150	61,002	63,916	64,573	67,420	69,805	62,926	
O-3	48,134	52,524	55,368	58,504	60,591	62,926	64,903	
O-2	41,349	45,565	50,638	51,859	52,633	52,633	52,633	
O-1	35,699	36,800	42,651	42,651	42,651	42,651	42,651	
From the Uniformed Services Almanac™ & includes BAH, not special benefits								
<a href="http://www.military.com/Resources">www.military.com/Resources</a>								

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**3. Association of Professional Chaplains (APC) ~ What the Market Says: [TOP](#)**

<b>Association of Professional Chaplains (APC) Survey **</b>						
<b>~ What the Market Has to Say About ~</b>						
<b>Positions</b>	<b>Average</b>	<b>Housing Allowance</b>		<b>Receive Insurance</b>	<b>Institution Paid Pension</b>	<b>Paid Social Security</b>
	<b>Salary</b>	<b>% Yes</b>	<b>% Reported</b>	<b>% Yes</b>	<b>% Yes</b>	<b>% Yes</b>
<b>Corporate/Admin Staff (n=47)</b>	<b>69,170</b>	<b>83%</b>	<b>28%</b>	<b>91%</b>	<b>94%</b>	<b>68%</b>
<b>Department Heads (n= 334)</b>	<b>56,220</b>	<b>75%</b>	<b>30%</b>	<b>96%</b>	<b>95%</b>	<b>80%</b>
<b>Staff (n= 352)</b>	<b>40,970</b>	<b>65%</b>	<b>32%</b>	<b>97%</b>	<b>93%</b>	<b>85%</b>
<b>CPE Supervisors (n=50)</b>	<b>59,340</b>	<b>82%</b>	<b>27%</b>	<b>96%</b>	<b>96%</b>	<b>84%</b>
<b>Pastoral Counselors (n=6)</b>	<b>41,670</b>	<b>67%</b>	<b>33%</b>	<b>83%</b>	<b>83%</b>	<b>67%</b>
<b>Other Care Givers (n=22)</b>	<b>47,880</b>	<b>82%</b>	<b>32%</b>	<b>92%</b>	<b>92%</b>	<b>75%</b>
<b>Salary in Relation to Setting</b>						
<b>SETTING</b>	<b>Salary</b>		<b>SETTING</b>	<b>Salary</b>		
<b>General Hospital</b>	<b>(n=570)</b>	<b>50,140</b>	<b>Hospice</b>	<b>(n=51)</b>	<b>39,020</b>	
<b>Mental Health</b>	<b>(n=27)</b>	<b>49,440</b>	<b>Military - VA</b>	<b>(n=17)</b>	<b>61,180</b>	
<b>Corrections</b>	<b>(n=4)</b>	<b>38,750</b>	<b>Other</b>	<b>(n=98)</b>	<b>54,490</b>	
<b>Specialty Institutions</b>	<b>(n=65)</b>	<b>49,540</b>				
<b>** Completed July 13, 2001 by APC</b>				<b>** <a href="http://www.professionalchaplains.org">www.professionalchaplains.org</a></b>		

This is such a good survey, so VERY much indicating the need for Chaplain Professional Equity for TDCJ's and the state's chaplains. So few – "4" – are in corrections. The vast majority in hospitals and other places where their salaries are competitive. Compared with the others above, clearly, the chaplains in Texas merit "Professional Equity" vis-à-vis the other professions in Texas.

**Chaplain Professional Equity**

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**4. National Church Staff Compensation Survey ~ What the Market Says** [TOP](#)

<b>National Church Staff Compensation Survey**</b>								
<b>What the Market Says -- Selected Items 1999</b>								
<b>National Survey - Selected Positions</b>								
	<b>Salary</b>		<b>Retirement</b>		<b>Insurance</b>		<b>Total Comp.</b>	
	<b>High Average</b>		<b>High Average</b>		<b>High Average</b>		<b>High Average</b>	
<b>Senior Pastor</b>	<b>400,000</b>	<b>63,588</b>	<b>57,000</b>	<b>7,500</b>	<b>42,000</b>	<b>6,503</b>	<b>435,000</b>	<b>77,242</b>
<b>Assoc. Pastor</b>	<b>250,000</b>	<b>47,244</b>	<b>21,859</b>	<b>4,927</b>	<b>16,000</b>	<b>5,603</b>	<b>275,500</b>	<b>57,642</b>
<b>Music Minister</b>	<b>95,000</b>	<b>46,588</b>	<b>13,200</b>	<b>3,875</b>	<b>14,918</b>	<b>5,013</b>	<b>111,194</b>	<b>54,687</b>
<b>Youth Minister</b>	<b>98,700</b>	<b>36,000</b>	<b>13,379</b>	<b>2,976</b>	<b>10,486</b>	<b>4,350</b>	<b>104,720</b>	<b>42,719</b>
<b>Childrens Minister</b>	<b>75,000</b>	<b>34,646</b>	<b>12,166</b>	<b>2,816</b>	<b>12,175</b>	<b>3,824</b>	<b>83,532</b>	<b>40,103</b>
<b>Singles Minister</b>	<b>76,871</b>	<b>41,937</b>	<b>21,833</b>	<b>37,199</b>	<b>10,309</b>	<b>4,864</b>	<b>103,240</b>	<b>50,485</b>
<b>South Central Region Averages: TX, OK, LA, MI, KA, AR</b>								
	<b>Salary</b>		<b>Retirement</b>		<b>Insurance</b>		<b>Total Comp.</b>	
	<b>High Average</b>		<b>High Average</b>		<b>High Average</b>		<b>High Average</b>	
<b>Senior Pastor</b>	<b>400,000</b>	<b>66,489</b>	<b>35,498</b>	<b>6,823</b>	<b>22,500</b>	<b>6,449</b>	<b>435,000</b>	<b>79,947</b>
<b>Assoc. Pastor</b>	<b>250,000</b>	<b>50,021</b>	<b>21,859</b>	<b>5,512</b>	<b>15,000</b>	<b>5,743</b>	<b>12,203</b>	<b>4,346</b>
<b>Music Minister</b>	<b>88,332</b>	<b>48,839</b>	<b>10,991</b>	<b>4,166</b>	<b>12,475</b>	<b>5,324</b>	<b>109,527</b>	<b>57,508</b>
<b>Youth Minister</b>	<b>66,705</b>	<b>36,716</b>	<b>9,600</b>	<b>3,011</b>	<b>10,372</b>	<b>4,354</b>	<b>90,272</b>	<b>43,462</b>
<b>Seniors Minister</b>	<b>77,250</b>	<b>143,338</b>	<b>13,38</b>	<b>4,376</b>	<b>15,276</b>	<b>5,307</b>	<b>90,387</b>	<b>52,934</b>
<b>300 to 699 Worship Attendance - South Central Region</b>								
<b>Senior Pastor</b>	<b>187,457</b>	<b>62,078</b>	<b>12,650</b>	<b>5,759</b>	<b>19,550</b>	<b>6,429</b>	<b>203,572</b>	<b>73,888</b>
<b>Assoc. Pastor</b>	<b>78,700</b>	<b>44,613</b>	<b>14,889</b>	<b>4,942</b>	<b>12,228</b>	<b>5,615</b>	<b>97,688</b>	<b>54,441</b>
<b>Music Minister</b>	<b>62,655</b>	<b>43,117</b>	<b>7,400</b>	<b>3,425</b>	<b>10,509</b>	<b>4,914</b>	<b>80,525</b>	<b>49,723</b>
<b>700 to 1499 Worship Attendance - South Central Region</b>								
<b>Senior Pastor</b>	<b>158,097</b>	<b>79,733</b>	<b>32,610</b>	<b>8,498</b>	<b>19,800</b>	<b>7,194</b>	<b>203,572</b>	<b>96,512</b>
<b>Assoc. Pastor</b>	<b>90,240</b>	<b>53,137</b>	<b>17,242</b>	<b>6,458</b>	<b>14,000</b>	<b>6,500</b>	<b>123,029</b>	<b>65,325</b>
<b>Music Minister</b>	<b>80,500</b>	<b>50,659</b>	<b>9,665</b>	<b>4,353</b>	<b>12,475</b>	<b>5,491</b>	<b>96,689</b>	<b>60,344</b>
<b>**1999-2000 National Church Staff Compensation Survey</b>								
<b>by the National Association of Church Business Administration (NACBA) --</b>								
<a href="http://www.nacbanet.org">www.nacbanet.org</a>								

Chaplain “have” to have experience in the ministry prior to entering into any credible chaplaincy service. This reflects the professional market in church ministry, from which the great preponderance of chaplains come.

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### 5. UTMB Chaplain Salaries:

[TOP](#)

UTMB Chaplain Salaries				
Job Code	Job Classification	Number Positions	Mid	Max
			1589	Coordinator, Pastoral Care
1590	Chaplain II	2	\$40,604	\$50,755
1591	Chaplain I	0	\$37,234	\$46,542

Very informative the “Market” is the rather speedy evolution of the Chaplaincy Department at UTMB. The current structure began in 1997 with one Chaplain I position, and in January of 1999, John Riley was hired at the Coordinator of Pastoral Care. Currently, he is in the upper range of his pay group at \$65,000+. In October of 1999, a Chaplain II was hired to train and coordinate a lay ministry program, and this position came through two grants.<sup>7</sup>

Currently, there is the Coordinator and two Chaplain II positions funded just above the mid-range. And there are plans for UTMB to fully fund the grant program in the next year. And he has an office with a receptionist.

When TDCJ was brought up to Chaplain Riley, he was somewhat familiar with the situation, noting that on TDCJ Chaplain recently left to assume a chaplaincy position at a considerably higher salary. When Chaplain Riley was told what some TDCJ’s senior chaplains with 10+ years experience were making, and he immediately responded, “I could barely hire some an entry chaplain at that rate.”<sup>8</sup>

The point of Chaplain Professional Equity with respect to UTMB is clearly with respect to a “State” funded position at an equitable rate, still below the national norm, but decent. More specifically, when the size of the tasks are enumerated, one asks why does the TYC chief of chaplain, the single Chaplain III have to supervise the entire chaplaincy corps, with ten chaplains short, provide pastoral care for 4 independent TYC facilities and he has no separate office or help?

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### 6. Closing Remarks on Market Data: Everywhere One Looks – There is a Clear Call for Chaplain Equality in Texas

[TOP](#)

Everywhere one looks, everything points clearly to the justification of raising Texas’ chaplains to an EQUAL station with the other degree bearing professions.

And of course, Texas State Chaplains – ESPECIALLY with TDCJ – have the unique claim of recovering their entire operating costs

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<sup>7</sup> The Episcopal Health Charities and the major portion from the Moody Memorial Methodist.

<sup>8</sup> Per phone conversation with Dr. M.G. Maness on 01-16-02.

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*TWICE over even AFTER equity was granted.*

And Texas' Chaplains are the ONLY profession that has been left so far behind for so many years.

With these then, as the many State Auditor's reports clearly indicate, MANY sources of data makes the data more reliable. And the data is most reliable when it does NOT have to be collected from a "survey" and is all the more reliable and informative when the date comes straight from the raw facts – like those above. Though it is nice to have surveys too.

Now we have brought some good market data that in an extraordinary manner supports our claim to equality.

***SINCE GOOD MARKET DATA*** was "imperative" and so "singularly" important to the State Auditor's Office, then **WITH** irrefutable market data in hand, the granting of full *Chaplain Professional Equity* should be expedited, as outlined here in this proposal, from the market data alone, *as well as for the "job's" sake*, and as well as for the 40+ years lapse of attention, the "job's contribution" to the mission critical functions and of course because of it's recovery of it's own operating costs.

**The REAL question becomes this:**

**"Is There a CREDIBLE Reason NOT to Grant Equality?"**

**A "real" reason other than, "*I just don't see the need*"? By God, let us address it. We Chaplains are citizens, too, and have a fundamental right to discuss it.**

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### III. "National Standards" – What Are They?

[TOP](#)

[1. ACCA - American Correctional Chaplains Association](#) – Founded 1885

[2. APC – Association of Professional Chaplains](#) ~ Two Levels of Competence

[APC Board Certified Chaplain](#)

a. [Definition "Board Certified"](#) ~ b. [General Standards](#) ~ c. [Competency Standards](#)

(1) [Personal](#) ~ (2) [Pastoral](#) ~ (3) [Professional](#) ~ (4) [Continuing Education](#)

[APC Associate Chaplain](#) a. [Def. of Assoc. Chaplain](#) ~ b. [General Standards](#) ~

c. [Competency Standards](#)

[3. FBOP – Federal Bureau of Prisons](#)

[4. VA – Veterans Administrations](#)

[5. US Army, Navy & Air Force](#)

[6. Other Professional Associations/Organizations Available to Chaplains](#)

With respect to "Corrections" the premier association is the American Correctional Chaplains Association (ACCA) that is an official affiliate with the American Correctional Association (ACA), and it is most noteworthy that ACCA was established in 1885 and was the first affiliate with ACA. Those in the corrections profession are well aware of ACA, especially in Texas as TDCJ is aggressively seeking to get all of TDCJ's institutions accredited.

However, TDCJ Programs and Services Division has been taking Chaplaincy backwards for about 10 years now. As the Timeline shows, they lowered the job description for the Director of Chaplains in 1993 and lowered again in 1996 in a clear manner to give favoritism towards persons who would not qualify – this was done in spite of the fact that several would have met the pre-1993 qualifications.

At the hiring of Don Kasper as Director of Chaplains for TDCJ, a good man very experienced in the local pastorate, they in fact hired someone that would not meet the minimum requirements for certification with either ACCA or APC (described in greater detail below). Ironically, then, they hired a person who had not been and as of April 2002 is not a member of ACA or ACCA, and this person was to have oversight over the one of the largest "correctional" chaplaincy administrations in the nation. How then is this truly in the best interests of Texas when the leader himself has been and has remained totally out of the loop with respect to the correctional chaplaincy profession? This is hard question and very unpleasant to ask. But it is a CRUCIAL question with respect to TDCJ's clear desire to remain an EEO employer and to continue to forward its own mission statement that includes the upwards mobility with respect to "professional standards" in general.<sup>9</sup>

These above are

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<sup>9</sup> This does not call into question the integrity of Kasper, just suitability for a position



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**1. ACCA - American Correctional Chaplains Association – Founded 1885 - [TOP](http://www.correctionalchaplains.org/certification.htm)  
<http://www.correctionalchaplains.org/certification.htm>:  
the following comes directly from this site.**

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The aim of certification by the ACCA is to establish and utilize particular standards by which competence in correctional ministry can be recognized. Correctional chaplaincy is a unique vocation and calling. Persons incarcerated in our jails and prisons deserve a professional correctional chaplain who is familiar with and able to serve effectively in such a multi-cultural and multi-faith setting. Correctional chaplaincy includes work in correctional administration and within the framework of the various institutions. The work includes pastoral care which creates an atmosphere in which both prisoner and staff feel the ministry of presence provided by the correctional chaplain. The ACCA encourages all correctional chaplains to continue to grow within their chosen field by meeting the qualifications of a Certified Correctional Chaplain.

### **REQUIREMENTS FOR CERTIFICATION:**

1. Membership in the ACCA.
2. Ecclesiastical endorsement from religious endorsing agency of the candidate's faith or religious judicatory.
3. Education: Four-year college degree, and Seminary Degree or Degree from Theology School approved by the ACCU or from a similar institution outside the U.S. with parallel academic standing. (Any equivalent consideration will include a minimum of 4 hours in theology and 12 semester units in counseling, psychology, or related field from an above-described institution.)
4. Clinical Pastoral Education (3 Units). Questions on equivalency may be directed to the Chair of the Certification Committee.
5. Three years full-time pastoral experience, plus three years full-time experience in a correctional setting as a salaried chaplain.
6. Adhere to the [ACCA Code of Ethics](#).
7. Payment of required fees (\$10.00 with application and \$50 when face-to-face interview is set with the Certification Committee.)
8. Official copies and/or formal written documentation of the above requirements, 1 through 5.
9. Four letters of recommendation: -letter of evaluation from CPE supervisor, - letter from immediate supervisor, -two persons of candidate's choice.
10. Written paper on the role of chaplain in a correctional setting (350-500) words.

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11. Autobiography addressing personal, professional, and faith development (350-500) words.
12. Meet in person with an interview committee. This interview will deal with personal, theological and professional competence. Because of limited space, a description of related issues in this area will be sent once the Certification process is begun.

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### 2. APC – Association of Professional Chaplains - Two Levels

[TOP](#)

[www.professionalchaplains.org](http://www.professionalchaplains.org); the following comes directly from this site.

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The APC organization was formed by the merging of the College of Chaplains and the Association of Mental Health Clergy. These two organizations had rich histories with each having over 50 years of service to its members. This merger was completed May 1998 in Portland, Oregon at the Annual Meeting.

#### [Board Certified APC Chaplain](#) ~

- a. [Def. "Board Certified"](#) ~ b. [General Standards](#) ~ c. [Competency Standards](#)
- (1) [Personal](#) ~ (2) [Pastoral](#) ~ (3) [Professional](#) ~ (4) [Continuing Education](#)

#### [Associate APC Chaplain](#) (Click to go Below)

- a. [Def. of Assoc. Chaplain](#) ~ b. [General Standards](#) ~ c. [Competency Standards](#)

### APC Board Certified Chaplain

[TOP](#)

#### a. Definition of an APC Board Certified Chaplain

"A person who has demonstrated professional excellence as a chaplain, has completed eligibility requirements, is recommended by a State Certification Committee, approved by the Commission on Certification, and ratified by the Board of Directors of the Association of Professional Chaplains, Inc."

#### b. General Standards – APC Board Certified Chaplain

NOTE: Equivalencies may be accepted for a Bachelor's Degree, Graduate Theological Education, Clinical Pastoral Education, or Experience as a Chaplain. It is the obligation of the candidate to demonstrate each equivalency to the satisfaction of the Commission on Certification. The final decision on whether a given candidate needs to file for an equivalency rests with that Commission.

1. Bachelor's Degree from a college or university that is accredited through the Council on Higher Education Accreditation ([www.chea.org](http://www.chea.org)).
2. Theological education at the graduate professional level, which involves a minimum of three (3) years (amounting to 72 credit hours or 108 quarter hours of credit). The three year/72 hour requirement must meet the following criteria: It must include a graduate theological degree considered appropriate for ministry by one's endorsing body. The institution granting the degree must be accredited through the Council on Higher Education Accreditation

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([www.chea.org](http://www.chea.org)). If the candidate's theological education degree program does not involve at least 72 credit hours, the candidate must apply for an equivalency and may make up the difference by documenting other graduate degrees granted, courses, graduate professional continuing education, or graduate-level educational experiences, any and all of which must be approved by the APC Commission on Certification through the equivalency process.

3. Current ordination or commission to function in a ministry of pastoral care, granted by an appropriate religious authority according to the standard practice and policy of that authority.
4. Current endorsement by a recognized religious faith group for ministry as a chaplain.
5. Clinical Education to function as a competent pastoral care provider. The required education is four (4) units (1600 hours) of Clinical Pastoral Education (CPE) as accredited by the Association for Clinical Pastoral Education (ACPE), the United States Catholic Conference/National Association of Catholic Chaplains (NACC) or the Canadian Association for Pastoral Practice and Education (CAPPE).
6. A minimum of one (1) year's full-time experience as a chaplain **apart from** minimum training or residency.
  - a. The one (1) year experience requirement is met by candidates when a substantial part of their duties include ministry commonly performed by chaplains in specialized settings such as health care.
  - b. A "One-Year Letter of Certification" may be granted by the Commission on Certification to candidates meeting all other eligibility requirements except the one year of experience. Upon the completion of the one-year of experience, the candidate must send a letter stating completion of the requirement and verify that all other information is still current. A letter from the candidate's administrator must be also submitted, verifying completion of the one-year requirement.

### **c. Competency Standards – APC Board Certified Chaplain**

These competencies must be evident to the satisfaction of the Commission on Certification in any candidate for Board Certified Chaplain.

#### **(1) Personal Competence – APC Board Certified Chaplain**

Awareness of an ability to fulfill personal growth

Ability to understand and articulate relevant aspects of one's history and personality, and the manner in which these are reflected in one's behavior and relationship

Ability to effectively utilize one's authority in relationship

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### **(2) Pastoral Competence – APC Board Certified Chaplain**

An awareness of strengths and limitations in ministry to various types of persons and situations; Familiarity with and integration of various pastoral functions; Ability to provide leadership in pastoral care within an institution and community with diverse faith and cultural traditions; The ability to integrate the insights of theology and the behavioral sciences into pastoral care assessments and practice; The ability to describe one's model of spiritual assessment, plans of care, and demonstrable outcomes

### **(3) Professional Competence – APC Board Certified Chaplain**

Demonstrated ability to establish and maintain effective professional relationships; Satisfactory understanding of the principles and procedures of management, including budgeting, personnel supervision, quality improvement; Conceptualization and development of a comprehensive job description; Ability to articulate the relationship of the Department of Pastoral Care to other professionals and departments within one's institution (may utilize an Organizational Chart in the description); Ability to develop a comprehensive program of services appropriate to the setting of one's ministry; Ability to discern and involve oneself with ethical issues relevant to the setting in which one's ministry is practiced, including familiarity with the APC Guidelines for the Chaplain's Role in Health Care Ethics; Ability to conceptualize and communicate theologically the meaning of the crises experienced by persons in the setting in which one ministers

### **(4) Continuing Education and Peer Review – APC Board Certified Chaplain**

Evidence of awareness of areas for growth or learning and a plan for meeting such needs; Participation in programs of continuing education and peer review

**APC Standards for Associate Chaplain ~ [APC Board Certified Chaplain \(Above\)](#)**

a. [Def. of an Assoc. Chaplain](#) ~ b. [General Standards](#) ~ c. [Competency Standards](#)

#### **a. Definition of an APC Associate Chaplain**

[TOP](#)

"A person, ordained or commissioned in a religious vocation, endorsed by his/her own faith group, recommended by a State Certification Committee, approved by the Commission on Certification, and ratified by the Board of Directors of the Association of Professional Chaplains, Inc."

