



NATIONAL SHERIFFS' ASSOCIATION

CHAPLAINS

REFERENCE GUIDE

Introduction

As long as there is crime, there will be officers and a host of persons supporting the criminal justice system. Occasionally, these men and women will need additional support to handle overwhelming emotions which are hazards of the job. Most agencies cannot afford a full time staff person to attend to such needs.

The type of people and criminal actions law enforcement encounter in communities and jails can sometimes be shocking. This evokes feelings the average person is very often not equipped to process alone. As a community oriented profession, we train law enforcement not to disclose feelings at such incidents. The nature of the profession asks that feelings and normal reactions to the extraordinary be put aside. This can result in higher rates of alcoholism, drug abuse, divorce, and, sometimes, suicide. In a service profession to law enforcement, as well as to the incarcerated, and former inmates, the chaplain has a unique perspective of, and possibly is better equipped to address basic problematic events and emotions.

An effective chaplaincy program should be an integral part of any sheriff's office. This program can take many different forms in order to conform to need, resources, and capabilities within the community and organization. Many sheriffs' offices utilize chaplaincy volunteer programs. This manual hopes to outline some basic departmental needs which can be met through an effective chaplaincy program.

We at the National Sheriffs' Association's Chaplains' Steering Committee have put together a basic training manual to help chaplains, sheriffs, and those in the office understand the role of chaplain, act as a guide to basic needs, and define its' role in operations of the sheriff's office. Please review the material and answer the questions at the end of the manual. Keep it as a reference when questions or doubt arise concerning certain situations and you feel you need guidance. Although designed to offer guidance, there are many ways to approach the different subjects enclosed and each can be molded to fit your program. We hope you take the information inside and expand upon it. The manual has been compiled by some of the finest chaplains in our nation.

And if you find that you need additional support or guidance, please contact any of the committee members. We are glad to help.

National Sheriffs' Association
Chaplains' Steering Committee

Before you begin...

The information in this manual is suggested operational material. It is in no way meant to replace policies and procedures already in place within your agency. It is merely a guide to help establish policy where it does not currently exist, and to better inform sheriffs and their chaplains of the basic fundamentals of the topics presented.

The information provided has been a collaborative effort of the National Sheriffs' Association's Chaplains' Steering Committee.

National Sheriffs' Association's Chaplains' Steering Committee

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Chapter One

Critical Incident Stress Debriefing...The Chaplain's Role

What is CISD?

Critical Incident Stress Debriefing (CISD) is a therapeutic group technique designed to minimize the impact of a traumatic event and to aid in psychological and emotional recovery. Dr. Jeffrey T. Mitchell, of the University of Maryland, designed Critical Incident Stress Debriefings to prevent post-traumatic stress among high-risk occupational groups. Initially developed for firefighters, paramedics and police officers, use of the Mitchell Model has been modified and expanded for use in natural disasters, school-based incidents, and a variety of other stressful events.

What is Critical Incident Stress?

Critical incidents are events outside the normal range of a person's experiences. They are usually unexpected and so powerful that an individual is unable to cope following the event. No two people will react the same to an event. Some people may have no reaction. Others may suffer from nightmares, sleep disturbance, confusion, anxiety, irritability, inability to concentrate, sadness, depression, and anger. Physical symptoms may include rapid heartbeat, night sweats, headaches, and dizziness. Job performance may also suffer, as will other aspects of the individual's life. Sexual function may be affected, as well as ones' ability to interact with family and friends. While most reactions last only a few days, others can go on for weeks or even months. In

some, symptoms appear immediately. In others, no reaction or delayed symptoms can occur.

CISD and You

There is a discrepancy in the availability and use of CISD from one department to another. Many departments have no formal CISD program in place. Others have programs, but participants would be viewed as “weak,” which discouraging attendance. In many volunteer departments (especially in rural areas), there is no formal CISD available, and the department relies on chaplains and untrained peer counselors. There are some departments with readily available CISD program(s), and offer it whenever a traumatic event or need occurs.

Many people do not get involved with starting and continuing CISD programs because they do not feel “qualified.” CISD does not require a specialist.

What role can the chaplain play in CISD

The chaplain serves as a communication link, and should strive to be attentive to individuals in crisis. Due to the constant presence of danger, pressure, and tension, the chaplain should strive to create a reliable relationship with officers. When needed, the officer may turn to him/her for counsel. Likewise, the chaplain should be available to the officer’s family and to all associated with a crisis.