#### **b. General Standards – APC Associate Chaplain**

NOTE: Equivalencies may be accepted for a Bachelor's Degree, Graduate Theological Education, and/or Clinical Pastoral Education, or Experience as a Chaplain. It is the obligation of the applicant to demonstrate each equivalency to the satisfaction of the

## Chaplain Professional Equity

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Commission on Certification. The final decision on whether an applicant needs to file for an equivalency rests with that Commission.

Bachelor's Degree from a college or university that is accredited through the Council on Higher Education Accreditation ([www.chea.org](http://www.chea.org)). Theological education at the graduate professional level, for a minimum of two (2) years (involving at least 48 credit hours or 72 quarter hours). The two year/48 hour requirement must meet the following criteria: It must include a graduate theological degree considered appropriate for ministry by one's endorsing body. The institution granting the theological degree must be accredited through the Council on Higher Education Accreditation ([www.chea.org](http://www.chea.org)). If the applicant's theological education degree program does not involve at least 48 credit hours, the applicant must apply for an equivalency and may make up the difference by documenting other graduate degrees granted, courses, graduate professional continuing education, or graduate-level educational experiences, any and all of which must be approved by the APC Commission on Certification through the equivalency process. See *Guidelines for Documenting Equivalencies for Associate Chaplains in the Association of Professional Chaplains*.

Current ordination or commission by a recognized religious authority, to function in a ministry of pastoral care. Current endorsement by a recognized religious faith group for ministry as a chaplain

Clinical Education to function as a competent pastoral care provider. The required clinical education is one (1) unit (400 hours) of Clinical Pastoral Education (CPE) as accredited by the Association for Clinical Pastoral Education (ACPE), the United States Catholic Conference/National Association of Catholic Chaplains (NACC) or the Canadian Association for Pastoral Practice and Education (CAPPE). Currently serving as a Chaplain in a specialized ministry setting

### c. Competency Standards – APC Associate Chaplain

These competencies must be evident to the satisfaction of the APC Commission on Certification in any applicant for Associate Chaplain. An understanding of the unique ministry of a chaplain, and how the applicant accomplishes this ministry. Possession of appropriate and adequate skills in ministry. Ability to function with members of other professions in meeting human needs. Ability to delineate personal as well as professional development goals

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### 3. FBOP – Federal Bureau of Prisons – Qualifications for an ENTRY LEVEL: [TOP](#)

<http://www.bop.gov/hrmpg/hrmchaplain.html>: the following comes directly from this site.

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**Chaplain - GS-060-12.** Chaplains administer, supervise, and perform work involved in a program of spiritual welfare and religious guidance for inmates in a correctional setting.

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**Qualifications:** GS-12: must have successfully completed an undergraduate degree from an accredited college or university and a Master of Divinity degree or the equivalent (20 graduate hours of theology, 20 graduate hours of sacred writings, 20 graduate hours of church history or comparative religions, and 20 graduate hours of ministry courses) from an American Theological School (ATS) accredited residential seminary or school of theology; ordination or membership in an ecclesiastically recognized religious institute of vowed men or women; at least 2 years of autonomous experience as a religious/spiritual leader in a parish or specialized ministry setting; current ecclesiastical endorsement by the recognized endorsing body of the faith tradition; willingness to provide and coordinate programs for inmates of all faiths; and the necessary credentials and the ability to provide worship services in his/her faith tradition.

See [Appendix: FBOP Program Statement: PS 3939.07 – Chaplaincy Services](#) at the end of this document for an extended Policy Statement of Federal Bureau of Prison Chaplaincy Guidelines.

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**4. VA – Veterans Administrations – Qualifications for ENTRY LEVEL** [TOP](#)  
[http://www.chaplain.med.va.gov/chaplain/docs/BESE\\_A1\\_WebRev.doc](http://www.chaplain.med.va.gov/chaplain/docs/BESE_A1_WebRev.doc):  
the following comes directly from this site (emphasis theirs).

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- (1) **Citizenship:** Must be a citizen of the United States.
- (2) **Ecclesiastical Endorsement:** Must possess ecclesiastical endorsement, dated within the past 12 months, from the **official national endorsing body** of his/her faith group or denomination. Ecclesiastical endorsement is the written official statement of the endorsing body certifying that the applicant is in good standing with the faith group or denomination and that the individual is, in the opinion of the endorsing body, qualified to perform the full range of ministry required in the VA pluralistic setting.
- (3) **Education:** All applicants must possess the degree of Master of Divinity or equivalent educational qualifications. Education must be from college(s), university(ies), or theological institution(s) which are accredited by an accrediting body recognized by the U.S. Department of Education.  
**Equivalent educational qualifications means** possession of a bachelor's degree of at least 120 semester hours **plus** completion of not less than **70** semester hours of graduate course work which included all of the following: **20** semester hours in pastoral ministry; **20** semester hours in any combination of theology, ethics and philosophy of religion; **20** semester hours in the study of sacred writings, including the study of languages in which sacred writings are/were written; **10** semester hours in religious history and/or world religions.



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- (4) **Clinical Pastoral Education (CPE):** In addition to the education requirements, applicants must have completed at least **2 units** of Clinical Pastoral Education (CPE) [as defined by the Association for Clinical Pastoral Education (ACPE), or the National Association of Catholic Chaplains (NACC)]. **800** hours of supervised ministry in a healthcare setting *which incorporated both ministry formation and pastoral care skills development* may be substituted for the required CPE.
- (5) **Experience: For GS-11,** at least two years of professional experience, after completion of the M. Div. or equivalent, which has demonstrated both practical pastoral knowledge and skill, and ability to minister in a pluralistic setting. Supervised or guided pastoral experience completed **during** graduate professional education may be credited for up to one of the two years of experience. Completion of a doctoral degree directly related to pastoral ministry may be substituted for one year of experience.
- For GS-12,** in addition to the requirements for GS-11, at least **one year** of professional experience, equivalent in complexity and responsibility to the GS-11 level, which has demonstrated **all** of the following: (a) ability to serve as a consultant or expert to a multidisciplinary treatment team; (b) in-depth knowledge of related professional fields, particularly in the behavioral sciences; (c) understanding of, and ability to respond to, the particular concerns and issues pertaining to treatment of veterans; (d) knowledge of the structure, regulations, practices, and programs of health care delivery systems; (e) Ability to interpret and apply a body of rules, regulations, policies, and procedures in professional practice; (f) ability to develop and maintain liaisons with a variety of outside organizations.
- (6) **English Language Competency:** All applicants must be proficient in written and spoken English.
- (7) **Selective Service Registration:** By law, all males born after December 31, 1959 must have registered with the selective service system (the draft) or have a valid exemption.
- (8) **Specialized Positions:** Positions with specialized clinical assignments, such as mental health or substance abuse, require additional applicable knowledge, skills, and abilities.

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**5. US Army, Navy & Air Force – US Army – ENTRY Level Requirements** [TOP](#)  
<http://www.goarmy.com/job/chap/become.htm>:  
the following comes directly from this site.

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In order to qualify for the Army Chaplaincy, you must receive endorsement from an ecclesiastical endorsing agency recognized by the Armed Forces Chaplains Board. This endorsement must certify that you are:

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A fully qualified member of the clergy of your religious faith group.

Qualified spiritually, morally, intellectually, and emotionally to serve as an Army Chaplain.

A member of the clergy who is sensitive to religious pluralism and who is willing to support, directly or indirectly, the free exercise of religion for Soldiers, their families, and other authorized Army personnel.

**[This above is at the above site. Then you are asked to click a requirements button, which yields this information on further qualifications.]**

To be eligible for the Army Reserve Chaplaincy, you must be able to meet the following requirements if you are an ordained member of the clergy. Ask your Recruiter about anything you do not understand.

### **AGE REQUIREMENT**

You should have sufficient time to be commissioned prior to your 40th birthday. The accessioning process usually requires three to six months. An age waiver may be granted equal to the number of good prior service years up to two years for active duty (before age 42) or up to five years for Army Reserve (before age 45). Because of the critical shortage of Roman Catholic Chaplains, Roman Catholic Priests over the age of 40 will be considered for an age waiver on a case-by-case basis. You should also ask your Recruiter about an age waiver for yourself, as you may be eligible for an exception.

### **EDUCATIONAL REQUIREMENTS (COLLEGE):**

You must have a baccalaureate degree of not less than 120 semester hours from a college or university listed in the Directory of Postsecondary Institutions.

### **SEMINARY or GRADUATE DIVINITY SCHOOL:**

You must have successfully completed three years of resident graduate study in theology or related subjects, normally validated by the possession of a Master of Divinity, equivalent degree, or 90 graduate semester hours (that would lead to an ecclesiastical endorsement) from an approved seminary or graduate school. The school must be listed in the Directory of Postsecondary Institutions, the Association of Theological Schools Bulletin (Part 4), the Transnational Association of Christian Colleges and Schools Directory, or from a graduate school whose credits are fully accepted by one of the above listed schools. Correspondence courses are not acceptable.

### **ECCLESIASTICAL ENDORSEMENT FOR THE MILITARY CHAPLAINCY**

You must be ordained and endorsed by a church, faith group or denomination that is recognized by the Department of Defense (DOD) Armed Forces Chaplains Board.



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### **CITIZENSHIP**

You must be a U.S. Citizen or non-U.S. Citizen who possesses an Alien Registration Card (Green Card).

### **ARMY MEDICAL STANDARDS**

You must be within the Army height/weight standards and be able to pass the Army Medical Exam.

### 6. Other Professional Organizations Available to Chaplains

This is a partial list of some of the organizations that chaplains can become a member of in order to stay up to date on the many facets of their profession. There are many, many more that can be added, especially within a national scope and especially where the availability of professional journals are concerns. See [www.preciousheart.net](http://www.preciousheart.net) for a complete listing of 3,000+ journals that have a relevancy to some aspect of the professional chaplain's life. The following does not include a full listing of denominational faith endorses that are certified by the US Department of Defense or listing of the many religious seminary graduate schools that play a crucial role in religious education. Nor is it a complete listing of the relevant associations in general. This is just one list with – for the most part – a nearly complete listing of those professional associations that have a direct relevance for the "Correctional Chaplain."

AAB -- American Academy of Bereavement -- Tucson, AZ  
ACA -- American Correctional Association -- Laurel, MD  
ACCA -- American Correctional Chaplain's Association -- Brooklyn, NY --  
<http://www.correctionalchaplains.org>  
ACCCA -- American Catholic Correctional Chaplain's Association  
ACE -- Advisory Council on Ethics -- TDCJ, Austin, TX  
ACLU -- American Civil Liberties Union -- National Prison Project -- Washington, D.C.  
ACPE -- Association of Clinical Pastoral Education -- Decatur, GA  
ACT -- Association of Chaplains of Texas -- Houston, TX  
ACTS -- American Chaplaincy Training School -- Milligan College, TN  
ADEC -- Association for Death Education & Counseling -- Hartford, CT  
ADL --- Anti-Defamation League -- Houston, TX  
Amnesty International -- New York, NY  
APC -- Association of Professional Chaplains -- [www.professionalchaplains.org](http://www.professionalchaplains.org)  
APCCA -- American Protestant Correctional Chaplain's Association, Tulsa, OK  
BGCT -- Baptist General Convention of Texas -- Dallas, TX  
BJS -- Bureau of Justice Statistics Clearinghouse -- Annapolis Junction, MD  
CATO Institute -- Washington, D.C.  
Chaplaincy Commission, NAMB, SBC -- Atlanta, GA  
Chaplaincy Today -- Federal Bureau of Prisons Update -- Washington, D.C.  
Christian Life Commissions -- BGCT -- Dallas, TX; & SBC -- Nashville, TN  
Christian Solidarity International -- Washington, D.C.  
CJMN -- Criminal Justice Ministries Network of North Texas -- Plano, TX  
CJCMC -- Criminal Justice Ministry Center -- Belton, TX  
College of Chaplains -- Schaumburg, IL  
Cooperative Baptist Fellowship -- Atlanta, GA  
Correctional Peace Officers Foundation -- Sacramento, CA  
Corrections Alert -- Aspen Publishers -- Gaithersburg, MD (Mag/Jour)  
Corrections Cost Control & Revenue Report -- Fredrick, MD (Mag/Jour)  
Counseling Associations: American Counseling Association, Texas Counseling Association  
Families Who Care -- San Antonio, TX  
FCN -- Family & Corrections Network -- Palmyra, CA

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Healing Ministry -- Weston, MA (Mag/Jour)  
Home Mission Board, SBC -- Atlanta, GA  
Human Rights Watch -- New York, NY  
IAJV -- International Association of Justice Volunteerism -- St. Paul, MN  
IBS -- International Bible Society -- Colorado Springs, CO  
ICPSR -- Inter-university Consortium for Political and Social Research -- Ann Arbor, MI  
Institute for Narrative Therapy -- Cabin John, MD  
Institute of Biblical Preaching -- Stephen Alford, Memphis, TN  
IPCA -- International Prison Ministry Association -- Quebec, Canada  
J.A.I.L. Ministry -- Belton, TX  
Justice Fellowship -- Prison Fellowship Sponsored -- Washington, D.C.  
Kings College -- London, Ontario, Canada (Annual Conference Death/Bereavement)  
NACJD -- National Archive Criminal Justice Data -- Ann Arbor, MI  
NCIA -- National Center on Institutions and Alternatives -- Mansfield, MA  
NCJRS -- National Criminal Justice Reference Service -- Rockville, MD  
New Orleans Theological Seminary -- New Orleans, LA (Mag/Jour)  
NIC -- National Institute of Corrections -- Washington, D.C./Longmont, CO  
NOCP -- National Office of Citizen Participation -- Federal Bureau of Prisons -- Washington, D.C.  
NVC -- National Victim Center -- Arlington, VA  
P.A.C.T. -- Parents and Children Together -- Fort Worth, TX  
Perspectives Study Program -- U.S. Center for World Missions -- Pasadena, CA  
Probe Ministries -- Richardson, TX  
SBC -- Southern Baptist Convention -- Nashville, TN  
Society for the Right to Die -- New York, NY  
Southern Baptist Alliance -- Washington, D.C.  
Southwestern Baptist Theological Seminary -- F.W., TX -- (Mag/Jour)  
State Government Officials -- Addresses  
SW Region ACPE -- Houston, TX  
Texas Adult Literacy Clearinghouse -- College Station, TX  
Texas Baptists Committed -- San Angelo, TX  
Therapon Institute -- Crockett, TX  
Toastmasters International -- Mission Viejo, CA  
Victim's Library -- Austin, TX  
Violence Coalitions (6)  
Volunteers of America -- Alexandria, VA  
Volunteer Today -- US Department of Justice -- FBOP (Mag/Jour)

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## IV. Recent Chaplaincy History: Narrative

- [A. TDCJ Chaplaincy and Programs and Services Division](#)
- [B. Chaplaincy in Texas](#)
- [C. Recent History of TDCJ Chaplaincy and Question of EQUITY](#)
- [D. H.B. 2460 and Equity Proposal Discussion with State Auditor Rep.](#)
- [E. Helping Chaplaincy IS a Good Thing for Texas](#)

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### A. TDCJ Chaplaincy and Programs and Services Division

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The Programs and Services Division was created in October of 1995.<sup>10</sup> In 1995, In 1995, at the beginning of the TDCJ prison building program, 70,000 religious services were held with a total inmate attendance of over 3 million. There were over 23,997 approved volunteer visits, and 34,334 volunteer visits through 200 different prison ministries.<sup>11</sup> Under the “Volunteers” section, “an estimated 240,063 hours” were served, and no distinction was given to how many of those hours were given by Chaplaincy volunteers.<sup>12</sup>

In the 1999 TDCJ Statistical Summary, Victim Services Division is given a whole page and has reports impressive statistics.<sup>13</sup> The Victim Services Office was established in 1989 and “designated a division in November 1997.”<sup>14</sup> A good outline of its scope is given with some impressive statistics: among them facilitating 56,762 Hotline Calls with 49,970 victims registered on the Victim Notification System.<sup>15</sup> Clearly to all observing this development from within “prison system,” this has been among the most humanizing developments, moving the “system” from a place to deposit outcasts to linking the system to the community in a “restorative” and “healing” manner. Important here is the clear indication that the Prison System is not “just” a prison but an integral part of the community. Much scientific writing has been done on this from many venues, religious and sociological. Most importantly, Chaplaincy Services have been doing this kind of “integrating” from the *beginning* of prisons in America, except that Chaplaincy Services have not been given the same kind logistical support and the contribution has not been taken that seriously thus far – especially in the last few years.

In the 1999 TDCJ Statistical Summary, both the Sex Offender and the Substance Abuse Treatment Program and the are given more space than Chaplaincy. For Sex

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<sup>10</sup> TDCJ Fiscal Year 1995 Statistical Summary, Executive Services, March 1996: p. 8.

<sup>11</sup> TDCJ Fiscal Year 1995 Statistical Summary, Executive Services, March 1996: p. 11.

<sup>12</sup> TDCJ Fiscal Year 1995 Statistical Summary, Executive Services, March 1996: p. 14.

<sup>13</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 16.

<sup>14</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 16.

<sup>15</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 17.

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Offenders, it is noted that the capacity will increase from 455 in 1999 to 624 in FY2000.<sup>16</sup> A good breakdown of program stats is shown for Substance Abuse: completions several areas, 5,754 in felony punishment facilities, 1,019 in In-Prison Therapeutic Communities, 7,858 in State Jail Mandatory Education with a total of 92,759 contacts.<sup>17</sup>

In the same document the Winham School District is given almost a full page, indicating a total participation of 74,441, among those being 56,601 in literacy, 4,991 GED diplomas, 9,602 career education certificates issued, 397 associate degrees awarded, 51 bachelor degrees awarded, 12 master's degrees awarded, 1,775 vocational certificates awarded.<sup>18</sup>

In this same 1999 TDCJ Statistical Summary, the Chaplaincy Program<sup>19</sup> is given *one* lengthy sentence, and in the light of that sentence all the others above pale in comparison – most especially when one begins to talk about funding.<sup>20</sup> On a rather consistent basis, the Programs and Services Division has reported use of volunteers in a separate category, indicating the “value” as separated from Chaplaincy. Even though about 6 entities utilize volunteers in TDCJ, this kind of reporting does in fact dilute the huge contribution of Chaplaincy. For instance, in TDCJ 1999 Statistical Summary the Chaplaincy Services reported the following:<sup>21</sup>

1999 TDCJ Statistical Summary ~ TDCJ Chaplaincy	
132,550 Religious Services Held	123,209 Special Visits
Over 3.7 Million Total Offender Attendance	Over 750 Prison Ministry/Church Orgs
463,860 Volunteer Hours Served	Served 115,231 hours in 28,698 visits

The Programs and Services Division has not really noted that the Chaplains supervise these and do so much more that is reported month by month but NEVER publicly reported. Turn the page of the 1999 Stat Summary, and one reads this lengthy sentence about “Volunteers”:<sup>22</sup>

<sup>16</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 21.

<sup>17</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 21-22.

<sup>18</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 22.

<sup>19</sup> Where the term “program” is actually a misnomer, since the Chaplaincy Services are composed of more individual “programs” with a vast variety of differences among them and that are also always in a state of evolution. There is not another “program” in the TDCJ or the entire state that has a greater number of differences.

<sup>20</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 16.

<sup>21</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 21.

<sup>22</sup> “Volunteers” is separate category that groups the 6 entities which report on volunteer usage in TDCJ, including Chaplaincy, Victim Services, Substance Abuse, among others.

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the agency received benefits from the time and talents of approximately 26,064 approved volunteers...165,600 volunteer visits were made to TDCJ facilities with 629,345 volunteer hours served...these services represent \$8,999,634\* in cost benefits to the State of Texas. [\*Based on 1998 National Average Hourly Value of Volunteer Time of \$14.30 from the Independent Sector.]<sup>23</sup>

Here is the “*real*” story from one simple document. The volunteers facilitated by TDCJ Prison chaplains are with the other volunteers from the six entities that utilize volunteers, but what is not reported is that the Chaplaincy Services facilitate more volunteer hours than *ALL* of the others combined. Actually, 463,860 equals \$6,633,198 dollars of costs saving DIRECTLY related to Chaplaincy Volunteers, and this is well over the TOTAL budget for TDCJ Chaplaincy FY 2000: \$4,737,171.<sup>24</sup> Not only did the Chaplaincy Services provide larger statistics in the base numbers, but it more than recovered it’s entire operating costs in this one report.

It is an utter shame this is not blazoned in the sky.

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### B. Chaplaincy in Texas

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Four agencies in Texas employ state chaplains:

Texas Department of Criminal Justice – TDCJ, the largest  
Mental Health and Mental Retardation – MHMR  
Texas Youth Commission – TYC  
University of Texas Medical Branch - UTMB<sup>25</sup>

Among these four, TDCJ has employed state chaplains by far greater numbers and for the longest time.<sup>26</sup> And the original Chaplain Core Group that began the Chaplain Professional Equity cause came from the TDCJ Chaplaincy Services.

The current Texas classification system has Chaplain I, II & III positions listed. No other degree bearing profession in an even remotely similar category has less than 6-7 levels. It has been this way from the beginning when the chaplaincy services were very small. At the beginning, the TDCJ Chaplains were paid equally with the other degree bearing professions – *equally*. We have not been able to get exact figures, just testimony that this was so as much as 35+ years ago.<sup>27</sup> Since those long past decades, throughout the last half of the twentieth century, chaplains have been hired and retired

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<sup>23</sup> TDCJ Fiscal Year 1999 Statistical Summary, Executive Services, February 2000: p. 23.