The term “officer presence” lends itself to the idea that an officer in the vicinity can deter wrongful activity. The same applies to a chaplain, but a chaplain’s presence can alleviate fears and anxieties.

Once the response team has been dispatched, the chaplain should assess the situation and decide which person(s) need reassurance and counsel. **NOTE:** The chaplain should not interfere with any medical or investigative activity. However, the presence of a chaplain can be a great comfort while someone is being examined.

The chaplain should be careful in demonstrating respect for all faith groups. Offering words of comfort using scripture is powerful; however, the chaplain must be sensitive to those of many, varied faiths. Many times those in need of comfort will seek the chaplain's help. Gathering general information about next of kin, clergy, etc., is also very helpful. Afterward, the chaplain should offer to make any telephone calls or to make other notifications needed.

The chaplain should also offer assistance to the officer(s) or other staff members whom have been immediately affected by the trauma. While the chaplain should be careful not to interrupt the investigation, the presence of the chaplain can be a great comfort to the responding officers. The days, weeks and even months following will be a critical time for the chaplain to interact with those involved in the incident. Be prepared to make referrals as necessary. An individual's abnormal behavior or the inability to cope following the event is an indication professional help may be needed.

Debriefings for the Individual

When only one person is in need of intervention, the coordinator should send the appropriate CISD team member. A group debriefing should never be conducted when there is only one person in the group in need of help.

Defusings

Defusings are short (20 minutes) discussions about the normal stress symptoms that might be expected following a critical incident. Basic information on stress management is also provided. During such meetings, the chaplain should offer support and make time available for individual counseling.

Critical Incident Stress Debriefing Model

There are seven (7) phases associated with the Critical Incident Stress Debriefing Model. Each phase is addressed below.

1. Introduction

There are a few guidelines in conducting a CISD. The following elements should be kept in mind throughout any CISD process and/or explained to participants.

- Introduce team and credentials
- Maintain confidentiality
- No press
- Do not leave once debriefing begins
- Not necessary for attendees to speak

- Explain CISD rationale
- CISD short-term effect – feeling worse
- Education and Venting – CISD effects
- CISD is not therapy
- CISD is not a critique
- No rank in a CISD

2. **Fact Phase**

Ask each member of the group to describe his/her role at the incident, including what they saw and heard. This is a description of the incident.

- Keep this simple - direct the group to keep it simple
- Everyone in the group should have an opportunity to talk
- Do not force the issue if someone does not want to talk
- Let the speaker know they have your undivided attention

3. **Thought Phase**

Ask leading questions, such as: “what were some of the thoughts that you had while you were at the scene or soon after you left the scene?”

- Everyone should have the opportunity to give his/her thoughts
- Everyone may not share this information
- Consider sub-groups when dealing with a very large group

4. **Feelings / Reaction Phase**

- Encourage the group members to share their initial reactions to the incident

- Ask the group to identify the worst part of the incident
- Point out possible feelings that are normal: anger, fear, grief, disgust, etc.

5. Symptom Phase

1. Ask how the group member(s) knew the incident was traumatic
2. Identify symptoms that appeared:
 - At the scene?
 - The next day?
 - Current symptoms appearing shortly after incident?
 - Current symptoms appearing noticeably after incident?

You may need to point out to the group that any symptoms are normal.

6. Teaching Phase

Below is a list of remedies to some of the less serious symptoms simpler effects of CISD.

- Stress management training
- Diet and/or exercise schedule
- Deep breathing exercise
- Progressive muscle relaxation
- Biofeedback
- Meditation/prayer
- Directive approach

More serious issues should be referred to a professional.

7. Re-entry Phase

1. Give group a chance to resolve the issues
2. There may be no resolution, but if the group gains understanding, then positive results are achieved.
3. Ask: Is there anything else you would like to talk about?

This may open up the group to a lengthy discussion. . . Be prepared!

Hopefully, prior to a critical incident, the CISD Model has been evaluated and implemented. The first step in implementing a CISD program is establishing responsive teams. The next section examines CISD program team formation and continuing training and education.

Team Formation

Below is a suggested outline of things to consider when putting together a CISD team. Be certain to identify resources in the community as well as departmental needs.

Initial Steps

- Determine needs
- Support from mental health professionals and advocates
- Support from law enforcement professionals
- Review existing programs, if applicable
- Establish protocols
- Sell the program

Intermediate Steps

- Develop team structure

- Resolve budget issues
- Solicit applications
- Schedule training
- Choose team members carefully
- Evaluate team mix
- Implement/plan for mechanism to remove members

Final Steps

- Preliminary choice of team members
- Train team
- Final choice of team members
- Establish leadership

Suggested Training

The suggested training consists of a tri-level approach. All team members should participate in a two day training session, specifically focusing on Jeff Mitchell's CISD model. In addition, all team members periodically should engage in continuing education. Finally, all team members should be cross-trained for other positions for the benefit of the team, program and recipients. The following is a partial list of potential professional resources to utilize as peer debriefers.

- Firefighters
- EMS providers
- Police

- Dispatchers
- Emergency nurses
- Physicians
- Clergy/chaplains

Maintaining Operations

It is essential to continue the growth of the CISD team. Below is a suggested outline on how to proceed. Again, consider your capabilities, resources, and departmental needs.

Team meetings can be used for:

- Continuing education
- Team building
- Stress management
- Group business

While this list is not exhaustive, CISD team functions may include:

- Stress management skills training
- CISD education and marketing
- Debriefings
- Referrals
- Community activities
- Team meetings
- Cross Training

Pre-Event Education

The following organizations may offer multiple levels of training for your CISD program, and should be utilized to expand training options, as well as foster relationships with other agencies and/or organizations.

- EMT classes
- Police academies
- Fire academies
- Rescue squad meetings
- Management groups
- Mental health clinics

Hopefully, a CISD Team is in place prior to a disaster. Regardless, CISD team members should be aware of the stages of disaster identified below, and they may be called upon to share this information.

Stages Of Disasters

There are seven (7) stages of disaster associated with CISD, which include:

1. Warning
2. Threat
3. Impact
4. Inventory
5. Rescue
6. Remedy
7. Recovery

Although each stage has implications for CISD, the CISD team and participants, there are two stages which warrant specific discussion. The first is the Impact Phase. During the phase participants are likely to experience fear, which is known to produce adrenaline for the “flight or fight” response. The second stage is the Recovery Phase, in which participants report the following emotions:

- Honeymoon
- Euphoria
- Disillusionment
- Anger
- Grief
- Loss of support
- Convergence

It is important to remember, especially with the Recovery Phase, participants may enter and exit this phase at differing intervals and exhibit varying responses. Participants typically will utilize one (or more) of the coping mechanisms identified below in an attempt to minimize and/or resolve stress associated with the incident.

- Human attachment
- Drive to survive
- Group affiliation
- Attempts at mastery
- Feelings shut down
- Prayer
- Hope

Chapter Two

Death Notification: Basic Death Notification Procedures

In Person

Always make death notification in person—not by telephone or police radio.

It is very important to provide the survivor with a human presence or “presence of compassion.” Arrange the death notification to be made in person, even if the survivor lives far away, either by contacting the Medical Examiner’s Office or law enforcement agency.

Time and Certainty

Provide notification as soon as possible.

Obtain positive identification of the deceased. Notify next of kin and others living in the same household, including roommates and unmarried partners.

Before the Notification-move quickly to gather information

Mistaken death notifications have caused unnecessary trauma.

No one should learn of the death of a loved one from the media. Be certain of the deceased’s identity. Determine the deceased person’s next of kin and gather detailed information, regarding the circumstances of the death, about survivor’s health risks, and whether other persons are likely to be present at the notification.

In Pairs

Always try to have two people present to make the death notification.

Ideally, a law enforcement officer (in uniform), the medical examiner, chaplain, victim

service counselor, family doctor, clergy person, and/or close friend should be considered in assisting with the notification. A female/male team is often advantageous.

Plan the Notification Process

Take separate vehicles if possible.

Having two vehicles present provides flexibility. One notifier may be able to stay longer to help contact other family or friends for support. Before arrival at the notification site, the team should decide who will speak, what will be said, and how much information will be disseminated.

In Plain Language

Notifiers should clearly identify themselves, identify the survivor(s), present credentials and ask to come in.

Do not make the notification at the doorstep. Request to enter. Ask the survivor to be seated. Request that underage children leave the room. Children may be notified separately, if requested. The presence of the team has already caused alarm.

Give the death notification directly and in plain language. Begin by saying, “I have some very bad news to tell you. I am sorry, but...”. Speak slowly, giving as many details as possible.

You should avoid such vague expressions as “Sally was lost” or “passed away.” Instead, say: “Your daughter, Sally, was in a car crash, and she was killed.” “Your husband, Tom, was shot today, and he died.” “Your father, Bill, had a heart attack at his work place, and he did not survive.” Call the deceased by name—rather than “the body.”