<sup>24</sup> Fax from Melinda Cobb, Fiscal Manager, TDCJ Programs & Services, 8-18-2000.

<sup>25</sup> This was all of the data we could get at this time. There maybe other agencies, however only TDCJ, MHMR and TYC use the State Classification System job descriptions.

<sup>26</sup> No official record has yet been obtained on the official origin and development of the beginnings of the Chaplaincy Services in these three.

<sup>27</sup> As reported by Emmett Solomon in the Chapter \_\_\_\_, “History and Value of Chaplaincy.”

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with no adjustments – none. That is: there have been "no" adjustments comparable to the other professions – *none*.<sup>28</sup>

In 1999 a few chaplains banded together, and in the wind of reluctance (as documented in the next section) were able to highlight the "VALUE" of Chaplaincy and Chaplain Equity. This was done a fashion never done before. Even in old TDCJ Executive Summaries, the extraordinary statistics on the "basics" Chaplaincy services were highlighted, but those numbers have been left out in recent years. Furthermore, if the Chaplaincy HQ continues with its current records retention schedules, basic aggregate stats on the number of cumulative contacts and volunteers and volunteers will be destroyed after three years.<sup>29</sup> Not fully the subject of this proposal, but certainly relevant is **Why** someone would **NOT** want to compare the cumulative stats on hours, contacts and volunteers from 15, 10 and 5 years ago with **TODAY**. Of course, this is *another reason* why a Professional Chaplain should be at the head, we suppose, to be able to identify the "value" of huge numbers of human contacts and huge number of Texas citizen volunteers that are facilitated each year. Their growth or decline. Bear in mind again, Chaplain Professional Equity as a cause, and vis-à-vis with the Actuary's and Finance ministers of Texas – just what is really important. Are not Texas citizen participation in criminal justice, the law abiding families of clients and the care given to Texas' most troubled persons **MORE IMPORTANT** than money and numbers?<sup>30</sup>

The esteemed congresspersons of the 77<sup>th</sup> Legislature of Texas granted the first pay group adjustment in Texas State Chaplaincy history in 2001.<sup>31</sup>

This step forward was significant and most welcome. Clearly, to all parties involved on side of "Equality," the step forward did *not* approach Chaplain Professional Equity. Even as the legislative processes proceeded throughout the 77<sup>th</sup> Legislature, there was angling within the several agencies as they rather reluctantly began to posture themselves. Some of the information on the exact nature of that "posturing" is certainly hearsay. Nevertheless, some unusual and formative things happened—not all good.

At the close of the Twentieth Century, around January 2000, TDCJ Chaplains were at a pay rate that had remained the same for 35+ years, with *one* Chaplain III position and some Chaplain II's who had been at the *same* pay group and at the *low* end of that pay group for 17 years. Furthermore, as utterly strange as it may sound, there were no plans to change; that is, there were **NO PLANS** to change (by official memorandum from Director of Chaplains Don Kasper).<sup>32</sup> Ironically, MHMR had 17

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<sup>28</sup> This is shown most clearly in other places and in the examples from the Auditor's Proposed Classification Schedule from the last 3 legislative sessions; that is, in just the last "three" *many* professions and many with less basic requirements have had pay group adjustments.

<sup>29</sup> See Item \_\_\_\_ on records retention \_\_\_\_\_

<sup>30</sup> But as usual, we are not saying the Actuary or the Financial gurus are making anything less that what they should, only that compensation should be comparable to the task and comparable to the "value" of the tasks to Texas as a whole.

<sup>31</sup> Chaplain I, II and III positions were raised one pay group, to B-6, B-9 and B-11 respectively; very welcome; compare in the appendixes with the other professions.

<sup>32</sup> Insert reference to Item on memorandum \_\_\_\_\_



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chaplains, with 11 Chaplain III's, compared to TDCJ's single Chaplain III. Worse still, the *average* salary of those 11 MHMR Chaplain III chaplains was *greater* than the single Chaplain III who had responsibility for entire TDCJ Chaplaincy corps. Even worse still, that greater average salary for those 11 MHMR Chaplain III chaplains *had been greater for many years*. Furthermore, within TYC, they were short and had been short 10 chaplain positions for a long time, and only maintained one Chaplain III who oversaw the TYC Chaplaincy corps as well as provided Chaplaincy services to 4 TYC facilities at the same time.<sup>33</sup>

These state of affairs are not pleasant to articulate. For some of us chaplains who have literally given our lives to this profession, who would do some of this for free if we were economically solvent, we have a pride in our several alma maters and believe it an extraordinary place of service where we find huge degrees of job satisfaction in the practice of our profession, our chosen life's work. Yet at the same time, those of us in the Chaplain Professional Equity Core Group *believe* in Texas and that we should be treated fairly and indeed have the expectation of fair treatment. And we have long suffered the clear and increasing marginalizing our profession, even its degradation in some areas.

All the while, many a chaplain presses forward in duty and love for the delivery of care to souls in the deepest of trouble. Indeed, giving a measure of devotion and loyalty to the agency, the agency's clients and the agency's own employees that a few at the heads of the agency or division have not seen fit to return.

We chaplains have been most reluctant to expose this. We are by nature persons who hold confidentiality and who by nature are not confrontational. And there is much to this cause that will REMAIN CONFIDENTIAL, much more things that have happened that will not be exposed as they are just not proper for "Chaplains" to engage in. We work with some of the finest people in Texas on our units, yet our very profession has been treated in an unprofessional and very inequitable manner.

The above state of affairs becomes even more difficult to understand when one crosses the street. The TDCJ Chaplain who worked at the UTMB Galveston facility was underpaid side-by-side with the other UTMB chaplains. At noted later in the UTMB Chaplain Salaries, all their chaplains were significantly higher and their Coordinator of Pastoral Care, in charge of 2 chaplains is compensated far, far ahead of the current TDCJ Program Administrator—Director of Chaplains. At UTMB, here is a Texas state facility that is *attempting* to fund on an equitable scale.<sup>34</sup>

TDCJ, MHMR and TDCJ deal with some of the most troubled and in fact with the state's most dangerous persons and their families. They chaplains should be compensated equitably, and TYC should granted chaplains for each facility and TYC's Chief Chaplain should have a dedicated office and a staff person to help.

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<sup>33</sup> By the way, this was and is being done with "no" office help.

<sup>34</sup> Even UTMB could do better to bring their chaplains up to the national average.



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These records are open on the Texas Chaplaincy. This is a Valid and Worthy profession doing some extraordinary work by some very dedicated persons – some of which will not say word for love of their place of service. And due compensation and up-grading should have begun several decades ago, and that some like Mr. Carl Jefferies at this time at this late date still do not want to Professional Equity for chaplains is something only the legislature can do.

As the history of Chaplain Professional Equity unfolds in the pages below, *it is good to see something being done*, even though it has been reactionary and clearly was NOT intended.

Obviously, especially the TDCJ Chaplains who have carried the greatest part of this cause with their friends across the state, we chaplains are just wanting Equality and Professional Equity. We are not experts in law and politics. We come to our esteemed legislators for help and redress. Many times in the past decades our predecessors have tried through regular channels.

We would plead with you to help us attain Professional Equity – Equality. So that those of us leading this can go back to work and just focus upon quality pastoral care and professional growth.

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### C. Recent History of TDCJ Chaplaincy Services and Question of EQUITY

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Those of us in the Chaplaincy Core Group only knew of what was taking place with TDCJ. We watched, some at a distance, others seeking to discover a clearer picture.

At the beginning, this began with an informal conversation with Representative Dan Ellis. One chaplain had put together a simple comparison among positions within TDCJ and how out-of-touch those positions were – *especially* with respect to chaplains. How can a Chaplain with 3 earned and accredited degrees responsible for the total pastoral care of a 1,300 inmate facility make \$12,000 LESS than the prison school teacher in charge of a rather regimented curriculum and rather static number of students?<sup>35</sup> THIS IS NOT EQUITABLE TREATMENT. Of course, no one in this Chaplain Equity cause thinks our teachers are overpaid. We need teachers and they provide a needed service. Yet with respect to chaplains and 40+ years distance since their last pay group adjustment – well,

**That distance is not just oversight anymore.  
That is UNEQUAL treatment, UNFAIR labor practices.**

So one thing lead to another. Honest questions were asked. How does reclassification take place? Where does it begin? Who decides what and where can initiative originate? Upon what criteria are classifications adjusted?

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<sup>35</sup> You can still see this comparison in the “Chaplaincy Documents” section of [www.preciousheart.net](http://www.preciousheart.net) .

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Just as we began, a new slot was posted: Assistant Director for Religious Services.<sup>36</sup> It posted at a B-13, and about ten experienced chaplains placed applications. There were no interviews and Mr. Don Keil was hired. When an open records request was done on his current salary, he was on the high end of the B-14 pay scale. Here, TDCJ indicated the direction for Chaplaincy Services: they hired an honorable man, and Mr. Don Keil is an honorable TDCJ dedicated man, but they hired man without interviews who had no Chaplaincy experience at all.

This is not fair treatment or equitable employment practices – especially regarding a profession with the kinds of roots and scopes of responsibility and the level of service the Chaplains give to the TDCJ.

At first, amazingly enough, it was very difficult to get answers. Part the problem was with the chaplains themselves in the asking. Where does one begin? Just learning the questions was a sizeable task.<sup>37</sup> We can only thank God for our many friends across the state.

Today, from a long trek through many and a complicated office, the story began to unfold over a couple of years ago—slowly, ambiguously. One chaplain found his way to the offices of TDCJ Human Resources in Huntsville, Texas, and some answers came. At that time, it was told to us that a desk audit would be required and that the Division Director was the one to initiate the desk audit.

Well, that pointed to Mr. Carl Jefferies, who was and still is the Director of Programs and Services for TDCJ. From that distant time several years ago, very few of us had ever personally met Mr. Jefferies. In fact, for all the years preceding this Chaplaincy Professional Equity Initiative, Mr. Jefferies never made an appearance at any of the annual Chaplaincy gatherings.

However, after we went public with the Chaplain Equity Initiative, Mr. Jefferies has shown up at each annual gathering since and has even come to a few of the regional meetings that TDCJ Chaplaincy HQ used to hold quarterly. However, the regional meetings that we chaplains had been having up to the beginning of the Equity Initiative were cancelled shortly after the Equity Initiative began to gather steam.

On our own time, we used the regional meetings as the only place that we could get together as colleagues and brainstorm. We have not had any regional meetings since their termination after the 2000 annual Chaplaincy Meeting. Most of us cannot afford to get together on our own or go to any of other Chaplaincy venues for Chaplaincy development.

Did the TDCJ Chaplaincy HQ terminate the Regional Meetings because several of the chaplains in each region had banded together to work the Chaplain Professional

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<sup>36</sup> Insert note on why on Keil --- ---- ----

<sup>37</sup> And we had to do all this without a full time lobbyist, without soft money funding (whatever that is) and struggling from the ground up. We are still not sure of ourselves in the political arena and most uncomfortable with the hierarchy as we value our positions so much.

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Equity Initiative? Of course, they would answer no. But to others of us, *ad hominem* suspicions are inescapable at best, certain at worst.

We began to ask questions and formulate responses. None had the courage to approach Mr. Jefferies directly. But we did approach several of his subordinates along way. TDCJ is a para-military/law enforcement operation – indeed a *very hierarchical institution* – and each one of us valued and indeed cherished our jobs and furthermore valued “respect” for authority most of all. “Authority” -- there is not a chaplain in TDCJ who in almost every message does not have something pertinent to “authority” in a religious text. We chaplains have been the most reluctant of all to step forward and lay claim to equality. And we want “equality” based on our “value” to the agency most of all – a “value” that – sad to say, has been glossed over at best or hidden at worst by the Programs and Services Division of TDCJ, ultimately lead by Mr. Carl Jefferies.

To cut to the quick, and make a long story much, much shorter, we have come to ask this:

**Why does the Programs and Services Division of TDCJ want to so ardently to keep Program Administrators and Managers in charge of Chaplaincy Services?**

Under Mr. Carl Jefferies, this is the posturing that has taken place, clear and with a most determined and documented passion. Similarly and *very* much to the point are these questions:

- ✓ What are the **BEST ARGUMENTS AGAINST** simple “Chaplain Professional Equity”? What is the Best or the *most significant argument* that has not been *more* than adequately addressed and in the in the addressing does not then in return *more* than argue for equity?
- ✓ In similar words, easier to apprehend, What are the arguments against 6-7 levels of chaplains? Simpler still, Why does a chaplain have to give up being a Texas State Chaplain to move up into supervision over Chaplains? If ALL the other major professions have 7 levels, why not Chaplains?
- ✓ Why does division under Mr. Jefferies in particular think we do not need equal treatment, or not need professional options or not need exposure of our incredible cost savings or not need exposure of our broad contributions?
- ✓ Why does Mr. Jefferies feel we need secretaries at the expense of Professional Equity that has been left so very, very, very far behind for so very long? Why would Mr. Jefferies want to give us secretaries now instead of HELP us toward a true Professional Equity that has so many other precedents around the country?
- ✓ **WHAT IS WRONG WITH EQUALITY** for Chaplains in Texas State employment who have a larger claim to **MORE THAN TWICE THE RECOVERY** of their own

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operating costs than any other program by far within the Mr. Jefferies Programs and Services Division?

- ✓ **WHAT IS WRONG WITH EQUALITY** for Chaplains who manage programs that affect recidivism in a more demonstrable manner than any other single program under Mr. Jefferies' purview?<sup>38</sup> And certainly Chaplains manage programs that more unilaterally affect *all* the other programs in the division in a manner that the other programs *do not* likewise affect Chaplaincy? And arguably Chaplains manage programs that affect recidivism *more* than most of the other programs in the division put together?<sup>39</sup>

Flip the coin and some of the questions become:

- ✓ **WHAT IS WRONG WITH EQUALITY** for persons in Texas State employment who have degrees and experience and make such a significant contributions to their agency's mission critical functions?
- ✓ **WHAT IS WRONG WITH EQUALITY** for persons in Texas State employment who have a larger claim to **MORE THAN TWICE THE RECOVERY** of their own operating costs than any other single agency in Texas (except maybe the Lottery Commission)?
- ✓ **WHAT IS WRONG WITH EQUALITY** for Chaplains in Texas State employment who as a profession facilitate human history's greatest resource for change in Texas' most troubled persons? This alone should be reason enough to lift the standard to full Professional Equity.

On top of all the above rhetoric and pleadings, what is still more amazing is that the above **ARE NOT HARD QUESTIONS**. The above questions are simply and clearly – simply and clearly – indicative to **WHAT** has happened and to **WHAT** is happening.

**AS THE WINDS OF TRUE SCRUTINY** blow over the TDCJ Chaplaincy and other Texas Chaplaincy services, impelled at this time as these winds are by a small handful of TDCJ Chaplains and their friends – as these winds of scrutiny overturn and reveal what has hitherto been hidden. With each and every overturning and revelation, the value and contribution of the Chaplaincy Services increases; and likewise in the negative, with every overturning, there is more revealed about how the Chaplaincy Services have been held back from professional development.

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<sup>38</sup> This is particularly noteworthy, even crucial, since over the last decade some programs in the Programs and Services Division have been started, and funded with a larger budget than Chaplaincy and then cut simply and solely because of their negligible affect on recidivism. Everywhere one turns there are superlative that highlight the value of Chaplaincy.

<sup>39</sup> Just because the full effects of the Chaplaincy Services is the hardest of all to statistically validate does not in the least decrease their value or decrease their obvious contributions to the reduction of recidivism. See section on "measuring complexity \_\_\_\_\_". Nor does the difficulty change the fact that Chaplaincy is facilitating HUMAN HISTORY's greatest resource of for change.

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Is the "holding back" negligence or malfeasance? What difference does that make? Were chaplains and know too much anyway. What does make a difference is that the "holding back" has and is taking place.

Whoever is making the decisions with respect to the Chaplaincy Services has to – some extent – a **DUTY** to answer the above questions – that is if “equality” is important to Texas.

One thing is clear and gets clearer, the more one looks the BETTER the TDCJ Chaplaincy Services look with respect to their contribution to the mission critical functions of their respective agencies. Sadly, the closer one looks at the history and the current state of affairs and indeed some of the recent actions – the attempt to side-track the real issue of equality and to gloss over the claim to professional equity also grows larger.

Indisputably, a key person in this is Mr. Carl Jefferies, the Director of Programs and Services for TDCJ. He was present in May of 2001 at the Texas House Appropriations Committee hearing for H.B. 2460. He had a copy of the Chaplain Professional Equity—Parity Proposal, and his office was asked to evaluate our proposal.

Later in the year, in October of 2001, the TDCJ Chaplains were gathered together for their annual meeting at the Trinity Pines Conference Center in Trinity, Texas. During one of last sessions of the conference, Mr. Carl Jefferies addressed the group of assembled TDCJ Chaplains, perhaps as many as 125+ chaplains, and talked about the Criminal Justice Policy Council and their effect upon the Programs and Services Division, indicating how some programs hang by a precarious thread as determined by that council. Most of the chaplains present were unaware what the Criminal Justice Policy Council does, much less its relevance to Chaplaincy Services. Only a few of the chaplains present knew of the council's critical role in the Programs and Services Division. Mr. Jefferies made – we guess – a reassuring statement that the Chaplaincy Services was exempt from the council's review.

Dr. Mike Maness, a TDCJ Chaplain, asked Mr. Jefferies, “if the Criminal Justice Policy Council cancelled some programs within the Programs and Services Division and freed up some money, would you [Jeffries] support Chaplain Professional Equity and 6-7 levels of chaplains?”

Mr. Jefferies said he would not, then he made a remarkable statement that such money would go to “paying the light bill.” There were a few laughs. And then a minute or so later, Mr. Jefferies noted that he would like to see the chaplains get back their secretaries.<sup>40</sup> There was a round of applause.

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<sup>40</sup> The TDCJ Chaplain Secretary position was deleted 3-4 years earlier during the TDCJ Reduction in Force. And not all chaplains had them at that time, only those units that had come on line 5-6 years prior to that. Worse still, the position was the lowest paid on the prison unit, which meant the secretaries at most farms moved on quickly to other positions, often only after 6 months, almost defeating the purpose of having a secretary when the chaplain could barely get one trained then have to train another.

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With some respect to Mr. Jefferies and his broad scope of responsibilities, AND in the light of this ongoing effort and he perusal the Equity Proposal, how can he make light of Professional Equity by devoting money freed up to pay the light, yet in nearly same breath say he would support the chaplains getting their secretaries back – where that would certainly pay for Equity on the unit level?

Since the Chaplain Professional Equity—Parity Proposal went public – What has happened?

A TDCJ System wide audit of the Chaplaincy Department has been conducted.

A clear and unambiguous Official Memorandum Listing Questions and Answers of intent was made and distributed to all TDCJ Chaplains at the annual gathering in 2000, answering this question: "Are there other significant changes expected in the structure or direction of the TDCJ Chaplaincy Department?" The written answer was: "None at this time."<sup>41</sup>

Shortly after H.B. 2460 and S.B. 1607 got to Austin, in 2001, TDCJ Chaplaincy Positions begin to change. \_\_\_\_\_

During 2001

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Clearly, there is not a single fully credentialed chaplain that would rather have a secretary over FULL Professional Equity – or even quality with a prison school teacher's salary. Mr. Jefferies knows this. He also knows that our service and statistics are extraordinary without secretaries. Yet he will not support Professional Equity FIRST. We need secretaries, but we NEED Equity FIRST. Preferable both.

Mr. Jefferies is directly responsible for holding back Chaplain Professional Equity. Even if the money was there, Mr. Jefferies wants “managers” who are NOT credentialed chaplains in direct supervision of the Chaplaincy Services in TDCJ. That has been the history and is the current policy. While that is one thing, the most troublesome for the Chaplaincy Profession is his support and stated intention to maintain the lowest levels of salaries for chaplains as he can: of course, that is a personal interpretation. But his clear statement to 125+ chaplains on October 16<sup>th</sup> 2001 and in the light of earlier Chaplaincy Proposal that he had in his possession for a year and just after the 77<sup>th</sup> Legislature brought the first s, – as reflected in his opposition to review or take serious the claims in the previous Chaplain Professional Equity Proposal.

What is the purpose of this? We are not accusing anyone of malfeasance.

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<sup>41</sup> See item \_\_\_\_\_ dated Sept. 6, 2000.



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Mr. Carl Jefferies, whatever his role has been with respect to Chaplaincy, he clearly has his hands full. At the TDCJ Web Site, the organizational chart for the Programs and Services Division is truly a lot to keep track of. Yet that org. chart is in fact itself *another* reason for Chaplain Equity, indeed a very good reason for a separate Chaplaincy Division. Very realistically, if all of the networks that the 125+ TDCJ chaplains currently interface with were to be similarly charted, it that chart would indeed be as large or larger than the Programs and Services Division org. chart. While certainly not the same kind of relationships would exist, there is still a larger number with respect to the Chaplaincy Profession as outlined in this document. That is the scope of a fully serviced Professional Chaplaincy attempting to deal with all that this proposal has only outlined.

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### D. H.B. 2460 & Equity Proposal Discussion with State Auditor's Rep.

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H.B. 2460 came up for review in the House Appropriations Committee of the 77<sup>th</sup> Legislature (2001). Several testified about the bill, including Dr. Mike Maness,<sup>42</sup> Emmett Solomon<sup>43</sup> and Suzii Paynter.<sup>44</sup> Juliet Torres spoke as a representative of the State Auditor's Office. Her two argument for maintenance of current chaplaincy salaries were low attrition and current market surveys. She had not seen the earlier proposal (most of which is included here, though revised). Also present were Carl Jefferies, Director of the TDCJ Programs and Services Division. Both were asked if they could meet with the chaplains present to discuss the proposal.

House Appropriation Chairman Rob Junell questioned the parties, and the auditor's office had not reviewed the Chaplain Professional Equity Proposal. Junell then asked or directed the State Auditor's and TDCJ representatives folks to meet with the Chaplains on their proposal.

A meeting was set a couple of hours later at the office building of the State Auditor's office, to meet in the lobby. The three above met with Dr. Timothy Simmons, Imam Omar Shakir and Chaplain Lloyd Morris, and the six of them went to the lobby of the State Auditor's Office Building. But no one from the State Auditor's Office or from the TDCJ's Programs Division showed up. We located the office of Juliet Torres and had to seek her out. After finding her, she led us to a conference room with two others from Torres' staff. No one from the TDCJ's Programs and Services Division arrived.

We discussed at length the elements of the proposal. Attrition was not discussed as very relevant, after "attrition" was pointed out to be more "reactive" than "proactive" and that persons should not be held back for loving their jobs.

There was no comment on the 35+ year lack of adjustment in chaplaincy salaries. When we discussed at length the issues of "equal pay for equal work" and the shear

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<sup>42</sup> TDCJ Prison Chaplain, Woodville, Texas.

<sup>43</sup> President, Restorative Justice Ministry Network, Huntsville, Texas.

<sup>44</sup> Representative, Christian Life Commission, Baptist General Convention of Texas.



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common sense of 6-7 levels of chaplains (as opposed to the current 3 levels), Juliet Torres simply and flatly stated: "I just don't see the need." There was no other rationale for her "not seeing the need" or in countering our claims to complexity and fully professional nature of our profession (which certainly existed long before many of the current professions that we lay equitability claims to in this cause).

When asked about the "survey" she used, it was apparent she had only looked at a few other prison chaplaincy departments. **We asked about why the Federal Bureau of Chaplains and the military chaplains' schedules were not used. There was no comment.** When we mentioned church salary surveys that we could obtain, there was no comment.

Emmett Solomon asked Juliet Torres directly if she would report to House Appropriations Committee that no one from the TDCJ Programs and Services Division had come. She said, "no."

We shared over an hour and a half. She had nothing to say with respect to any of our arguments – NOTHING. None of the arguments were seriously entertained. None the issues of scope of responsibilities, boundary spanning, numbers of persons with whom chaplains have to interface made a difference to her.

Most especially and painfully, she gave us the attitude that she simply did not value the contribution of the chaplaincy services. MOST CLEARLY she refused to even discuss or consider the incredible complexities of the job itself as informative to any pay schedule. She would not even discuss this, though this was brought up several times in several ways. Namely, as indicated in the proposal, those issues of great complexity included the religion of the individual chaplain him or herself, the religions of others, crisis counseling, leadership, volunteer networking, staff and inmate and inmate family and program maintenance. The "JOB" itself did not appear to be relevant, and neither did the contribution or cost-effectiveness of the job (this was strange).

Since Juliet Torres and her two colleagues valued her "market analysis" as the definitive item for decision making, this section on the "market" was greatly expanded to complement the other sections. Yet we pray the legislature knows that the "*job itself*" and the "*contribution*" of the job to the mission critical functions of the agency are the *raison d'être* of the job (not the market). Though market is informative too, the "reason" and "complexity" of the job should precede the market in determining compensation in a fair market place. And this should be especially so when the job recovers its cost several times over in a greatly demonstrable fashion.

If GOOD Market Data is present, what prevents Chaplain Professional Equity?

Stranger still, the data indicative of the cost savings of the chaplaincy department was unimportant around that table that day. The claim to the TDCJ Chaplaincy services recover more than their entire operating costs, even if full equality was attained, was simply not important. That was amazing and offensive to us.

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Moreover, the issue of “equal pay for equal work” was not entertained. The issue of education was unimportant and it did not matter at all that many of us had advanced degrees, accredited Masters and Doctorates: there was no comment. The issue of experience was irrelevant and it did not matter how many years of service we gave, some with 10 and 15+ years of experience at the same pay schedule as chaplain with 2 years: there was no comment. The issue of complexity and broad responsibility to huge numbers of persons from clients to staff to the families of all did not mean anything: there was no comment. The issue of cost savings as indicated in the proposal was not relevant: there was no comment.

We offered up argument after argument. We asked for a response.

There was a lot of looking at us and some nodding here and there. But there was no comment. Juliet Torres’ “market survey” seemed to be the ONLY thing important and informative.

When asked about the Salary.com survey or the Federal Bureau of Prison salaries as informative of the “market”: there was no comment. When asked why these were “not” used: there was no comment. When asked why they could not be considered, there was a hedging and a defense of her own survey. When asked if we could get a survey of church pastor salaries and whether that would make a difference, she did not think so.

This was a sad meeting. Essentially NOTHING of our proposal was seriously considered. Nothing. Nothing at all. We were consuming her time.

At the close of the meeting, Imam Omar Shakir<sup>45</sup> asked Juliet Torres directly, having listened to all what was presented, “how did she feel about it all?” Juliet Torres responded rather nonchalantly that she felt her classification proposal sufficiently reflected the market data, reiterating the validity of the market survey.

Now we have brought some good market data that in an extraordinary manner supports our claim to equality.

*SINCE GOOD MARKET DATA* was “imperative” and so “singularly” important to the State Auditor’s Office, then WITH irrefutable market data in hand, the granting of full *Chaplain Professional Equity* should be expedited, as outlined here in this proposal, from the market data alone, *as well as for the “job’s” sake*, and as well as for the 40+ years lapse of attention, the “job’s contribution” to the mission critical functions and of course because of it’s recovery of it’s own operating costs.

The REAL question becomes this:

“Is There a CREDIBLE Reason NOT to Grant Equality?”

<sup>45</sup> TDCJ Islamic Chaplain, supervising the Islamic communities of the MANY prisons of an entire TDCJ region at a pay scale LESS than a prison school teacher.

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A “real” reason other than, “*I just don’t see the need*”? By God, let us address it. We Chaplains are citizens, too, and have a fundamental right to discuss it.

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### E. Helping Chaplaincy Is a Good Thing—Good for Everyone

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These appeals come from the heart of chaplains who have given their lives to a profession that seeks to address human needs and to address those needs in certain accord with the various mission statements of each agency.

Within the institutions, most of the clients are among Texas’ most needy persons and some are among Texas’ most dangerous and violent and vile persons. State Chaplains facilitate human history’s greatest resource within society’s most restrictive settings and among Texas’ most disturbed clients; that the chaplains be well trained and at a very minimum compensated in an equitable manner for their education and experience and contributions is most reasonable and fair. Clinically trained and educated Chaplains are the best way to truly resource the religious community in the highest traditions of quality pastoral care and holistic needs-based delivery of faith-based resources. This is all about religious freedom and competent program management.

This is also an appeal to help facilitate state chaplain collegiality between the agencies.

The following is an extended series of documents outlining the huge and often indefinable aspects of chaplaincy. What is certainly needed, given the following, is a mechanism for allowing the chaplaincy profession to develop further their already huge resources. Just a glance at the following belies the almost innumerable challenges, the huge numbers of persons inside and outside the agencies that chaplains must encounter, the broad spectrum of boundary spanning, the multiple roles and role-overload, the almost endless source of volunteer support, the almost endless number of programs affecting clients, staff and the community at large and the almost endless manner in which this list of superlatives could be extended. What makes this proposal for reclassification and empowerment even more credible is that nothing but minimum tolerance has been the course for 30+ years.

Chaplains facilitate human history’s greatest resource. They do this *and* impact every mission critical function of their agencies. They do those *and* positively affect the families of the clients in the respective agencies in such a way that also affects Texas citizenship and humanity in general. The needs and contributions *alone merit* professional equity. That Chaplains do the above in an enormously cost-effective manner—then all of the above and cost-effectiveness *MORE* than justifies and merits profession equity.

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That this justification and merit for professional equity has been left alone for 30+ years calls all the more for significant reclassification and empowerment. Help chaplains cultivate the precious heart and so contribute to Texas.

Chaplains need a career ladder. They are—minimally—as deserving as any other profession listed in the appendixes. And their contributions are as deserving as well as significant and cost-effective. Redress, reclassification and empowerment would help Texas as well as the noble and long-standing profession of chaplaincy itself better meet the challenges of the 21<sup>st</sup> century.

Helping chaplaincy is a good thing to do—*good for everyone*.

### V. Chaplain Equity Timeline

[A. Anomalies in Practice](#)

[B. TDCJ Chaplaincy Recent History Timeline](#)

[C. Timeline Itself](#)

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#### A. Anomalies in Practice

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Over the last several decades, the chaplaincy services have not truly allowed to keep pace with other professions in compensation and logistical support—in spite of the huge contributions.

- Chaplains had no pay group reclassification for chaplains in 35+ years, and they had to pursue it themselves to get the one they received for FY 2001
- Chaplains remain on the lowest end of their pay group, some for 10-17 years
- Prior to the chaplains organizing, the Director of Bingo Services make “8” pay groups more than the Chief Chaplain for TDCJ – even a Librarian IV was at a higher pay group. Now there is no Chief Chaplain at all: the Dir. of Chaplains is on in title only, a Program Administrator on payroll, lifted slightly pay grade, still 6 pay grades below the Director of Bingo.
- A Custodial Manager III makes the same as a Chaplain I, who according to national standards should enter with at least a Master's degree
- TDCJ Chaplaincy Department Does NOT keep statistics on the huge numbers of general and special programs and attendance, numbers of crisis calls, numbers of inmate family crisis notifications and the huge numbers of statewide chaplains’ supervision of volunteers and volunteer hours in its three-year records retention/destruction schedule (See Item 3 in back)
- How can chaplains network with hundreds of volunteers and learn more about extent volunteer networks if they have to go to statewide volunteer gatherings on their own time and at their own expense – when they make over \$13,000 LESS than the average prison teacher?
- How can Chaplains facilitate their own profession if they cannot meet with and learn from fellow state Chaplains in other state agencies – something that has never been done with any kind of initiative?

A lot of what chaplains do cannot appear on a report, so top level administrators cannot see the intricate and delicate contributions of chaplains, not nearly as easily as they can see the contributions of engineers and of teachers of basic curriculum. Add the huge diversity of

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programs and broad spectrum of boundary spanning, only the professional chaplains themselves can evaluate some of their own services in a collegial environment.

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### **B. TDCJ Chaplaincy Recent History Timeline**

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Why would someone hire a manager who had "zero" experience in highly complicated field to oversee one person who likewise had been totally out of loop prior to promoting? Then this Manager by payroll title is an "Assistant Director" by sub-title who oversees a Program Administrator by payroll title and who is a "Director" by sub-title. This is an incomprehensible mix of words "calculated" to mean different things to different people, not meant to be understood by anyone, only meant to look good to those who have not the initiative to look close. And most do not, trusting to the great State of Texas to do good by Chaplaincy.

Nationally, Chaplain Services have fully credentialed Chaplains in the top posts.

The result has been a failure trust that the people of Texas have placed in civil servants in the Programs and Services Division. This has resulted in manipulation of a time-honored profession to suit hidden motives that have no precedent in any kind of business model, that in fact undermine "Equal Employment Opportunity" and slap "Fair Labor Practices" in the face. The coup de grace of this came when Director of Programs and Services, Carl Jefferies, addressing the assembled TDCJ chaplains in October 2001 and in response to a question said that even if there was money he would not support Chaplain Professional Equity but would use the money "to pay the light bill."

Here is the timeline of the development of the worst business model anywhere in the country, that if not stemming from incompetence then stems from clear illegal manipulation to satisfy hidden motives.

**C. Timeline: TDCJ Chaplaincy History**

Chaplain Equity Initiatives	TDCJ Chaplaincy Business Model Development	Open Records Request History – Hiding Some of the Best
	<p><b>1993, Director of Chaplains Emmett Solomon retires -- an esteemed, accomplished and well-respected leader of chaplains throughout the state and nation.</b></p>	
<p><b>Several Senior Chaplains had the qualifications "PRIOR" to the lowering of the qualifications.</b></p> <p><b>This is Favoritism and Discrimination. It was widely known that Groom's wife was an esteemed executive in TDCJ.</b></p>	<p><b>1993 Director of Chaplaincy Job Description requirements lowered below national standards to suit applicant<sup>46</sup> - the Job Description lowered basic requirements to less than thenational scale for "basic" certification, essentially one unit CPE<sup>47</sup> and 5 years experience as a Correctional Chaplain.</b></p> <p><b>ILLEGAL ACTIVITY: This LOWERS qualifications PRIOR to posting, even though MOST of the would-be applicants had FAR GREATER Qualifications – this is not that well known at the time – and this is done to make Jerry Groom accessible to the position.</b></p>	
<p><b>In 1993-1995, several chaplains for the first time were made aware of the low pay grade of their director of chaplains – "B-10" – how so far out of touch that was with respect to the responsibilities and scope of experience.</b></p> <p><b>In 1995-1998 several chaplains continue dialogue on an informal basis, sharing about their mutual discoveries: here and there a TDCJ posting is discovered requiring far less education and experience.</b></p>	<p><b>1993-1995 – Director of Chaplains Jerry Groom slowly works from within the system to expand from his predecessor.</b></p> <p><b>Programs expand, to include hospitality ministries and chaplains at parole offices, volunteers donate satellites to all prison facilities, which facilitated quarterly meetings and statewide chapel projects are supported.</b></p> <p><b>We have been told on good authority that these initiatives did not go over well with top leaders in</b></p>	

<sup>46</sup> Mr. Jerry Groom had lots of experience and with his wife being a TDCJ executive a real connection (she later rose to Warden and higher). Groom was also connected within the state prison ministry network.

<sup>47</sup> "CPE" is Clinical Pastoral Education, a national standard of "clinical" experience, where one unit (or quarter) is equal to 400 hours of supervised clinical training and the national standard for entry level chaplains has been 4 units for many decades.



**Timeline: TDCJ Chaplaincy History**

∨ Chaplain Equity Initiatives ∨

∨ TDCJ Chaplaincy Business Model ∨

∨ Open Records Request History ∨

	<b>TDCJ, including Carl Jefferies.</b>	
<b>1995-1999 – the prison is in a historical expansion. More positions are created at higher and higher pay groups &amp; others are up-graded. Yet Chaplains remain the same.</b>  <b>Some have remained on the low end of the same pay group for 15 years.</b>	<b>Strangely, entry level TDCJ Chaplain requirements are lowered – among other things, requiring only 2 CPE Units after employment to promote to Chaplain II</b>	
	<b>1995?? Estelle Unit Chaplain Vacancies</b>  <b>Senior Chaplain Tom Cole desires to lateral transfer, as has been the policy for years, lateral transfers were given first preference before new hires; Cole desires to share “sign language” gifts with those at Estelle.</b>  <b>Don Kasper newly hired to Estelle over Cole’s lateral request – even though Cole had many more qualifications. Kasper has many friends in TDCJ, including Cathy McVey who facilitate this favoritism.<sup>48</sup></b>	
	<b>In the last years before Groom retires in Sept. 1999, he runs into roadblocks to reasonable expansion, the few unit chaplaincy secretaries are cut and reasonable up-grading is denied.</b>  <b>Groom is the Director of the Chaplains for the entire state prison system at a salary LESS than the average prison school teacher – yet sits at the podium with the Governor, the Exec. Director of TDCJ and Chairman of the TDCJ Board at the Annual Governor's Volunteer Awards.</b>  <b>Sept. 1999, Director of Chaplains</b>	
	<b>October 1999</b> <b>Regional Coordinator Richard Lopez is appointed interim Director of Chaplains.</b>	
	<b>Oct. 1999 to March 2000 – During this time, between Director of Chaplains Groom retiring and the hiring of Kasper, there are several mainframe postings for the</b>	<b>We have not been able to retrieve these postings at this time.</b>

<sup>48</sup> This is reported by Lin Salmon, long time Chaplain at the Estelle Unit, Huntsville.

**Timeline: TDCJ Chaplaincy History**

∨ Chaplain Equity Initiatives ∨

∨ TDCJ Chaplaincy Business Model ∨

∨ Open Records Request History ∨

	<p><b>Chaplain III, Director of Chaplains, position that are removed.</b></p>	
<p><b>Early in 2000 Dr. Mike Maness drafts a basic Professional Equity Comparison Chart, shares this personally with Texas Representative Dan Ellis in Woodville, Texas. Ellis is concerned and promises to look closer and help us get more info on this.<sup>49</sup></b></p> <p><b>This Equity Comparison was drawn exclusively from the TDCJ Mainframe bulletin board. There was no knowledge at this time of the existence of the Open Records or Public Information Act.</b></p>	<p><b>1-26-00 Job Description for Chaplain III, Director of Chaplains, is LOWERED AGAIN, in essence lowered to 2 Units of CPE "OR" Two Years experience as a TDCJ Chaplain II<sup>50</sup></b></p> <p><b>ILLEGAL ACTIVITY ONE: This LOWERS qualifications PRIOR to posting, even though MOST of the would-be applicants had FAR GREATER Qualifications &amp; this is somewhat common knowledge – and this done to make Don Kasper accessible to position.</b></p> <p><b>Don Kasper is very well respected person, being the former pastor of several TDCJ top executives, most especially Cathy McVey and others. Yet he did not meet the minimum requirements by TDCJ standards and would not meet the minimum national standards for a "standard" chaplain, much less Head Chaplain.</b></p>	
<p><b>March 1, 2000, Dr. Mike Maness writes a long letter to TDCJ Exec. Dir. Wayne Scott, indicating the oddity of the creation of B-13 “Tier Program” person and how the coordinators of the Substance Abuse, Sex Abuse, Victim Services, Post Trauma AND Volunteer Office ALL were above B-13 -- AND how at the Annual Governor’s Volunteer Awards, the current Dir. of Chaplains, Jerry Groom sits on the podium with the Governor, TDCJ Executive Dir. and Chairman of the TDCJ Board, yet is a B-10, 3-5 pay groups below the others</b></p>	<p><b>Jan. 5, 2000 “Tier Program Administrator” at a B-13 pay scale<sup>51</sup> - created on 1-5-00, then posted – created by Programs &amp; Services Division – they KNOW what level chaplains are at &amp; Director of Chaplains is "3" pay grades below this new position.<sup>52</sup></b></p> <p><b>There is no STANDARD business model for this kind of classification anywhere in the country. The position of Director of Chaplains merits a classification equal to qualifications. When compared to "new" positions and old, the current rate is shameful and discriminating.</b></p>	

<sup>49</sup> This original Professional Equity Comparison Chart presented early in the year to Dan Ellis and later to Wayne Scott in an attachment to the 3-1-2000 letter is still available for viewing at [www.preciousheart.net](http://www.preciousheart.net) under the “Chaplaincy Documents” section. It must be noted that this initial comparison did not focus exclusively upon chaplains, but included the wardens and several others.

<sup>50</sup> TDCJ Position Description, Chaplain III – B-10 – signed by Debbie Roberts, 1-26-00.

<sup>51</sup> TDCJ Mainframe Bulletin ID# B0047220416, posted 02-17-00, closed 02-28-00, Job Posting NO: 045063PM, the job description of which was created and approved by Debbie Roberts on 1-5-00.

<sup>52</sup> While certainly a needed position, there remains the question on HOW this can B-13 grade position can compare to the B-10 of the Director of Chaplains: there are no graduate schools dedicated to this position, and the rest of this proposal outlines the rest of the story. There are many positions like this far outside of equitable comparison with Chaplaincy Services.