Answer the survivor's questions directly. If you don't know the answer to a question, say so. Inform the survivor(s) that you will provide the information once it becomes available, and make certain to do so. There are few consoling words that survivors find helpful—but it is always appropriate to say, "I am sorry this happened to you."

With Compassion

Remember: Your presence and compassion are the most important resources you bring to a death notification.

Remain sensitive to the survivor's emotions and your own. Never try to "talk survivors out of their grief" or offer false hope. Be careful not to impose your personal religious beliefs. Such statements as: "It was God's will," "She led a full life," and "I understand what you are going through" are generally viewed as offensive and insensitive to one's grief. Take time to provide information, support, and direction. Never simply notify and leave. Do not take the deceased's personal belongings with you at the time of notification. Survivors often need time, even days, before accepting such items. Please note that they should never be delivered in a trash bag. Survivors should be informed how to recover loved ones belongings if they are in the custody of law enforcement officials.

Give Survivors Helpful Guidance and Direction

Survivors bear the burden of inevitable responsibilities.

You can help the survivor(s) by offering to provide immediate assistance. Offering to call a friend or family member is one way. Stay until the support person arrives. The survivor(s) may have a hard time remembering what is said and done. Writing down the names of those contacted is helpful. The survivor(s) should also be informed of any opportunity to view a loved one's body. If this is possible, the survivor(s) should be informed of the condition of the deceased's body and of any forensic restrictions that may apply. Viewing the deceased's body should be the survivor's choice. Providing accurate information in advance will help the survivor(s) make that decision. The survivor(s) may choose to see the body immediately, and this should be allowed if possible; even a hand or foot exposed under a protective covering can help bring closure.

Provide Other Specific Information

Copies of a Community Resource Information Sheet and Survivor Intake Form are provided in the back of this manual.

These forms record basic information about survivors and their wishes. You should complete the forms, sign them, and keep them with the report or investigation file.

Follow Up

Always leave a contact name and telephone number.

Re-contact the survivor the next day. If the death occurred in another county or state, leave the name and telephone number of a contact person nearest the survivor(s). Most

survivors are confused and some might even feel abandoned after the initial notification. Many will want clarification of information provided or may need further direction. The notification team should plan and verify any and all follow-up assignments. (See also “debriefing” in chapter 1.)

Death Notification in the Work Place

Survivors often must be notified at their work site.

When making a death notification at a work site, ask to speak to the manager or supervisor, and ask if the person to be notified is available. Ask the manager or supervisor to arrange for a private room in which to make the death notification. Follow the basic notification procedures described above: in person, in a timely manner, in pairs, in plain language, and with compassion. Allow the survivor time to react to the news and respond with your support. Let the survivor determine what he or she wishes to tell the manager or supervisor regarding the death. Offer to notify the supervisor, and to arrange transportation to the survivor(s) home, if necessary.

Death Notification in a Hospital Setting

The principles of death notification described above apply in the hospital setting. Here are several additional points:

- Find a quiet room in which the notification can be made and be certain the survivor(s) are seated. (Do not make the notification in a crowded hall or waiting room.)
- If possible, make arrangements for a doctor to be present or available shortly after to answer medical questions or concerns.
- Inform simply and directly.
- Provide assistance and guidance:
 1. Ask survivor(s) if they wish to spend time with the body of their loved one.
 2. Explain the procedure if identification of the deceased is necessary.
 3. Explain about autopsy or organ donation, if appropriate.
 4. Volunteer to help notify others. Make a list of any calls made.

Refer the media to the investigating officer or victim service advocate. Do not leave survivors alone. Make certain someone accompanies them at all times. Complete the “Survivor Intake Form,” and give survivors the “Community Resource Information” form. Make certain that the survivor(s) has your name and telephone number. Contact the survivor(s) the next day.

“Debriefing” for Death Notification Volunteers and Professionals

The Death Notification team members should meet as soon as possible afterward for debriefing.

Review the notification: what went wrong, what went right, and how can it be done better in the future. Share personal feelings and emotions. Death notifications are, without a doubt, stressful and often depressing. The notification experience may have triggered

emotions significant to a notifier's own losses. Be frank and honest. Share concerns and support one another.