**Timeline: TDCJ Chaplaincy History**

∨ Chaplain Equity Initiatives ∨

∨ TDCJ Chaplaincy Business Model ∨

∨ Open Records Request History ∨

	<p>That TDCJ – AGAIN LOWERS –to suite a special person is shameful – twice over – this is <b>ILLEGAL DISCRIMINATION</b>. More so, it is incredibly bad business to hire the less qualified, unless you have the agenda to "limit" the potential of a profession's contribution to the mission of the agency.</p> <p>This "SPECIAL AGENDA" is also against TDCJ policy: it is against the mission of the agency to "promote" unethical behavior &amp; favoritism &amp; special agendas that <b>LIMIT</b> valid contributions to the agency's mission.</p>	
<p><b>SPECIAL AGENDA:</b> WHY else would a "State" authority hire the "LESS" qualified over the "MORE" qualified? Why LOWER the qualifications AGAIN when the "old" was <b>ALREADY WELL BELOW</b> the national standard, why lower it again? Moreover, why, literally for God's sake, <i>WHY</i> in the 21<sup>st</sup> Century in one of the largest penitentiary systems in the world, <b>WHY REGRESS</b> and ignore the national standards further? More so still, worst of all, even with the low, low, low standard, why <b>IGNORE</b> hiring those who have exceeded the national standards to hire someone who is well below the national standards? This kind of behavior is far removed from any kind of normal business practice, is in fact illegal for a government agency and shameful that it is happening to the one profession that has been Human History's Greatest Resource for Change within the <b>MOST</b> interpersonally hostile environment in the State – Prison – among the State's most needy and troubled persons. And it is illegal as well as bad business.</p> <p>At this point, the Programs and Services Division has proved over the last decade that it is <b>NOT</b> looking out for the best interests of the State. That Chaplains themselves have to bring these issues to light and to their legislators to get any relief is shameful again – given the long period of 30+ years of neglect of a profession that makes such contributions as outlined in this document. Not only has neglect taken place, but as shown above and below, the favoritism continues and the Chaplaincy Department contributions continue to be minimized and restricted.</p> <p>When the current Director of Chaplains, Don Kasper, is <b>TOTALLY</b> unaware of these – then one perceives that the honored profession of Chaplaincy has in fact been truncated for insidious purposes far outside the TDCJ and Texas missions. “Insidious” is the term when an honorable man like Kasper is hired who knows not of his own favoritism, illegal discrimination and knows not of even his own lack of credentials to meet the national standards of a normal certified chaplain – but is hired because of his “friends” and because he knows not what has happened to be voice for those who have perpetuated such in a profession that itself aspires to perpetuate the values of “honor” and “trust” in a system that punishes those in Texas who have abused “trust” by breaking the criminal code.</p> <p>A competent business model, looking at the current state of affairs within the agency, would say that a Chaplaincy Division was in order at the least, if not criminal prosecution or even disciplinary action at some level.</p> <p>At this point, the above is bad enough. But the story continues below.</p>		
<p>April-May 2000 Dr. Maness is having substantial conversations with several chaplains and others.</p>	<p>During this time, between directors, there are several mainframe postings for the Chaplain III, Director of Chaplains, position that are removed.</p>	

**Timeline: TDCJ Chaplaincy History**

∨ Chaplain Equity Initiatives ∨

∨ TDCJ Chaplaincy Business Model ∨

∨ Open Records Request History ∨

<p>Decides to temporarily devote web site <a href="http://www.PreciousHeart.net">www.PreciousHeart.net</a> to the cause.<sup>53</sup></p>	<p>March (?) 2000 Interim Richard Lopez is relieved, we are told 30 minutes PRIOR TO 6 month time limit for mandatory promotion ends</p> <p>March 2000 Don Kasper is selected Director of Chaplains, somehow getting the post over several VASTLY MORE QUALIFIED (though most of us did not know this at the time)</p> <p>4-28 &amp; 4-29-00 Restorative Justice Ministry Conference. This is FIRST time Don Kasper appears at this seminal conference during his career, “after” his appointment as Director.</p>	
	<p>May 1, 2000 Exec. Dir. Wayne Scott responds to Maness' March 1 letter:</p> <p>“I agree with some of the concerns ... Our job descriptions are regulated by State Classification Job Descriptions.... Qualifications for positions are not just based on educational levels; they are also based upon experience, achievement and areas of responsibility.”<sup>54</sup></p>	
<p>6-5-00 Pre-Meeting E-Mail Correspondence – through internet e-mail, Dr. Mike Maness initiates and invites folks to meetings and indicates importance.</p> <p>6-20-00 Thursday Night Dr. Mike Maness organizes first meeting Chaplain Professional Equity Meeting, Huntsville, TX, Thursday night: Carol Vance, ex-TDCJ board member, several senior chaplains, a couple of regional chaplaincy coordinators and other dignitaries present.</p> <p>6-21-00 Friday Noon, Dr. Mike Maness and several other senior chaplains and others meet with Texas Representative Dan Ellis.</p>	<p>6-7-00 Don Kasper, Director of Chaplains, defends against any insinuation of wrong, clearly states that "attacks on character ..... are not the way to pursue .....[insert]</p> <p>-----</p>	<p>June 2000 Dr. Maness initiates several Open Records requests. There is little response to phone queries. Maness is directed to TDCJ Dana Cunningham, ORC (Open Records Coordinator) who essentially says some of the information requested is not public or available. Maness talks with several but does not document these.</p> <p>Dr. Maness directed his request to his State Representative Dan Ellis. Almost immediately some material on Chaplains, salaries &amp; numbers for TDCJ, MHMR &amp; TYC Chaplains comes, some dated June 16, 2000 from TDCJ and the State Auditor’s office.</p> <p>Dr. Maness inquires at TDCJ General Counsel’s office, who says the information desired is clearly</p>

<sup>53</sup> This site was originally created to host a massive working archive and other pastoral care resources.

<sup>54</sup> Yet, it does not appear from the documentation that TDCJ operatives are using State Classification Job Descriptions, and they are certainly NOT using any kind of national standard.

**Timeline: TDCJ Chaplaincy History**

∨ Chaplain Equity Initiatives ∨

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		Open Records, to pursue again Dana Cunningham in writing.
July-12-00, Dr. M.G. Maness investigated on Inmate Grievance that took place in April 2000– Inmate alleged Maness harassed for filing a grievance by taking him out of classes.		June 22, 2000 Dr. Timothy Simmons writes to ORC Dana Cunningham requesting information specifically listed chaplains in TDCJ: degrees, types of degrees, years employed, years in ministry. To date there has NOT BEEN A RESPONSE to this request.
July-August 2000, Dr. Maness works on the seminal Fact Sheet that gets wide distribution and publication. The CHAPLAIN PROFESSIONAL EQUITY FACT SHEET ~ becomes the workhorse of the cause.		
TDCJ Regional Chaplaincy Meetings – Dr. Maness travels to each region to organize Chaplains in each region, gives each coordinator a notebook with legislative aid and the new CHAPLAIN PROFESSIONAL EQUITY PROPOSAL  June 27, 2000 Chaplaincy Region 1 & 3 Meeting Dr. Maness organizes meeting Houston Dr. Vance Drum to Coordinate Region 1 Dr. Timothy Simmons to Coordinate Region 3  July 6, 2000 Chaplaincy Region 2 Meeting Dr. Maness organizes meeting Dallas Chaplain T. Burton to Coordinator Region 2  July 18, 2000 Chaplaincy Region 4 Meeting Dr. Maness organizes meeting San Antonio Dr. Raymond Woodruff to Coordin. Region 4  July 27, 2000 Chaplaincy Region 5 Meeting Dr. Maness organizes meeting Lubock Chaplain Duane Spikes to Coordin. Region 5	At the Region 1 & 3 Conference, the chaplains are fed with the local indigent at the Catholic Church, while the chaplaincy leaders eat out on per diem.  Not a really bad, excepting that it is clearly an odd situation – where state employees at a mandated conference are NOT given far treatment with other state employees and it is a very sorry example for the leaders to leave us with the local indigent while they go to a local restaurant.  Some of us felt more honor among the indigent.	August 1, 2000 Dr. Maness sends a lengthy request on specific positions to ORC Dana Cunningham, stamped received 8-4-2000, her letter of response dated August 17, 2000, said: “In reply to your request for information under the Open Records Act, the document that you have requested does not exist. . . . The positions you have requested are very difficult to identify without having the exact state payroll title and extended title.”  I had asked for the pay groups and full titles for most of the major positions in TDCJ, like Directors, Deputy Directors and the basic hierarchy within Institutional Division, Programs/Services & Parole, etc.
August – September, 2000 the Chaplains begin initial push to legislators, namely getting acquainted with the process, meeting Senators and Representatives in their districts.		August 7, 2000 Dr. Maness was informed there was an ORC on the TDCJ Unit and initiates an Open Records request to Chaplaincy.  August 18, 2000 Don Keil responds, sending most of

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<p>A “TRUE” beginning of the cause takes place. The beginning of full proposal is underway as information is obtained on “Professional Equity.”</p> <p>The web site <a href="http://www.PreciousHeart.net">www.PreciousHeart.net</a> takes real shape, CHAPLAIN PROFESSIONAL EQUITY PROPOSAL is gaining notice, and more documents are accumulating that support equity.</p>		<p>the material requested, noting: “Chaplaincy does not have a specific annual Chaplaincy report as a stand-alone document. Chaplaincy statistical information is compiled monthly and at the end of each fiscal year and sent for inclusion in the TDCJ Annual Report. Information older than three years is not kept due to the department’s records retention schedule.”</p>
<p>Getting this Questions Document from the Director of Chaplains reaffirmed the NEED to move ahead with greater gusto. Clearly, the Programs and Services Division had appointed Keil without respect to those who applied, could not find a credentialed Chaplain to be assistant director of “RELIGIOUS” services, was ignoring national standards, had placed clear favoritism towards Kasper who was among the least qualified to lead and MOST OF ALL there were NO “CHANGES EXPECTED IN THE STRUCTURE OR DIRECTION” even WITH case for Chaplaincy Professional Equity now hitting the legislatures.</p> <p>What this also said most clearly: your claims to “EQUITY” and “EQUALITY” are NOT important, neither are the contributions and clear cost savings.</p>	<p>TDCJ Chaplaincy Questions Document [insert] footnote to appendix]</p> <p>Sept. 11, 2000 Don Kasper mails a document summarizing previous questions to Chaplains.</p> <p>1. Rationale for creating Assistant Director for Religious Services? D. Roberts stated high level duties have greatly increased ... and she was needing assistance in this area of responsibilities.</p> <p>2. Are there changes expected in the structure or direction of the TDCJ Chaplaincy Department? NONE at this time.</p>	<p>September 1, 2000 received e-mail response from Mike Mericle, SAO, detailing numbers of TDCJ, MHMR &amp; TYC Chaplains. Very informative: MHMR had 19 chaplains, 11 of which were Chaplain III’s &amp; their average monthly salary is greater than TDCJ Director of Chaplains, the single TDCJ Chaplain III.</p> <p>This is a GLARING DISPARITY – the beginning of many such shameful comparisons.</p>
<p>Sept. 19 &amp; 20-2000 Annual Statewide TDCJ Chaplaincy Meeting – after hours, Dr. Mike Maness, TDCJ Chaplain, leads first “Professional Equity 2000” gathering – Don Kasper in attendance.</p> <p>This evening conference begins many things, but is not as well attended as hoped for. There are many fears.</p> <p>Some chaplains have shared fear in approaching legislators. One MHMR chaplain mentioned that “they were just hanging onto the their chaplaincy services.”</p>	<p>Sept. 19 &amp; 20-2000 Annual Statewide TDCJ Chaplaincy Meeting. Much time, a half day, is given both days to Don Kasper’s Lutheran Pastor who leads a seminar on “Prayer” – that 90% of the chaplains could lead. Many wonder why? Why cannot we choose our “own” prayer retreats, rather than sit in a “mandated” prayer retreat. That the pastor believes his “prayer” principles could be used by Muslims too (who also have to be there) is a gross misunderstanding of Islamic theology.<sup>55</sup> Some of the leadership material is inspiring, but this does not approach any other</p>	<p>September 2000 Dr. Maness again pursues August 1 request. Very confusing. E-mailing several. Some are obnoxious, clearly obfuscating what would turn out to be CLEARLY public records.</p> <p>Finally, Maness is routed somehow to Karla Christian, s couple of e-mail responses arrive in a week.</p>

<sup>55</sup> A few of the senior chaplains wonder about crossing the constitutional line here. Clearly, our new Director of Chaplains has failed to understand some of the essential elements of his office. This is a mandated meeting and nearly half the time is devoted to prayer instruction and facilitation. We prayed all right. And we hoped this gross error in judgment would not jeopardize further our ability to gather annually or worse.



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<p>Sept. – Oct. 2000 Chaplains across the state truly begin to solicit the legislators. Model letters and personal letters. Several friends go to Austin.</p>	<p>gathering of state employees in the kind or quality of “useful” job specific information.</p> <p>This is also the first time most of the chaplains meet Prog. &amp; Services Director Carl Jefferies. He spends much time there talking to chaplains. Exec. Director Wayne Scott speaks.</p>	<p>October 16, 2000, Dr. Maness receives letter from ORC Dana Cunningham with material requested on August 1, 2000, with attachments from Karla Christian dated Sept. 12, 2000.</p>
	<p>TDCJ Chaplaincy Desk Audits RUSHED --</p> <p>November 2000 TDCJ Chaplains desk audits RUSHED at last hour at the busiest time of year. Many Chaplains confused at rush. I received mine on Nov. 26, Sunday, after Thanksgiving and the day before Ramadan and Jewish holidays starts. We are instructed to these on our supervisors' desk by Nov. 30, giving us only 2-3 days DURING THE BUSIEST TIME OF THE YEAR to sum up all we do.</p>	
<p>Dec. 4-8 (?) Dr. M.G. Maness is notified by Don Keil, Assistant Director of Religious Services, of Disciplinary Hearing; Maness asks if it could be before Christmas; date set 12-28-00.</p>	<p>This disciplinary, bad timing at best, is very close to Dr. Maness' leadership gathering at the Annual Chaplaincy Meeting.</p>	
<p>Dec. 28 2000 Dr. M.G. Maness goes to Disciplinary Hearing; receives 9 months probation for "Denial of Access to Courts" for harassing inmate for filing grievance in APRIL – the harassment was removal from programs for inmate's own harassing behavior; Maness presented much documentation including WRITTEN statements of support by the Asst. Warden, two law Library Officers, craft shop CO Supervisor, education CO Officer, Windham School Principal, two very seasoned volunteers whose studies were affected (each had won the Texas Governor's Volunteer Award in 1999 &amp; 2000 for Chaplaincy Volunteerism) and 4 Inmates peers who had been with &amp; known inmate for several years; inmate was convicted for multiple rape.<sup>56</sup></p>	<p>Don Keil, Asst. Dir. of Religious Services runs hearing. How can this be?</p> <p>The way it has been for 35+ years. There is NO ONE with pastoral credentials who is high enough to hold disciplinary hearings for chaplains. As far back as the 1980's, this was repeatedly brought up.</p> <p>Except that AFTER Chaplains are taken seriously on the legislative level, they raise the under-qualified Don Kasper to a position able to do this.</p> <p>For those of watching this – and you reading this – how would you feel when illegal favoritism promotes an underqualified person and at the same time illegally discriminates against the overly qualified? And NOW</p>	

<sup>56</sup> NOTE: the "written" statements were completed around 12-12-00: that is, the inmate was so well known over the years and had continued his behavior throughout the year that several had remembered and continued to encounter the inmate's attitude to the extent that they could STILL make statements so far removed from the April incident itself (noting also that the statements were for the most part based upon the respondents' "own" encounters). For those who "work in the prison" it should be clear that "four" written statements by fellow inmates is no small issue for inmates "in" prison.



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	<p><b>this person can hold disciplinary hearings?</b></p> <p><b>This is a most sorry business model.</b></p>	
	<p><b>March 27, 2001 Regional Chaplains upgraded: from Prog. Admin. I to Prog. Admin. III.</b></p>	
<p><b>April 9, 2001 Dr. Maness sends letter from home to all state Chaplains, encouraging them to support Chaplain Professional Equity, noting the special importance of support for H.B. 2460 and S.B. 1607, including copies of both bills, also encouraging them attend the Restorative Justice conference in Austin, May 4-5.</b></p>		
<p><b>May 1-5, Dr. Maness and several others personally lobby their congresspersons with respect to Chaplain Professional Equity.</b></p> <p><b>Meeting with House Appropriations Committee, H.B. 2460 reviewed. Appropriations Committee Chairman asks State Auditor's office and Programs &amp; Services asked to meet with Chaplains and review Chaplain Professional Equity Proposal.</b></p> <p><b>Meeting with Julliett Torres at State Auditor's office, no one from TDCJ Programs &amp; Services shows up. (See other portion of this document for details on that meeting.)</b></p> <p><b>May 4-5 8<sup>th</sup> Annual Governor's Volunteer's Award, Austin, Texas and Restorative Justice Network Ministry Conference, Austin.</b></p>	<p><b>Note the following TDCJ Responses. Clearly, this is political posturing, and not really good posturing at that, to cover a shameful past.</b></p> <p><b>Clearly, they KNOW the question about competence is coming as well as the question about the incredibly Low, low stature for the "position" of director of chaplains.</b></p>	
<p><b>July 2001 H.B. 2460 no longer relevant.</b></p> <p><b>The Chaplain Professional Equity issue is carried to the Senate/House Conference Committee on the Appropriations Bill. Friends of Chaplains are in touch with legislators throughout.</b></p> <p><b>In spite of the bland interview with the State Auditor's office and their persistence in low levels for chaplains (apparently in conference with TDCJ Programs &amp;</b></p>	<p><b>July 5, 2001 Program Admin V, Director of Chaplains, position is created with identical minimum requirements at Chaplain III, up from B-10 to B-13 pay group. Don Kasper was promoted to position.</b></p> <p><b>This position was created – clearly – to offset the shame TDCJ experienced at the exposure of the huge disparity for Director of Chaplains position for the last 20 years and ONLY as a result of Chaplain Lobbying</b></p>	

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<p>Services Carl Jefferies), money is found and State Chaplains get a small boost, raised one pay group, and so directed to Classification Schedule.</p>	<p>pressure. It is a sad day when an agency promotes not for accomplishments or credentials of the person, but simply to look better during the exposure of favoritism, discrimination and gross inequality.</p>	
<p>Oct. 16-17, 2001 – Annual Statewide TDCJ Chaplaincy Meeting – Dr. Maness organizes another Equity meeting on the evening of the 16th. There are handouts and explanations of what took place in Austin. Director of Chaplains Don Kasper is in attendance.</p> <p>Certificates of recognition for House Representative Dan Ellis and House Appropriations Chairman Rob Junell are passed around, honoring these two for their historic leadership in the FIRST boost to chaplains in 35+ years. Don Kasper does NOT sign them.</p> <p>When asked the next day about “Professional Equity” and the success we attain, Don Kasper responds that he “did not think we gave enough credit to Wayne Scott and the results of the chaplaincy desk audits.” When it is called to his attention that that had nothing to do with it, he gets upset. The TDCJ Director of Chaplains clearly did not know how the TDCJ and other state chaplains got lifted.</p> <p>We note that a Chaplaincy History is in progress.</p>	<p>Oct. 16-17, 2001 – Annual Statewide TDCJ Chaplaincy Meeting – Entire focus on modules of leadership, with one Senior Chaplain Panel &amp; a Warden Panel.</p> <p>Prog. &amp; Services Director Carl Jefferies speaks about the Criminal Justice Policy Council, though few if any chaplains know anything about the council’s importance to the division. Jefferies mentions in essence the how precarious many division programs are, but that the Chaplaincy is exempt. Thankfully we presume.</p> <p>When asked specifically about Equity and if the council cancelled some programs in the division and freed up money, would he support Chaplain Equity and several Chaplain levels. He says no, that the "money would go to pay the light bill."</p>	<p>Dec. 12, 2001 2 MAJOR REQUESTS given to Unit Open Records Coordinator</p> <p>#1. Chaplaincy Info – 13 items #2. Chaplaincy Audit – 18 items</p> <p>These requests follow-up upon the results of the previous months meetings. Info is requested about the responses of the State Auditor’s office and Programs &amp; Services. Given Kasper’s view that last year’s Chaplaincy Desk Audits played a part, information was sought on these too.</p> <p>As informative as the Chaplaincy Audits appear to be as another yet small piece to the larger total picture of Chaplaincy Professional Equity – it is very clear the audits were stopped and never completed and were never made available during the Senate/House Conference Committee on the Appropriations Bill when that line item was introduced.</p> <p>Some misinformation was spread about the TDCJ Chaplaincy Audits and their bogus contributions. That is, someone LIED.</p>
		<p>Dec. 13 or 14 (?) Manes notified verbally by unit ORC that the Dec. 12 request was deferred to TDCJ OGC.</p> <p>Jan. 2, 2001 – Letter – TDCJ OGC, Attorney James Hall responds outlining things OGC referred to TDCJ HR &amp; Chaplaincy</p> <p>HR should respond to 9 items in #1 Chaplaincy should respond to 3 items in #1, 14 items in #2 Hall said he had referred items directly to TDCJ</p>

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		<b>HR &amp; Chaplaincy.</b>
		<p><b>Jan. 8, 2001 – Letter – TDCJ HR Open Rec. Coord. Carla Roles, unable to respond in 10 days, anticipated response by Jan. 16, if OGC is needed, response may take 3 months</b></p>
		<p><b>Jan. 17, 2001 – Receive Letter from Don Keil dated Jan. 14, 2001 –</b>  <b>#1 only 1 item staffing was provided</b>  <b>REQUEST ON STATS FOR 2001</b>  <b>WAS DENIED ??</b>  <b>#2 all 14 items were denied, making reference to a person no longer responsible for information.</b></p> <p><b>Jan. 17, 2002 – Called James Hall TDCJ OGC, affirmed what he had advised, seemed strange anyone would NOT want to publish such to "high heaven" – referred to Texas Attorney General's office (AG)</b></p> <p><b>Texas AG Investigator Manny Ruiz contacted – he asks for copies of info sent and statement – Faxed the 2 Major Requests dated Dec. 12, 2001</b></p>
		<p><b>Jan. 22, 2002 – Letter from TDCJ HR Carla Roles (in response to my request by phone, then forwarded by e-mail): requested specific history of Chaplaincy Prog. Administrators &amp; "1" current job description.</b></p> <p><b>Jan 24, 2002 – Letter from TDCJ Don Keil – ONLY current job description sent; NO HISTORY SENT or referred.</b></p> <p><b>This is NOT LEGAL or TDCJ Policy.</b></p>
	<p><b>Job Descriptions for Director of Chaplain, Chaplain III</b></p> <ol style="list-style-type: none"> <li><b>1. 9-11-93 – changed to suit Groom</b></li> <li><b>2. 1-26-00 – changed to suit Kasper</b></li> <li><b>3. 5-01-01 – Voided</b></li> <li><b>4. 7-05-01 – New Prog. Admin. V created for Kasper, Director of Chaplain – Non-Posted, Kasper raised –</b></li> </ol>	<p><b>Jan. 29, 2002 – Letter from TDCJ HR Carla Roles in response to #1 – of 9 items, only 3 are given including the Job Descriptions for Director of Chaplains – 6 items NOT GIVEN included Chief Chaplain Kasper's Employment history and chaplaincy positions posted and not filled for FY</b></p>

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	<p>These were the only items given on Jan. 29, reflected above</p>	<p>1999, 2000 &amp; 2001. This is NOT LEGAL or TDCJ Policy.</p>
		<p>Jan. 24, 2002 – Request to Tommie Dorsett for info &amp; stats on InnerChange Program. Feb. 8, 2002 – Sent Fax of this document request to Texas AG Investigator Manny Ruiz.</p>
		<p>Feb. 17, 2002 – 2<sup>nd</sup> Request to Don Keil, this time for ALL monthly reports on stats of TDCJ Chaplains<sup>57</sup> that are extant. Feb. 19, 2002 - Deferred</p>

**As word gets out that the AG's office is investigating, much material and cooperation finally ensues, as is reflected in this total document.**

**However, as of April 7, 2002, there has not been any response whatsoever with respect to the information and documentation and requests to view information on the TDCJ Chaplaincy Audits. A little information was received from TDCJ Chaplaincy on the InnerChange Initiative, but nothing that was requested from Tommie Dorset, no response at all with respect to salaries or budget info or their own reporting procedures or how we might view such or obtain such – that is, not a single word.**

**With respect to the TDCJ Chaplaincy Audit and InnerChange Initiative, the Attorney General's office is still investigating.**

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<sup>57</sup> TDCJ Mainframe e-mail message ID# 188593 from M.G. Maness to Don Keil, Assistant Director for Religious Services, 2-17-02, 2:49PM.

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## VI. Measuring the Complex Nature of Correctional Chaplaincy

by Dr. M. G. Maness, published in the *Restorative Justice News*,  
September-December, 2001, Vol. 2, No. 3.

- [1. "Encounters" Are Not Trackable](#)
- [2. "Religious Program" More an "Encounter" than a "Program"](#)
- [3. Integrating—the Ministry of Balancing Trusts](#)
- [4. Measuring the Complex Nature of Chaplaincy](#)

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### 1. "Encounters" Are Not Trackable

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As I walked to lunch, I drew close to a young man leaning up against the wall of the education building.

"Who are you!" he sarcastically exclaimed.

My attention drawn, I replied, "Excuse me?"

"Who are you!" he said with anger in his voice.

"I am Chaplain Maness," I said after a brief pause. "What is your name?"

He told me. Then he said that he thought I was a lawyer or something. (During my first several years I always wore a tie--quite a rarity in prison by any regular staff.) This would have been a more unnerving encounter had this man been any larger; he was quite small. Nevertheless, we talked for a while about his anger over this place--the penitentiary--and his desire to get transferred to another unit. I have not seen him again.

This is one example of ministry to human needs behind the razor wired fences of Texas' prisons. A defusing took place of a good deal of built-up anger and the place of faith in anger and authority. Only God truly knows the full implications of that single encounter or the true and full value of the presence of a "Chaplain" and how that presence alone opened the door to an encounter with a young man's deeply felt emotions.

Perhaps any "staff" person could have defused the anger.

Yet the very mention of "Chaplain" communicated volumes in and of itself. Here was a person whose "job" was concern, who somehow had concern for affairs of the heart, who was approachable. Here stood an institutional staff person who was "for" human growth and "for" spiritual guidance. Most clearly most of the time, the title "chaplain" communicated that there stood a person with concern for the soul. In fact, the "title" alone was defusing in spite of any ability of the Chaplain.

## Chaplain Professional Equity

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This kind of impact is not trackable. Even though there was a substantial contribution, measuring and tracking that contribution is impossible. You can loosely track the "number" of encounters, but the depth, extent and multiple and even exponential ripples of such an encounter are not subject to measure.

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### 2. "Religious Program" More an "Encounter" than a "Program"

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An individual inmate program is never simply a "religious program" for inmates: it is more an event or encounter among many to inmates "within" and "with respect" to the total institutional environment. That is the nature of every religious program, for all of the major religions have as a basic element a philosophy that permeates all of life. No "program" or "study" or "worship" or whatever is ever meant to be simply an event designed to affect one aspect of the person. Rather, every religious "event" in every religion is meant to be pervasive and touch every aspect of the person's life.

Indeed, the term "prison religious program" is a misnomer. It is a "religious event" in a secular environment. In reality, every "religious program" is in fact meant to be a permeating and permanent piece of relating. See as references the Holy Books and the multitude of commentaries on those Holy Books from each religion. If one wants to be truly thorough, go back into the past several thousand years.

Chaplaincy is a specialized "religious ministry" that has roots in the history of humanity. At the heart of all "religious" ministry, there is also the attempt to touch all of the vital concerns of life: life, meaning, destiny, death and the definitions of hope and humanity itself. Indefinable. Untrackable. Nevertheless, there is a direct corollary between the integrity and effectiveness of a ministry and the openness of the administration to that ministry. That is Integrating--the Ministry of Balancing Trusts.

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### 3. Integrating--the Ministry of Balancing Trusts

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Networking is essentially nurturing a number of dynamic connections. Administrating is essentially the maintenance of the paperwork trail that tracks that dynamic network. The bringing of the two together is Integrating--the Ministry of "Balancing Trusts," a near invisible avenue of ministry. The Chaplain works in the center of the dividing wall between security staff and the inmates—integrating a ministry of "balancing trusts" in all of the relations in an institution.

Crises are the most common situations for the development of both staff and inmate relationships--especially with inmates. The crises are manifold: death, dear John letter, custody dispute or the removal of a child or the death or kidnapping or rape of a child; inmate assault upon another inmate; assault upon staff. Crises are complex enough, but the Chaplains also have to factor into the resolutions, the stages of life and the vital concerns of life.

The vital concerns of life impact these crises and lead men and women to examine their roots in faith and life. For better or worse: there is no choice here.

## Chaplain Professional Equity

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Chaplains are the facilitators, hopefully, for the better when they can. Nevertheless, all of the religions of the world have a special focus upon the vital concerns of life. When this growth does occur -- and it does occur -- there is an exponential multiplication of growth.

Relationships are not stagnant. Every school of psychology and every major religion and all of life itself instruct us on this. Relationships are active and dynamic, always affecting more people than the primary parties involved. A man or woman encountering growth and gaining a measure of stability will transmute or translate "something" of that growth, something of that stability into his or her other relationships in the local prison unit and eventually to his or her home. All persons are involved in the symbiosis of a closed system: inmates, staff, volunteers and the families of all of these. The dynamic nature of relationships is complicated further by the faith elements of each individual adherent. Who is not an adherent to some faith group? Even an atheist is such by "faith."

Call "Integrating--the Ministry of Balancing Trusts" a simple a call to good relations. A method of being kind. A method of "winning friends and influencing people." Call the "Ministry of Balancing Trusts" a modus operandi of "doing unto others as you would have them do to you." Though impossible to fully explain, Networking and Administrating precede and provide a basis for Integrating--the Ministry of Balancing Trusts. Some might even see such as an over-complicated way of simply stating how one is submissive to the authoritarian and hierarchical structure of prison. Sometimes it is that simple for the simple-minded Chaplain or naive administrator who is not cognizant of the immensity of the agency's mission statements.

The good conscience of every Correctional Chaplain will bare witness that they are always on the cutting edge of "wanting" to do more with what they have. That is the drive of most every correctional Chaplain. "Integrating--the Balancing of Trusts" is one of highest levels of discretion squarely on the shoulders of the institutional staff Chaplain.

So then, from mechanisms of organization to the manifold crises of individuals, complexity of Chaplaincy increases. Then again the complexity increases and trackability decreases to near impossibility when one factors in the stages of life and concerns for vital issues of life. And the above impossibility of trackability and complexity increases when one attempts to factor into the above the exponential nature of growth from one encounter to another.

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#### 4. Measuring the Complex Nature of Chaplaincy

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These three -- Networking, Administrating & Integrating -- are exceeding complex in themselves. So complex, one will have trouble finding much literature about them specific to Correctional Chaplaincy. Yet one does not have to look far for



## Chaplain Professional Equity

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"pertinent" literature. For each of the three are veritable professions in themselves. TDCJ has entire positions devoted to networking and administrating. Politics and the very offices of national and state senators and representatives know this very well. There are enormous energies and skills at work to network, administrate and integrate in the offices of a successful politician: they do not call it "political science" in vain. Political science and chaplaincy have so very many similarities.

Unlike the political sciences, the professions of engineers, lawyers, actuaries and computer programmers are complex in a different way, in a more focused way. These are so very "trackable": a bridge, a legal brief, an insurance analysis and even a computer program are "finite" items. Certainly, a great deal of complexity went into their creations, but more often than not, the product is finished. And the issues of networking, administrating and integrating that support the "finite" creations were accomplished by others in support. These professions are also more "tractable" in the sense that the teaching of skills has so many more benchmarks--clear benchmarks and tests of competence.

The "MBA" has become the classic credential for senior executives the world over. How many books exist on "business administration." Certainly, most of this has to dovetail with the "CPA" in the management of money and the Human Resources executives in the management of people. Yet when the tally has been reached and the manual written, the job is done for the day. These are finite positions that are very trackable. "Because" the primary functions "are" trackable with tangible figures, that makes those professions "less" complicated than the concerns of Chaplaincy that are near impossible to track.

Many elements in Chaplaincy are trackable, like attendance and phone calls. The simple stuff. Yet the heart of ministry is in the substance of the teaching, the quality of relating and the essence of the encounters themselves. These things are not very trackable or tractable. Outside of the obvious "degrees" by the many seminaries in the many religious faiths, the issue of tractability also entails the "unique person" themselves. Thus, the heart of ministry -- the balancing of trusts -- is indeed a cultivation of precious hearts that makes the measuring of the full impact of the Chaplaincy Services extremely complicated.

As the most complicated of all, that makes "Chaplaincy Profession" most deserving of ALL of the professions for "Professional Equity." See more at [www.preciousheart.net](http://www.preciousheart.net).

[NOTE: not part of the published version of the above is this: though TDCJ Chaplaincy receives monthly reports from Chaplains (as outlined here) of a great deal of service that is provided the state -- it is of the highest order of significance that those huge statistics are on "Encounters" as opposed to simple didactic or unilateral dissemination of "knowledge." That means that the huge numbers are also -- because of the nature of *encounters* themselves -- indicative of even greater impacts upon the lives of clients.

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Note also that even though "encounters" are impossible to fully track, that does not mean we ought to give up on Chaplaincy and not attempt to track anything. Nor does it mean that Chaplaincy ought to be left out of regular and normal logistical support services. The "complexity" of a profession should NOT be an argument for under funding and understaffing. Certainly, TDCJ Programs and Services should NOT have LOWERED the job description so that they could hire less qualified persons, and – doubly so – they should NOT have hired someone who had at the time of application and for the last two years has had no interest in the NATIONAL STANDARD or (another profession's language) currently has no interest in the current *state-of-the-art*.

Correctional Chaplaincy deals with the most troubled persons on the planet and attempts to facilitate "Human History's GREATEST Resource for Change." Why should it's professional be the least paid and least supported, far below the national standard, and – doubly so – why does the division controlling them persist in lowering the standard?

We Chaplains forward that our Contribution and Cost-Savings deserve Equality in treatment and logistical support.]

### [VI. Measuring Correctional Chaplaincy](#)

- [1. "Encounters" Are Not Trackable](#)
- [2. "Religious Program" More an "Encounter" than a "Program"](#)
- [3. Integrating—the Ministry of Balancing Trusts](#)
- [4. Measuring the Complex Nature of Chaplaincy](#)

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**Appendix 1:  
Bi-Monthly TDCJ Prog. & Serv. Reports:  
Chaplaincy Excerpts**

**A Review of "Chaplaincy Services" in the  
Bi-Monthly Reports to Texas Board of Criminal Justice  
by the Programs & Services Division  
Calendar Years 2000 and 2001**

<a href="#"><u>Introduction</u></a>	<a href="#"><u>March 13, 2001</u></a>
<a href="#"><u>February 28, 2000</u></a>	<a href="#"><u>May 2, 2001</u></a>
<a href="#"><u>April 26, 2000</u></a>	<a href="#"><u>June 27, 2001</u></a>
<a href="#"><u>June 28, 2000</u></a>	<a href="#"><u>September 4, 2001</u></a>
<a href="#"><u>August 30, 2000</u></a>	<a href="#"><u>October 17, 2001</u></a>
<a href="#"><u>October 18, 2000</u></a>	
<a href="#"><u>December 20, 2000</u></a>	<a href="#"><u>Conclusion</u></a>

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**Introduction.**

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These are the bi-monthly reports that sum up the entire operations of the Programs and Services Division for the Texas Department of Criminal Justice (TDCJ). These reports are presented to the Texas Board on Criminal Justice as official reports on the state of affairs for the division reporting. Through an Open Records request for the all of the reports for calendar years 2000 and 2001, the following eleven reports were obtained: 2-28-00, 4-26-00, 6-28-00, 8-30-00, 10-18-00, 12-20-00, 3-13-01, 5-2-01, 6-27-01, 9-4-01, 10-17-01.

Summaries of the data on Windham Prison School have been collated from these and reported in the section "Chaplaincy Cost-Savings." With regard to TDCJ Chaplaincy, there is nothing in these reports to report with respect to the larger issues of the Chaplaincy contributions to TDCJ's mission critical functions. We have to go elsewhere to get data on Chaplaincy.

Each of these reports were from 6 to 7 pages long and were apparently part of a larger report presented to the Texas Board of Criminal Justice (TBCJ). These reports contain the summations of the contributions and progress of the varying entities under the purview of the Director of Programs and Services Division.

The is large division and each report is broken down into several paragraphs for each of the following section or department (from 1 to 3-4 paragraphs each): Access to Courts, Chapel/MultiPurpose Programmatic Construction, **CHAPLAINCY**, Civil Commitment, Data Services, DNA Testing, Drug Testing, Faith-Based Pre-Release Program "InnerChange," Federal Funds, Immigration and

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Naturalization Service (INS) Interface, Institutional Removal Program (IRP),<sup>58</sup> Mail System Coordinators Panel (MSCP), Office for Disciplinary Coordination, Sex Offender Management Grant Initiative, Sex Offender Treatment Program (SOTP), Substance Abuse Treatment Program (SATP), Volunteer Coordination Committee, Windham School District (WSD) and the Youthful Offender Program (YOP).

The following is how the Chaplaincy Department has been reported over this two year period. Rather, the following is how the Chaplaincy is NOT reported and is in fact grossly underreported. I wish there was an easier term. For the most part, these are summations of the few paragraphs under the category CHAPLAINCY. Only in the 2-28-00 report is there a very brief summary of "all" of the sections. The analysis will show at the rear of this review, all of the other sections contain – for the most part – pertinent or novel information on the progressive review of this huge division. Statistics are given, especially with respect to the very "programmatic" functions like Substance Abuse and Windham School, that are brief, informative. They outline a huge scope of affairs. But with respect to CHAPLAINCY essentially NOTHING of substance is given on the contributions of the Chaplaincy Services to the mission of TDCJ. That is, NOTHING of substance is given for two years to the governing board of the Texas Department of Criminal Justice.

And this is done in spite of the fact that for the last two years the chaplains have been scurrying around the state getting the word out and forwarding Chaplain Professional Equity with a substantive proposal outlining the HUGE contributions of state chaplains. A web site exists that gets nearly a 1,000 hits a day. And the proposal has been available on-line, has been placed into the hands of the Carl Jefferies, Director of the Program and Services Divisions, other leaders around the state, and every member of the Senate Finance Committee and the House Appropriations.

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### February 28, 2000

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**CHAPLAINCY:** Crossover Ministries did services for 120 youthful offenders. Several other groups did services. Bill Glass had 170 re-dedications and 70 new Christian faith commitments.<sup>59</sup>

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### April 26, 2000

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**CHAPLAINCY:** several units received several visits from several ministries. In March and April, there were baptismal, singing services, revivals, concerts and special teachings. During 'Victim's Crime Week,' the Chaplaincy

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<sup>58</sup> These do not appear in all of the reports: Faith-Based Pre-Release Program "InnerChange," Federal Funds, Immigration and Naturalization Service (INS) Interface, Institutional Removal Program (IRP).

<sup>59</sup> "170" is the **LARGEST** number reported in two years of the 11 bi-monthly reports to the TDCJ Board, and that number is made about a volunteer provider.

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Department assisted with organizing events and conducting training for the Trauma Team at the Willacy Unit.

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### June 28, 2000

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**CHAPLAINCY:** "Over 15 different units held regular and special religious events such as concerts, crusades, revivals, seminars, and telecasts." **THIS IS THE TOTAL REPORT FOR CHAPLAINCY SERVICES MAY AND JUNE 2000.**

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### August 30, 2000

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**CHAPLAINCY:** regional meetings were held, several regional staff were involved in ministry to seven executions, Chaplaincy was "actively involved in interaction with several volunteer groups anticipating involvement in chapel construction" at two units, Chaplaincy Department involved with Gang Renunciation program, staff met author of Voyager Program, several meetings were held with faith groups and Dir. of Chaplaincy served on panel at ACA conference in San Antonio (8-2000) on topic, "Inmates and Religion – Is It Real?"

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### October 18, 2000

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**CHAPLAINCY:** Annual Conference was held at Trinity Pines Conference Center. "The main focus of the conference emphasized expanding spiritual growth opportunities for offenders and Chaplains." The speakers re-emphasized the value and importance of the Chaplains as individuals.<sup>60</sup> Strategies for adapting to change in personal and professional lives. Several top TDCJ executives speak at the conference.

**ACCESS TO COURTS:** it is reported that during two months 127,580 offenders will attend law library sessions.

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### December 20, 2000

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**CHAPLAINCY:** [This is the largest yet, almost a full page] Two administrators present at a Coalition of Prison Evangelists Conference in Branson, MI. Dir. of Chaplaincy chairs a meeting of the Religious Practice Committee at the request of the Director of the Institutional Division. New federal legislation is discussed.<sup>61</sup> The Chaplaincy staff host the retirement of 31

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<sup>60</sup> This is the **First and Second of Only FIVE** times the word "chaplain" appears in nearly two years of reports to the TDCJ Board (in the 11 reports referenced here).

<sup>61</sup> This paragraph is largest paragraph in any of the eleven reports reviewed and perhaps has the least substance: many long titled persons "reviewed" and "considered" several things.

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year employee Imam Akbar Shabazz. "The Program and Services Assistant Director for Religious Programs met with representatives of Mike Barber and T.D. Jakes ministry to discuss ways in which the T.D. Jakes Ministry may begin to participate in satellite TV broadcasts to the TDCJ units."<sup>62</sup> "The Chaplaincy Department Region I Program Administrator served on the program at the annual regional banquet for unit staff support officers."

Sex Offender Treatment: expands to "accommodate 623 male offenders." In this report the tens and hundreds of offenders are analyzed.

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### March 13, 2001

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**CHAPLAINCY:** The Asst. Dir. and Dir. of Chaplaincy meet with Don Jones.

They meet with Bob Vickers of the Southern Baptist Convention and tour the Vance Unit. They meet with the Bill Glass Ministry. Other Chaplaincy administrators conduct training for chaplains in the regions. The Chaplaincy office staff conducted a three-day training for nine "recently hired chaplains." "This also gave the new chaplains an opportunity to meet the Chaplaincy headquarters staff and become better acquainted with headquarters office operations."<sup>63</sup> **[WHY IS THIS REPORTED TO THE BOARD OF THE SECOND LARGEST PRISON SYSTEM IN THE WORLD? IT BESPEAKS OF THE UTTER FAILURE TO SEE WHAT IS IMPORTANT TO TEXAS; IT IS AN UTTER SHAME TO SEE THIS AS OPPOSED TO TEN THOUSAND OTHER ITEMS OF GREATER IMPORTANCE. Only two reasons exist for that sentence: gross ignorance of the mission of TDCJ on behalf of the writer, or insidious conniving to make chaplaincy appear as grade school children in need of lollipops.]** A program administrator is interviewed for a broadcast of the Southern Baptist Convention. Three program administrators participate as guest speakers at a volunteer appreciation banquet.

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### May 2, 2001

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**CHAPLAINCY:** The Asst. Dir. and Dir. meet with all Region V Chaplains and discuss policy. One administrator is a guest speaker in Manhattan on issue capitol punishment and interviewed by several others. The following is quoted verbatim: "The Region III Chaplaincy Department Program Administrator chaired the annual crusade provider meeting to tentatively organize schedules for TDCJ facilities for the year 2002. One Program

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<sup>62</sup> Of the six times mentioned, this is the most significant thing mentioned that is done by the TDCJ Assistant Director of Religious Services in the eleven reports: one other time he meets and tours with a chaplaincy leader, the other four times he is at a conference.

<sup>63</sup> This is the **Third and Fourth of Only FIVE** times the word "chaplain" appears in nearly two years of reports to the TDCJ Board (in the 11 reports referenced here).

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Administrator attended an offender property committee meeting to discuss and finalize policy revisions. Another Program Administrator participated as a guest speaker at a volunteer appreciation event." **[Is this ALL or the MOST Important things the Chaplaincy Department did in April and May 2001?]**

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### June\_2001

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**CHAPLAINCY:** The Chaplaincy HQ leadership attend a conference and the Dir. presented the Benediction at the Governor's Annual Volunteer Awards Ceremony. The Dir. addresses two other conferences. One Program Administrator receives an award. Chaplaincy Administration participated in several other activities: closing ceremony of "Adults Relating to Kids," "Reads Awards Program," guest speaker at GED graduation, planning meeting for "Family Net," guest speaker at Texas Association of X-Offenders and attendance at a Unit Staff Support Officer training.

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### September 4, 2001

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**CHAPLAINCY:** July and August, Chaplaincy administrators participate in groundbreaking ceremony of the Region V Training Academy and attended statewide KAIROS meeting to clarify TDCJ policy. They also participated in an Impact Panel for Victim Offender Encounter. Staff participated in retirement reception at the Goree clubhouse.

Sex Offender Treatment: Program is at 97% @ 535. Substance Abuse Treatment Program reports 300 offenders were screened and entered into system and a Houston Group donates \$513 in AA literature.