Death Notification Specific to Suicide

Notifiers:

In the case of a law enforcement officer's suicide, it is important that the person making the death notification be able to do so in a non-judgmental manner. The notifier should be someone who is familiar with both the officer and his/her family. This person is best prepared to provide answers and support based on the needs of the family. The notifier(s) should not be afraid to use the word "suicide." Failure to do so communicates to the survivors that it is something to be ashamed of. Make eye contact. Use "open ended" statements. Avoid questions that require a "yes" or "no" answer (closed statement questions).

Follow-up:

Make frequent visits to the survivor and his/her family. Make contact with those closest to the officer and encourage co-workers to contact the deceased's family. It is extremely important for the survivors to try to put the "pieces" together to help better understand the behavior and events that occurred in the weeks or months prior to the deceased's suicide. Expect anger. Do not be afraid to talk about the individual—reflect upon the way they lived, as well as the way they died. It is important to the deceased's family to know that other people miss their loved one too. Help prepare the co-workers to deal with family's

questions. Keep in contact with them and include them in your social functions. It is important for them to feel like they are still a part of the “Police Family.”

How Survivors Respond to Death Notification

Physical Shock:

Persons learning of the death of a loved one may experience symptoms such as tremors and a sudden decrease in blood pressure. Shock is a medical emergency—help should be summoned.

Some factors that affect reactions are:

- * Intensity of the event (for example, violent death vs. heart attack); and
- * Survivor’s ability to comprehend the event.

Have as much information available as possible, including the survivor’s medical and emotional history.

Other general reactions to death notification:

Even if there is no physical or emotional response, the death of a loved one creates a crisis for the surviving family member(s). They will need to express their feelings; will need calm but reassuring authority; will need help in determining what steps they need to take next; and will need to begin restoring control by making certain choices. These needs can be met through the humane, patient, and non-judgmental approach of notifiers. The Survivor Intake Form and Community Resources Form (What Do I Do Now?) can help with this process.

Family Support Advocate

The Family Support Advocate's responsibilities include:

- Maintaining contact with the surviving family to keep them abreast of criminal proceedings.
- Accompanying the surviving family to any criminal proceedings, introducing them to prosecutors, and answering any questions they may have concerning the criminal trial.
- Assisting the surviving family with other needs and/or concerns.

One of the most important things to remember about death notifications is each survivor may respond differently. Team members and Family Support Advocates always should remember to be compassionate and non-judgmental. You should also encourage others to make visits or to help with needs of the surviving family.

Chapter Three

Inmate After-Care

What is Inmate After-Care?

A successful chaplaincy program must include after-care for the released offender.

There are a variety of ways to provide after-care for the ex-offender.

Form a Committee

This committee should include a group of individuals from the community whom can assess needs.

There are a variety of ways to successfully address these needs once they have been identified. Should the program offer food, clothing, housing, and/or job placement assistance? The committee should identify the needs, as well as the resources available.

Define the Roles Needed to Provide Programming

Once the committee has determined the needs, a work crew should be established.

Any good chaplaincy program has discovered the importance of volunteers. Most chaplaincy programs could not function without a trusted core of volunteers.

The community can offer a wealth of resources also. Utilizing existing volunteers for an after-care program has several advantages: (1) the ex-offender is familiar with them, and (2) volunteers are often aware of community-based programs that can provide ex-offenders with additional support and assistance, including housing, food, etc.

Suggestions for Weekly Meetings

A basic after-care program for ex-offenders should include a weekly meeting.

There are community religious and civic organizations that have fellowship halls, basements, and other areas that can be utilized for meetings and special functions.

Donated space may be available in your community.

Approaching the Religious or Civic Organization

Have a plan prepared.

If you sound uncertain about your after-care program, you may not be taken seriously.

Offer at least (3) dates and times for your weekly program. For example: every Saturday afternoon from 3:00 - 4:00 pm. Give the facility sponsor an outline of the meetings. Will you provide refreshments? Will you be bringing instruments to the meetings? Are children welcome? If so, how do you intend to provide care for them? Be prepared for all situations and scenarios. If you do not make your plans clear to the facility sponsor and after-care participants, you will be open for anything. Clear communication will eliminate misunderstanding.

Transportation

Many ex-offenders do not have driving privileges.

Recruit volunteers who are willing to transport participants to and from the meeting location. It is not a good idea to pick them up alone until a relationship of trust has been established. The host organization may want to assist with transportation, if they have the means.

Give the Program a Name

Give your after-care program a name that distinguishes it from the jail program. The after-care program should be an extension of the jail program, but different in its purpose and function. The ex-offender is attempting to re-establish life on the outside. The name should reflect this fact.