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### October 17, 2001

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**CHAPLAINCY:** Annual chaplaincy staff conference with a theme "The Servant Leader." Five major presentations were made reviewing the purpose of chaplaincy. Several top executives, including Gary Johnson "addressed the conference attendees." There were breakout groups on issues common to chaplains.<sup>64</sup> "Twenty-one volunteer ministries provided information booths."<sup>65</sup>

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<sup>64</sup> This is the **Fifth of Only FIVE** times the word "chaplain" appears in nearly two years of reports to the TDCJ Board (in the 11 reports referenced here).

<sup>65</sup> This is the eleven



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### Conclusion: What Did TDCJ Chaplaincy Do for Two Years? NOT Much

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For those who value Chaplaincy and value religion in general as human history's greatest resource for change, the following makes one weep and hurt inside. For those of us to take pride in what we do and have paid a great price to gain significant credentials to better serve the great state of Texas – it is a time for change of leadership.

For the above is a breach of trust of the good citizens of Texas and a solid slap in the face of the mission critical functions of great Texas Department of Criminal Justice—if this is best the chaplaincy has to offer, it needs cancellation and the pandering needs to come to an end. But if there is a larger story that has been obfuscated, then the authors or architects of these reports need replaced or at least severely reprimanded for obscuring great accomplishments.

More data is presented in a single chaplains report for a single month than is reported in the entirety of the two years presented above. And some of what is reported above is so childish and inane that it makes the whole report suspect—an embarrassment.

As example of substantial reporting, the reports on the Windham School District are substantial and consistent throughout. Essentially, Windham presents in two parts: (1) basic cumulative stats of it's primary functionaries, and (2) commentary on critical and/or system wide developments with a view important events tossed in for good measure.

Within the Chaplaincy sections, the "chaplains" who do the work are left out completely, absolutely. Nothing at all is reported on what the Chaplains have done, facilitated, taught, counseled, connected—nothing. The TDCJ Chaplaincy Department has a mission statement, and nothing in two is reported that reflects any kind of accomplishment of the mission statement. And nothing is reported during a time when the Chaplains themselves have made a historic endeavor to attain Equality. This kind of a reporting is a prescription for demise at worse or a gross failure of trust at best.

One question looms: HOW LONG HAS THIS BEEN GOING ON?

[Introduction](#)

[February 28, 2000](#)

[April 26, 2000](#)

[June 28, 2000](#)

[August 30, 2000](#)

[October 18, 2000](#)

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[Conclusion](#)

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## Appendix 2: Federal Bureau of Prisons – Expanded Employment Policy Statement

[TOP](#)

### PS 3939.07 Chaplains' Employment, Responsibilities, and Endorsements

["PS" = "Program Statement": see [http://www.bop.gov/progstat/3939\\_07.html](http://www.bop.gov/progstat/3939_07.html) --  
only formatting changed below to facilitate reading & maintain consistency]

OPI: CPD; NUMBER: 3939.07; DATE: 10/26/2001

SUBJECT: Chaplains' Employment, Responsibilities, and Endorsements

- |   |  |
|---|--|
| <a href="#">1. PURPOSE AND SCOPE</a>                | <a href="#">[8. Not present in site enumeration]</a> |
| <a href="#">2. SUMMARY OF CHANGES</a>               | <a href="#">9. CHAPLAIN TRAINEE POSITIONS</a>        |
| <a href="#">3. PROGRAM OBJECTIVES</a>               | <a href="#">10. ECCLESIASTICAL ENDORSEMENT</a>       |
| <a href="#">4. DIRECTIVES AFFECTED</a>              | <a href="#">11. REASSIGNMENT AND PROMOTION</a>       |
| <a href="#">5. STANDARDS REFERENCED</a>             | <a href="#">12. DUTIES AND WORK SCHEDULES</a>        |
| <a href="#">6. PRETRIAL ... DETAINEE PROCEDURES</a> | <a href="#">13. MANDATORY TRAINING FOR CHAPLAINS</a> |
| <a href="#">7. HIRING PROCEDURES</a>                | <a href="#">14. BUREAU OF PRISONS FORMS</a>          |

#### 1. PURPOSE AND SCOPE.

[Top Appendix](#) - [TOP](#)

To establish standards and procedures by which applicants for the Chaplain and Chaplain Trainee positions are hired.

This Program Statement also: Describes the procedures for maintaining ecclesiastical endorsement and changing religious affiliation and subsequent ecclesiastical endorsement. Defines the process for filling vacancies by reassigning and promoting staff chaplains. Determines the unique duties and work schedules of chaplains derived from ministerial functions in a correctional setting. Describes the training requirements for chaplains.

Due to the variety of academic requirements for ordaining religious leaders in the community and the professional nature of Bureau chaplaincy positions, minimum personal, academic, and experience standards are required. In addition, staff chaplains must be endorsed by their own religious traditions before being employed by the Bureau. Ordinarily, this endorsement is given by a person, or group of persons, appointed to carry out this function. Some religious traditions, however, have no clearly designated national endorsing person or body. Then, the Chaplaincy Administrator, in consultation with the Regional Chaplaincy Administrators, will determine the appropriateness of the chaplaincy candidate's endorsement. In requiring endorsement of its chaplaincy candidates, the Bureau ensures the professional ecclesiastical integrity of those called to serve as pastors to staff and inmates. The Bureau seeks to maintain a cooperative relationship with a wide variety of religious groups in the community. Active support from legitimate religious bodies,

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representative of the inmate population's diverse needs, helps to ensure the effective ministry of Bureau chaplains.

All chaplain positions in the Bureau of Prisons are excepted service positions. Since competitive appointment procedures do not govern excepted status employees, reassignment and promotion procedures for chaplains are defined.

### 2. SUMMARY OF CHANGES. [Top Appendix](#) - [TOP](#)

This revision includes the following changes and modifications:

The Directives Referenced have been updated to include Title 5 CFR Part 302, "Employment in the Excepted Service," which derives its authority from 5 U.S.C. §§ 1302, 3301, 3302 and 8151. The hiring procedures for initial appointments to chaplaincy are described and include personal, academic, and professional qualifications and the duties of the Central Office and Regional Chaplaincy Administrators in the application process. An alternative to firearms training at Glynco is provided, since chaplains will no longer participate in firearms training at both Glynco and institutions. The move from competitive service to excepted service is a voluntary process which requires staff acknowledgment and signature. The process for changing religious affiliation and subsequent ecclesiastical endorsement is delineated. The reassignment procedures for current Bureau chaplains (GS-060-12) are described. The procedures for promotion to supervisory chaplain (GS-060-13) are described. The required work schedules of staff chaplains are explained including working two evenings per week as well as on the weekly day of religious observance. A list of the required training for chaplains is provided. New forms for use in employing, training, reassigning, and promoting are available as BP-Forms.

### 3. PROGRAM OBJECTIVES. [Top Appendix](#) - [TOP](#)

The expected results of this program are:

- a. The hiring procedures for chaplains will be centralized and standardized; the reassignment and promotion procedures for chaplains will be clearly defined and standardized.
- b. The endorsement process for chaplains will ensure professional and ecclesiastical integrity of those called to serve as pastors to inmates.
- c. The Bureau's ministry will be enhanced and made more effective by support from religious bodies which represent the diverse religious needs of the inmate population.
- d. Ecclesiastical and ministerial duties and work schedules of chaplains will be delineated.

### 4. DIRECTIVES AFFECTED. [Top Appendix](#) - [TOP](#)

- a. **Directive Rescinded:** PS 3939.06 Professional Endorsements of BOP Chaplains (8/25/97)

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- b. **Directives Referenced:** PS 3000.02 Human Resource Management Manual (5/17/99); PS 3906.16 Employee Development Manual (3/21/97); Title 5 CFR Part 302 Employment in the Excepted Service (This authority is derived from 5 U.S.C. §§ 1302, 3301, 3302, and 8151)

### 5. STANDARDS REFERENCED. [Top Appendix](#) - [TOP](#)

- a. American Correctional Association 3<sup>rd</sup> Edition Standards for Adult Correctional Institutions: 3-4454
- b. American Correctional Association 3<sup>rd</sup> Edition Standards for Adult Local Detention Facilities: 3-ALDF-5F-01
- c. American Correctional Association Standards for Adult Correctional Boot Camp Programs: 1-ABC-5F-01

### 6. PRETRIAL, HOLDOVER, AND/OR DETAINEE PROCEDURES.

Procedures in this Program Statement apply to staffing in pretrial, holdover and/or detainee institutions.

### 7. HIRING PROCEDURES FOR INITIAL APPOINTMENTS TO CHAPLAINCY. [Top Appendix](#) - [TOP](#)

The following requirements and procedures are used for hiring chaplain applicants:

#### a. Personal Qualifications

- (1) **Age.** Ordinarily, an initial appointment must be made prior to one's 37th birthday. The Department of Justice has granted an age requirement exemption for candidates of some faith traditions because there is a documented shortage of qualified candidates for those faith traditions who meet the maximum age entry provision of Title 5 U.S.C. § 3307 and Public Law 100-238. For further information pertaining to these exemptions, contact the Central Office Chaplaincy Services Branch.
- (2) **Religious Credentials.** Applicants will be ordained clergy or members of ecclesiastically recognized religious institutes of vowed men or women. In lieu of professional ordination credentials, adequate documentation of the applicants' recognized religious and ministerial roles in their respective faith communities is required.
- (3) **Suitability.** Applicants must conform to the suitability guidelines established for areas such as: employment, financial and criminal history, intentional false statements or misrepresentation in the application, or moral turpitude.
- (4) **Physical Standards.** Applicants must pass a pre-employment physical examination which includes a urinalysis. Following initial hire, as a

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condition of future employment, applicants must further pass a Physical Abilities Test (PAT). This is designed to measure the physical requirements necessary to perform essential functions in a correctional setting, such as the ability to respond to emergencies.

- (5) Firearms Training.** Chaplains are exempt from the requirement and will not participate in firearms training during the Introductory Correctional Training at Glynco. In lieu of firearms training, applicants will complete the cross development series on chaplaincy or an equivalent study course. In addition, chaplains will not participate in the annual firearms qualification at the institution.

### **b. Professional Preparation**

- (1) Academic Requirements.** Candidates must possess an earned bachelor's degree and a Master of Divinity degree, consisting of 90 hours of graduate study from an Association of Theological Schools (ATS) accredited residential seminary or school of theology, or have earned the equivalent educational credits described below. The academic institutions must send official transcripts directly to the Chaplaincy Services Branch, Central Office. Equivalent educational credits required: An earned bachelor's degree from an accredited college with at least 120 semester hours (180 quarter hours). Successful completion of 90 semester hours or 120 quarter hours of graduate study which included or was supplemented by: 20 semester hours (27 quarter hours) of pastoral ministry (examples: homiletics, preaching, ministry, pastoral counseling, supervised ministry). 20 semester hours (27 quarter hours) in any combination of theology, ethics, and philosophy of religion. 20 semester hours (27 quarter hours) in religious history or world religions (The applicant will be able to demonstrate an understanding of religious pluralism). 20 semester hours (27 quarter hours) in the study of sacred writings, including the study of languages in which sacred religious writings are written.
- (2) Experience.** At least two years, or 4,174 hours, of pastoral/spiritual leadership experience in a congregational or specialized ministry setting within the endorsing body after formal ministerial preparation. Clinical Pastoral Education, a valuable training experience for chaplains, may satisfy up to one year, or 2,087 hours, of the requirement of pastoral/spiritual experience.
- (3) Ecclesiastical Endorsement.** An Ecclesiastical Endorsement attests to: the applicant's suitability for correctional ministry, support for his or her candidacy, a clear assurance statement that the applicant has no present nor past legal or moral barrier to congregational ministry, and an affirmation that the applicant will facilitate inmates of all faiths

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opportunities to pursue individual religious beliefs and practices. The applicant's relationship to the endorsing body must reflect a minimum two-year association before endorsement.

### **c. Completed Application**

- (1) The applicant mails the completed application to the Central Office Chaplaincy Services Branch. As soon as all requested documentation is received, the applicant will be notified that the application packet is complete.
- (2) The names of candidates will be kept on a wait list. When a vacancy occurs, applications of suitable candidates will be forwarded to the Regional Chaplaincy Administrator.

**d. Interview and Selection Process.** The following procedures apply to all applicants not presently occupying a Bureau chaplain position. This includes status employees in competitive positions seeking appointments as chaplains.

- (1) The Regional Chaplaincy Administrator notifies the Chaplaincy Administrator of an institution vacancy which may be filled with a candidate.
- (2) The Chaplaincy Services Branch forwards the files of eligible candidates to the Regional Office where the NCIC/credit checks, PAT video, writing sample, pre-employment integrity and panel interviews ordinarily take place. A Questionnaire for Public Trust Positions form (SF-85P) is mailed to each applicant to be interviewed. The applicants must bring the completed form to the scheduled interview. The selection process and the selecting official will adhere to all legal requirements regarding priority considerations and veteran's preference.
- (3) The Regional Human Resource Office forwards the tentative selectee's application packet to the institution for review and recommendation.
- (4) The institution's Human Resource Office is to complete the law enforcement and reference checks. When the initial results are received, the application will be forwarded to the Warden for review and employment recommendation.
- (5) Once a tentative selection is made, the institution's Human Resource office is to prepare a "Conditional Offer of Employment Letter" for the Regional Director's signature. The employment folder is forwarded to the Regional Office.

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- (6) The Regional Director reviews and signs the "Conditional Offer of Employment" letter and returns the employment folder to the institution.
- (7) The institution's Human Resource Office sends the conditional offer of employment letter to the selected candidate and schedules an appointment for a physical and urinalysis. Upon satisfactory completion, a Request for Personnel Action form (SF-52) is prepared for the Regional Director's signature. The employment folder is forwarded to the Regional Office.
- (8) The Regional Director signs the SF-52 and the candidate's employment folder is returned to the institution.
- (9) The institution's Human Resource Office initiates the background investigation and establishes a reporting date with the candidate.
- (10) When required, the chaplain candidate will secure ministerial faculties or credentials from the ecclesiastical jurisdiction where the institution is located before a reporting date is determined. The candidate will forward the documentation of the ministerial faculties to the institution for placement in the employment folder.
- (11) Non-selected candidates are informed by letter from the institution's Human Resource Office. Their employment folders are returned to the Central Office Chaplaincy Branch. The employment folders of non-selected candidates expire after one year from last consideration given.
- (12) The trial period for newly appointed chaplains is one year.

### 9. CHAPLAIN TRAINEE POSITIONS [Top Appendix](#) - [TOP](#)

- a. The Bureau of Prisons has established Chaplain Trainee positions (GS 060-9/11) in correctional institutions nationwide. The applicants must meet all of the personal and professional qualifications, except academic. The applicants must, however, normally be within 18-24 months of completing the academic requirements for a staff chaplain position and will receive on-the-job training while completing their Master of Divinity or equivalent degrees.
- b. A standard application packet will be sent to the applicant upon receiving a written request. In addition, the applicant must complete the following form: A Chaplain Trainee Certification and Authorization with Standard Mobility Statement form (BP-S682).
- c. When the Chaplain Trainee is within 20 hours of completing the degree, the Chaplain Trainee becomes eligible for promotion to a GS-060-11. Because this is a new appointment, there is no requirement of one year



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at the previous grade level. Upon completing the academic training satisfactorily, the Chaplain Trainee is eligible for a subsequent appointment at the GS-060-12 level.

- d. If the academic requirements are not met within the stipulated time frame, the Chaplain Trainee may be terminated from the program. If the Chaplain Trainee is a status employee and does not complete the academic requirements within the stipulated time frame, the employee will be returned to a position commensurate with the position held before starting the Chaplain Trainee program. The agency will consider the employee's location preference in making the reassignment.
- e. The Chaplain Trainee's failure to make continuous educational progress will result in removal from the Chaplain Trainee Program.

### 10. MAINTAINING ECCLESIASTICAL ENDORSEMENT. [Top Appendix](#) - [TOP Endorsement must be maintained](#) throughout each Chaplain's tenure.

**a. Attendance at Annual Conference or Spiritual Retreat.** The following procedures, with appropriate documentation, will be followed:

- (1) The Bureau recommends that Chaplains foster their ecclesiastical relationships and endorsements annually. The process for facilitating an ecclesiastical relationship is normally done through attendance at an annual conference or spiritual retreat conducted by or under the auspices of the endorsing body.
- (2) Each staff Chaplain should schedule, as far in advance as possible, attendance at an annual conference or spiritual retreat not exceeding five consecutive working days. The scheduling is to be done in consultation with co-workers/supervisor to ensure appropriate program coverage.
- (3) Chaplains are authorized administrative leave to attend this annual function, since it is normally required to maintain endorsement for employment. A travel authorization is to be submitted for the approving authority's signature. No appropriated funds will be allocated for this function.
- (4) Sites for administrative leave must be within the United States and U.S. Territories, unless otherwise approved by the Chaplaincy Administrator.

### **b. Changes in Religious Affiliation and Subsequent Endorsing Agents/Bodies**

- (1) Ordinarily, Chaplains who are changing religious affiliation must provide written notification to the Chaplaincy Administrator when the transition process is initiated. The Chaplain changing religious

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affiliation must ensure that both endorsing bodies are fully aware of this change in relationship.

- (2) Because endorsement is a condition of employment, the Chaplaincy Administrator requires written documentation from the respective ecclesiastical endorsing bodies acknowledging their awareness of the endorsement relationship's transition.
- (3) Once the change in religious affiliation is complete, a new Ecclesiastical Endorsement form must be forwarded to the Central Office Chaplaincy Branch. The Chaplaincy Branch, in turn, will forward the new form to the institution where it will become part of the Chaplain's Official Personnel File.

### **c. The Bureau has affirmed and will maintain a relationship with the endorsing agents (bodies) of all chaplains.**

- (1) The chaplains' endorsing agents are encouraged to correspond and/or visit with them at the institutions.
- (2) The Bureau will assert its right to communicate with endorsing agents upon matters that impact its chaplains' integrity and professional standards. The Chaplaincy Administrator, in consultation with the appropriate Regional Chaplaincy Administrator, will communicate with the endorsers.
- (3) The endorsing agent will notify the Chaplaincy Administrator of loss or withdrawal of endorsement for any reason. In addition, the affected Chaplain must notify the Chaplaincy Administrator immediately upon loss of endorsement.
- (4) If a separation from employment between a Chaplain and the Bureau occurs, the Chaplaincy Administrator is to provide written notification to the appointed endorser regarding termination of employment.

## **11. REASSIGNMENT AND PROMOTION PROCEDURES FOR CURRENT BUREAU CHAPLAINS.**

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Chaplains who have completed their trial period are eligible for all announced chaplaincy vacancies. All legal requirements during the selection process regarding priority consideration and veteran's preference will be followed. Should there be specific requirements for the advertised position, the requirements will be delineated in the vacancy announcement. The Bureau's legitimate business needs are always a factor in determining assignment.

### **a. Reassignment Procedures for Staff and Department Head Chaplains (GS-060-12)**

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- (1) The institution with the vacancy will prepare an SF-52, and forward it to the Regional Office for the Regional Director's signature. Once the SF-52 has been signed, the vacancy is announced nation-wide as a position for staff chaplain (GS-060-12), or department head chaplain (GS-060-12).
- (2) Interested Chaplains are encouraged to apply for the announced vacancy. A memo will be forwarded to the Regional Chaplaincy Administrator on or before the closing date through the applicant's immediate supervisor. Applicants may submit supplemental materials which demonstrate their accomplishments.
- (3) The names of all applicants will be presented to the selecting official who makes the selection after consulting with: Assistant Director, Correctional Programs Division, the appropriate Regional Chaplaincy Administrator, and the Warden. Reference checking of all applicants under consideration will be done in accord with Bureau policy.
- (4) The Warden, the selected Chaplain, and the current employing institution will establish a reporting date for the Chaplain. If faculties are required for the ministry's function, the Chaplain must have received them from the ecclesiastical jurisdiction where the institution is located before a reporting date is established.

### **b. Promotion Procedures for Supervisory Chaplain (GS-060-13)**

- (1) The institution with the vacancy will prepare an SF-52 and forward it to the Regional Office for the Regional Director's signature. Once the SF-52 has been signed, the vacancy is announced nation-wide as a position for Supervisory Chaplain (GS-060-13).
- (2) Interested Chaplains are encouraged to apply for the announced vacancy. The applicant must respond in writing to a series of questions in order to demonstrate a thorough understanding of the subject areas addressed. The questions used will be the same for all applicants. Applicants may include supplemental materials which demonstrate their accomplishments. This written response will be forwarded to the Regional Chaplaincy Administrator on or before the closing date through the applicant's immediate supervisor.
- (3) The names of all applicants will be presented to the selecting official who makes the selection after consulting with: Assistant Director, Correctional Programs Division, the appropriate Regional Chaplaincy Administrator, and the Warden. Reference checking of all applicants under consideration will be done in accordance with current Bureau policy.

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- (4) The Warden, the selected Chaplain, and the current employing institution will establish a reporting date for the Chaplain. If faculties are required for the ministry's function, the Chaplain must have received them from the ecclesiastical jurisdiction in which the institution is located before a reporting date is established.

**c. Promotion Procedures for Regional and Central Office Chaplaincy Positions.** Applicants for the Regional Chaplain, Chaplaincy Program Review Examiner (GS-060 series), and Branch Chaplaincy positions are to follow the same procedures as outlined above with the designated selecting official signing the SF-52.

## 12. DUTIES AND WORK SCHEDULES OF STAFF CHAPLAINS.

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At a minimum, Chaplains in institutions are required as a function of their ministry to:

- a. **Provide** coverage seven days a week, evenings, and weekends to meet inmate religious needs (five days a week for one Chaplain institutions). All chaplains must work **two evenings per week**. While some chaplains may prefer evening hours, chaplains will not be required to work more than three evenings per week.
- b. Share pastoral duties, supervision of inmate groups, and administrative functions equitably.
- c. Work on their weekly day of religious observance and lead the religious service regularly. Chaplains are also required to work on the seasonal holy days of their faith tradition.
- d. When staff members are needed to cover emergency posts, chaplains will be assigned posts which are consistent with their pastoral role.

## 13. MANDATORY TRAINING FOR CHAPLAINS

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- a. Newly hired chaplains, including chaplain trainees, must complete: New Chaplains' Training (24073) within 12 months of entry into the position (MSTC funded (8/14/92); and New Chaplains OJT (11060) within 12 months of entry into position. This program will be supervised by the Department Head Chaplain or the Regional Chaplain, if the institution has no Department Head Chaplain. Upon completion, documentation will be forwarded to the EDM to receive training credit.
- b. All chaplains must complete a three-day training program on Religious Beliefs and Practices of Inmates every four years. In addition, all chaplains will participate in a Program Review in accordance with the

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policy on Program Review. Newly hired Chaplains are eligible to participate in the three-day training program after completing the first year of their trial period.

- c. All chaplains must complete Crisis Response Team (CRT) training within the first five years of employment.

### 14. BUREAU OF PRISONS FORMS.

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The following BP-Forms will be used in conjunction with this Program Statement:

Chaplaincy Application Instructions (BP-S677);  
Chaplaincy Candidate Supplemental Information (BP-S678);  
Ecclesiastical Endorsement for Chaplains (BP-S679);  
Chaplaincy Candidate Certification and Authorization (BP-S680);  
Vacancy Announcement for Chaplains (GS-060-12) (BP-S681);  
Chaplain Trainee Certification and Authorization with  
Standard Mobility Statement (BP-S682);  
Chaplaincy Application Notification Checklist (BP-S683);  
Vacancy Announcements for Chaplains (GS-060-13) (BP-S688);  
Resume containing information in the brochure "Applying for a Federal Job"  
**or** using "Optional Application for Federal Employment" (OF-612)

Release of Information Forms:

1. Authorization for Release of Information (SF-85P);
2. Authorization for Release of Medical Information (SF-85P);
3. Credit Release Authorization  
(see the Human Resource Management Manual)

Kathleen Hawk Sawyer, Director

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#### [Appendix: FBOP Program Statement: PS 3939.07 - Chaplaincy Services](#)

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|--|---|
| <u><a href="#">1. PURPOSE AND SCOPE</a></u>                | <u><a href="#">[8. Not present in site enumeration]</a></u> |
| <u><a href="#">2. SUMMARY OF CHANGES</a></u>               | <u><a href="#">9. CHAPLAIN TRAINEE POSITIONS</a></u>        |
| <u><a href="#">3. PROGRAM OBJECTIVES</a></u>               | <u><a href="#">10. ECCLESIASTICAL ENDORSEMENT</a></u>       |
| <u><a href="#">4. DIRECTIVES AFFECTED</a></u>              | <u><a href="#">11. REASSIGNMENT AND PROMOTION</a></u>       |
| <u><a href="#">5. STANDARDS REFERENCED</a></u>             | <u><a href="#">12. DUTIES AND WORK SCHEDULES</a></u>        |
| <u><a href="#">6. PRETRIAL ... DETAINEE PROCEDURES</a></u> | <u><a href="#">13. MANDATORY TRAINING FOR CHAPLAINS</a></u> |
| <u><a href="#">7. HIRING PROCEDURES</a></u>                | <u><a href="#">14. BUREAU OF PRISONS FORMS</a></u>          |

See original at: [http://www.bop.gov/progstat/3939\\_07.html](http://www.bop.gov/progstat/3939_07.html) --

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**Appendix 3: TDCJ Chaplaincy &  
American Correctional Association (ACA)  
Code of Ethics & General Principles  
"THE" Standard for Corrections**

[Chaplaincy Pursuit of Excellence](#)

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[Short History: ACA & TDCJ](#)

[Chaplaincy Excellence, ACA & TDCJ](#)

[ACA Code of Ethics](#)

[Preamble, Articles, Dates of Revisions](#)

[ACA Declaration of Principles -- Preamble](#)

[Principles: Humanity, Justice, Protection, Opportunity,  
Knowledge, Competence, Accountability](#)

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**Chaplaincy Pursuit of Excellence: ACA, TDCJ and Chaplaincy Services**

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**Short History: ACA & TDCJ**

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The American Correctional Association (ACA) is the **premier** organization for standards for departments of corrections in America. Having developed and progressed from 1870 to today, ACA is "THE" accreditation association for acceptable standards; there is no other. As the history of ACA has progressed and the standards fine-tuned, ACA has become the venue for correctional experts and practitioners to associate. Warden Mickey Ameigh's arrival to Wyoming County Correctional Facility (WCCF) in Tunkhannock, Pa., is just one example for the "need" and "value" of standards as well as how far behind institutions have been, even in the twentieth century. Ameigh came from the U.S. Federal system and arrived at the WCCF in 1993, making rapid-fire changes immediately, as he says, "It was so poised for a monumental calamity that I felt there was no choice."<sup>66</sup> Amazingly horrendous, there were no regular counts, no regular inmate searches, no disciplinary system, nor did inmate infractions even go on record. Mickey Ameigh brought changes and was selected as one of the "Best in the Business" by ACA in 2002.<sup>67</sup>

ACA is by constitution lead by a broad spectrum of experts and practitioners "in the field" – elected to the positions that in turn maintain and fine-tune the standards for the "Correctional Profession" itself.<sup>68</sup> In other words, ACA is not simply another one of those thousands of associations that have a small subculture of like minded persons. Rather, ACA has evolved into a first-rate organization

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<sup>66</sup> Buisch, Michele D. "Best in the Business: A True Mover and Shaker." *Corrections Today* (June 2002): 52.

<sup>67</sup> Ibid.

<sup>68</sup> Keve, Paul W. *Measuring Excellence: The History of Correctional Standards and Accreditation*. Lanham, MD: American Correctional Association, 1996.

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that is determining the future of incarceration itself in the United States. Many states are following and seeking full accreditation.

**The next stage of evolution for ACA remains on the near horizon:** that stage will be attained when its standards and accreditation will have the same weight and legal force as the major accreditation bodies for our medical and educational institutions.

Proudly, the Texas Department of Criminal Justice (TDCJ) has been aggressively seeking full ACA accreditation for all of its facilities in the last several years, and many of TDCJ's institutions have achieved that accreditation. Proudly, the TDCJ has one of the lowest escapes rates among the largest institutions in the United States, doing for *many* decades *many* of the things Ameigh brought to the WCCF in 1993.

### Chaplaincy Excellence, ACA & TDCJ

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However, with respect to TDCJ's Chaplaincy as a "Department" under TDCJ's Programs and Services Division, for the last ten years the Division has "*lowered*" the standards in such a fashion that even the determination of how the TDCJ Chaplaincy is operated and led is confusing.<sup>69</sup>

TDCJ's Division lowered the entry requirements for the last two directors of chaplains so that prospective persons could qualify prior to employment.<sup>70</sup> With respect to the former, they lowered the CPE<sup>71</sup> requirements to "1" unit for the Director of Chaplains while all regular chaplains have to obtain at least "2" units to move up the pay scale from Chaplain I to Chaplain II. For the current director of chaplains, the division lowered the standing "5" years of experience as a "Chaplain" to only "2" years of experience.

Furthermore, given the enormous contributions of the TDCJ Chaplaincy Services that have been obfuscated by the Division, the two previous "Directors of Chaplains" would not meet the minimum requirements to be a "Certified Chaplain" under the American Correctional Chaplains Association (ACCA) which is the first professional affiliate with ACA. This is not good business, but rather a regression. More to the point, with respect to the Chaplaincy Services, the TDCJ's Division has sought to lower standards well below the national standard, even to the effect that the Directors of Chaplains need not have the level of excellence (read experience and credentials) expected of "regular" chaplains qualifying for Certification.

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<sup>69</sup> The others sections outline this in detail.

<sup>70</sup> See the section: "Chaplain Equity Timeline" for documentation.

<sup>71</sup> CPE = Clinical Pastoral Education, as specified by the Association of Clinical Pastoral Education, Inc., Decatur, GA; one the most common standards for raining in chaplaincy skills.



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TDCJ has a good reputation and national stature, and TDCJ's own quest for excellence is recently exemplified in its pursuit of ACA accreditation. Yet with respect to TDCJ Chaplaincy, the Division has hired those well below the national standards, disproportionately represented the Chaplaincy Volunteer contribution to TDCJ,<sup>72</sup> kept from the TDCJ Board of Directors the enormous contributions of chaplains in a manner **not equal** to any other profession in their report<sup>73</sup> and has withheld public information several times necessitating the intervention of the Texas' own Attorney General's office before release was secured.

That means several articles of ACA's Code of Ethics have been shunned with respect to Chaplaincy. We chaplains love our job, and a few of us have arisen to pursue excellence and equality based upon contribution, education and experience.

Certainly relevant to Chaplain Professional Equity is in the history of ACA itself. As a matter of historical record, "the driving force behind the convening of the original conference in 1879" of the American Correctional Association was Enoch Cobb Wines.<sup>74</sup> And he was a minister and a teacher.<sup>75</sup> Chaplains have been within the Correctional environment from the beginning, and the American Correctional Chaplains Association was the first affiliate with ACA. All the MORE reason that TDCJ's Programs and Services Division should support Equity and Excellence and National Standards and not support the last ten years of regression and lowering of standards.

The TDCJ is an accomplished penal institution with worldwide notoriety. How is it that twice the job descriptions are lowered to accommodate specific individuals over several others who met national standards? How is it that the chaplains pursuing excellence were repeatedly denied public information on the Chaplaincy Services and forced for almost an entire year to utilize the Texas' Attorney General's Office to force the release of information on TDCJ, MHMR and TYC Chaplaincy Services?

In a nutshell, the Chaplaincy Services can only begin to truly pursue excellence when they are granted equality and measures taken to insure that national standards are sought and that quality can be pursued.

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<sup>72</sup> See TDCJ Volunteer Coordination Committee Reports for FY1999 and FY2000 and the larger picture in the first chapter on TDCJ Chaplaincy Cost-Savings, which are gargantuan.

<sup>73</sup> See Appendix 1: Bi-Monthly TDCJ Prog. & Services Reports to Board.

<sup>74</sup> Keve, Paul W. *Measuring Excellence: The History of Correctional Standards and Accreditation*. Lanham, MD: American Correctional Association, 1996: p. 3.

<sup>75</sup> Ibid.

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### ACA Code of Ethics<sup>76</sup> - American Correctional Association

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[ACA Code of Ethics](#) -- [ACA Declaration of Principles](#)

#### Preamble:

The American Correctional Association expects of its members unflinching honesty, respect for the dignity and individuality of human beings and a commitment to professional and compassionate service. To this end, we subscribe to the following principles.

#### Articles:

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1. Members shall respect and protect the civil and legal rights of all individuals.
2. Members shall treat every professional situation with concern for the welfare of the individuals involved and with no intent to personal gain.
3. Members shall maintain relationships with colleagues to promote mutual respect within the profession and improve the quality of service.
4. Members shall make public criticism of their colleagues or their agencies only when warranted, verifiable, and constructive.
5. Members shall respect the importance of all disciplines within the criminal justice system and work to improve cooperation with each segment.
6. Members shall honor the public's right to information and share information with the public to the extent permitted by law subject to individuals' right to privacy.
7. Members shall respect and protect the right of the public to be safeguarded from criminal activity.
8. Members shall refrain from using their positions to secure personal privileges or advantages.
9. Members shall refrain from allowing personal interest to impair objectivity in the performance of duty while acting in an official capacity.

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<sup>76</sup> Source: <http://www.corrections.com/aca/pastpresentfuture/ethics.htm>; formatting added to facilitate navigation.

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10. Members shall refrain from entering into any formal or informal activity or agreement which presents a conflict of interest or is inconsistent with the conscientious performance of duties.
11. Members shall refrain from accepting any gifts, services, or favors that is or appears to be improper or implies an obligation inconsistent with the free and objective exercise of professional duties.
12. Members shall clearly differentiate between personal views/statements and views/statements/positions made on behalf of the agency or Association.
13. Members shall report to appropriate authorities any corrupt or unethical behaviors in which there is sufficient evidence to justify review.
14. Members shall refrain from discriminating against any individual because of race, gender, creed, national origin, religious affiliation, age, disability, or any other type of prohibited discrimination.
15. Members shall preserve the integrity of private information; they shall refrain from seeking information on individuals beyond that which is necessary to implement responsibilities and perform their duties; members shall refrain from revealing nonpublic information unless expressly authorized to do so.
16. Members shall make all appointments, promotions, and dismissals in accordance with established civil service rules, applicable contract agreements, and individual merit, rather than furtherance of personal interests.
17. Members shall respect, promote, and contribute to a work place that is safe, healthy, and free of harassment in any form.

Dates of Revisions:

Adopted August 1975 at the 105<sup>th</sup> Congress of Correction;

Revised August 1990 at the 120<sup>th</sup> Congress of Correction;

Revised August 1994 at the 124<sup>th</sup> Congress of Correction.

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### ACA Declaration of Principles<sup>77</sup>

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[Principles: Humanity, Justice, Protection, Opportunity, Knowledge, Competence, Accountability](#)

#### PREAMBLE

More than a century ago, in 1870, leaders in American corrections, meeting with their international colleagues in Cincinnati, Ohio, first developed principles stating the beliefs and values underlying the practice of their profession. As a result of this meeting, the National Prison Association was founded, an organization that has subsequently evolved into the American Correctional Association. The foresight of these leaders' thinking over 130 years ago is evident in this brief excerpt from that document:

The treatment of criminals by society is for the protection of society. But since such treatment is directed to the criminal rather than the crime, its great object should be his moral regeneration. The state has not discharged its whole duty to the criminal when it has punished him, nor even when it has reformed him. Having raised him up, it has further duty to aid in holding him up. In vain shall we have given the convict an improved mind and heart, in vain shall we have imparted to him the capacity for industrial labor and the desire to advance himself by worthy means, if, on his discharge, he finds the world in arms against him, with none to trust him, none to meet him kindly, none to give him the opportunity of earning honest bread.

Although the language may be antiquated, the message is contemporary. The role of corrections is to assist in the prevention and control of delinquency and crime, but ultimately the prevention of criminal and delinquent behavior depends on the will of the individual and the constructive qualities of society and its basic entities: family, community, school, religion, and government.

As members of the American Correctional Association, we continue in the spirit of our founders by renewing and revising these principles in 2002, so that they may continue to guide sound corrections practices, make clear our philosophy and aims, and inspire cooperation and support from leaders of local, state, national, and international communities and organizations.

We believe that these principles of HUMANITY, JUSTICE, PROTECTION, OPPORTUNITY, KNOWLEDGE, COMPETENCE, and ACCOUNTABILITY are essential to the foundation of sound corrections policy and effective public protection.

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<sup>77</sup> Source: <http://www.corrections.com/aca/pastpresentfuture/principles.htm>; formatting added to facilitate navigation.

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Guided by the following principles, the American Correctional Association is enabled to benefit from the heritage of the past, plan and prepare for the future and "to lead" and "to serve" the correctional profession, our colleagues, our charges and our communities.

### PRINCIPLES – ACA Guiding Principles

Preamble

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Principles: Humanity, Justice, Protection, Opportunity,  
Knowledge, Competence, Accountability

#### **HUMANITY:**

The dignity of individuals, the rights of all persons and the potential for human growth and development must be respected.

Social order in a democratic society depends upon full recognition of individual worth and respect for the dignity of all its members; therefore, laws, administrative policies and corrections practices must be governed by this principle and measured against standards of fairness and decency, whether applied to those under corrections care and control, its staff, crime victims, or the general public.

Corrections shares with other parts of the criminal justice system the obligation to balance the protection of the individual against excessive restrictions. To this end the least restrictive means of control and supervision consistent with public safety should be used. Incarceration should only be used with juveniles or adults charged with or convicted of crimes and for whom no other alternative disposition is safe and appropriate.

Corrections leadership must establish a management philosophy and ensure implementation by monitoring conformance; encouraging a positive environment; promoting positive relationships between and among offenders and staff; and providing opportunities for programming and resources for employees and offenders.

#### **JUSTICE:**

Corrections must demonstrate integrity, respect, dignity, fairness, and pursue a balanced program of humaneness, restoration, rehabilitation and the most appropriate sanctions consistent with public safety.

Unwarranted disparity in sentencing, undue length of sentences, and rigid sentencing structures are an injustice to society and the offender and create circumstances that are not in the best interest of justice, mercy, or public protection and must be resisted whenever possible.

Sanctions imposed for crimes or infractions should be commensurate with the seriousness of the offense; take into account the extent of participation in the crime or

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infraction and the criminal history of the offender; and follow impartial fact-finding and due process procedures.

Corrections leadership also must ensure that employees are treated with rigorous standards of fairness and justice; and that victims, witnesses, and all other citizens who come in contact with the criminal justice system receive fair, consistent, and concerned consideration and assistance, including restitution and/or compensation whenever appropriate.

### **PROTECTION:**

Corrections has a duty to ensure the protection of the public, offenders under corrections supervision, corrections workers, and victims and survivors of crime.

Persons have the right to be protected from personal and/or psychological harm, loss of property and abuse of power. The overall protection of society is best enhanced through effective corrections community and institutional supervision, rehabilitation and training programs, compliance with legal mandates, offender and staff accountability, and meeting the basic needs of offenders.

Corrections has a special responsibility to protect from harm those who are involuntarily under its care and control; therefore, contemporary standards for healthcare, offender classification, due process, fire and building safety, nutrition, personal well-being, and clothing and shelter must be observed.

Because of the unique power that corrections has over those in its care, special vigilance must be observed to protect them from the abuse of that power. Offenders also must be protected from harming each other, corrections employees, victims of crime, and/or the public at large. Prevention of escape, assault, and property loss is an important goal of corrections and requires unique and specialized expertise.

### **OPPORTUNITY:**

Corrections is responsible for providing programs and constructive activities that promote positive change for responsible citizenship.

Opportunity for positive change or "reformation" is basic to the concept of corrections because punishment without the opportunity for redemption is unjust and ineffective. Hope is a prerequisite for the offender's restoration to responsible membership in society.

Sound corrections programs at all levels of government require a careful balance of community and institutional services that provide a range of effective, humane, and safe options for handling juvenile and adult offenders.

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Corrections must provide classification systems for determining placement, degree of supervision, and programming that afford differential controls and services for juvenile and adult offenders, thus maximizing opportunity for the largest number.

Corrections leaders should actively engage the community to assist in the restoration and reintegration of the offender.

Offenders, juvenile or adult, whether in the community or in institutions, should be afforded the opportunity to engage in productive work, participate in programs including education, vocational training, religion, counseling, constructive use of leisure time, and other activities that enhance self-worth, community integration, and economic status.

### **KNOWLEDGE:**

Corrections must be committed to pursuing a continual search for new knowledge, technological advances, and effective practices that strive toward excellence and positive change.

Effective programs, policies, and practices are based on accurate information, applied and theoretical research, and are guided by professional standards and outcome measures of performance.

Corrections programming successes that are supported by sound research enhance the credibility of corrections and promote professional progress.

For optimum benefit, knowledge must be shared to enhance public awareness and support for effective policies and programs.

Corrections should contribute to and benefit from relationships among local, state, national, and international agencies, professional associations, and institutions of higher learning.

### **COMPETENCE:**

Corrections administrators, supervisors, and line employees must be professionally competent and committed to conducting their responsibilities in accordance with professional standards.

Selection, retention and promotion of all corrections staff and the selection and training of volunteers must be based on merit, without regard to political affiliation, race, gender or religion.

Staff, contract employees and volunteers must be well trained to understand the mission of the agency and to conduct themselves according to the agency's rules and professional standards.



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Adequately trained and well-supervised volunteers are an essential element to the effective delivery of services to juvenile and adult offenders at all stages of the corrections process.

Remuneration for staff must adequately reflect the importance of the crucial role of corrections in the protection of society and should be commensurate with job requirements and performance.

Corrections agencies and organizations must promote opportunities for professional development for all employees.

The system of evaluating staff and volunteers must be fair and equitable.

### **ACCOUNTABILITY:**

Corrections officials shall ensure accountability in regard to the treatment and management of offenders, selection and performance of staff, and the interface with the community and victims.

Accountability is a keystone of sound corrections practice; therefore, all persons engaged in corrections activity should be held responsible for their actions and behavior.

Corrections administrators must be accountable for assuring the humane treatment of offenders, the support and empowerment of staff and adherence to the stated principles.

Staff must be accountable for advancing and implementing the goals and principles of corrections.

Offenders must be accountable for their actions, including making amends and restitution where practical.

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## Chaplain Professional Equity

Help Texas Chaplains Facilitate Human History's Greatest Resource for Change

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### **Appendix 777: Equity for TDCJ & the State Auditor's Correctional Officer Report**

This report was a thoroThe State Auditor's Correctional Officer Report –  
February 2001.

~ The State Auditors report on Correctional Officer Staffing, needs, assessments, etc., that does NOT  
necessarily reflect the experience of the officers themsel

< **Chaplaincy Recovers ENTIRE Operating Costs – 3x over** >

**Chaplaincy Contributes in Extraordinary Manner to  
EVERY Mission Critical Function  
Chaplains Need Equality & Logistical Support**

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[www.PreciousHeart.net](http://www.PreciousHeart.net)

[Maness3@att.net](mailto:Maness3@att.net)

Editor, Rev. Dr. Michael G. Maness, TDCJ Chaplain