Stay Within Your Mission

Counseling offenders often includes functioning as a mental health therapist, drug and alcohol counselor, and social worker. Your role in an after-care program should be well defined.

Co-Op with Community Agencies

Depending on what you want to provide for your program, research what the area charities can provide.

Many churches and community organizations provide food and/or clothing to those in need. Others offer funding for various other needs. Know who provides which services and refer your participants.

Suggested After-Care Model

Advertisement should begin after a meeting time, place, and name have been secured.

Advertisements should include posting fliers in the jail, parole and probation offices, and utilizing various media outlets. Inform the community of the meetings and welcome its involvement.

Your attendees may lose interest at long meetings. A suggested model for the after-care meeting includes:

- * Start and end on time
- * Welcome and treat everyone like a guest
- * Have special guests; encourage participation
- * Share a simple, faith-building message

Food Optional

Refreshments provide a time of fellowship.

Some after-care programs have carry-in dinners. This is a good way for everyone to contribute.

Progress Reporting

Reporting on your after-care program is reporting “good news.”

Keep statistical data on attendance. Confidential reporting will help build a strong, positive reputation. It will also be beneficial if you depend upon donations to support your after-care program.

Be Creative!

Your after-care program should have a unique flavor.

There are many courses available on substance abuse, parenting, anger management, etc. Evaluate what current participants need, but be flexible enough to alter and/or expand program courses. The focus of the program should be on the former inmate.

Adopt a Program

There are many successful after-care programs to emulate.

You should make certain, however, to formally request permission in order to avoid liability issues.

Make Your After-Care Program Enjoyable

Often times, former inmate attending an after-care many times already are burdened.

By offering hope, reassurance, friendship, kindness, laughter, and lots of smiles, you can create an atmosphere of trust and a 'safe place' in which to vent thoughts, feelings, and concerns.

Chapter Four

Law Enforcement Peer Support

What is Peer Support?

Webster defines *peer* as simply *an equal*.

Having a functioning support system is critically important to many within the field of law enforcement. Recruits entering the field are only minutely aware they will face many stressful situations. Career law enforcement personnel could only speculate how the stress would affect them at the time of their training. A text, video or other teaching tool could not have prepared them for the realities they have encountered on a daily basis. To many law enforcement officers, their peers are the only ones to which they can relate.

How Do Officers Get The Support They Need?

Unfortunately, most agencies do not retain a staff counselor.

This leaves the support system to be developed by the officers themselves, or, frequently, this responsibility is delegated to the agency chaplain. A peer support group should be created and maintained off-site and away from the working environment. It can be a meeting, a study, or comprised of small care groups that meet in homes. One model used is O.N.P. (Officers Needing Peace). **Detailed information regarding O.N.P. is included in the back of this manual [THIS NEEDS TO BE ADDED].** You should contact other area law enforcement agencies for peer support meeting information to emulate as well.

Peer Support - Spiritual Version of F.O.P.

A peer support group cannot be a union meeting or a gripe session.

Rather, a peer support group offers comfort, compassion, understanding, camaraderie, and support to law enforcement officials. Many enter law enforcement with the thought of a career of public service and unrealistic perceptions of veneration by his/her community. After long-term exposure, the officer sometimes becomes apathetic and may eventually suffer from burnout. Without positive reinforcement from peers, serious problems can develop; problems such as alcohol or drug abuse, marital difficulties, or misdirected anger. Meeting to discuss these and other issues, and to express thoughts and feelings relative to these issues on a regular basis with those similarly affected, can encourage and restore the zeal and enthusiasm these officers once felt.

Weekly/Monthly Meetings Have the Advantage of Cohesiveness Over CIRT

A CIRT (Critical Incident Response Team) has its place.

After an initial traumatic incident, a CIRT is needed to defuse the situation, assess the damage and offer initial support. However, a peer support group does NOT wait for a critical incident to take place before offering aid. Since the group meets on a regular basis, daily operational stress is reduced through these peer group meetings. When there is trauma, the group offers long-term support for those suffering from Post-Traumatic Stress Disorder (PTSD).

Wrong Messages Instilled in Training

Officers are trained to believe that stress and negativity is “all in a day’s work.”

Many believe repression of feelings and emotions is the best coping mechanism. Such beliefs often cause many officers to find release elsewhere. Alcohol, divorce, and suicide are often the results of this repression. Because of what we know as the Blue Wall, “My mate cannot be involved, he/she is not a cop,” a second, spousal support group should be considered. Many within the ranks of law enforcement maintain the belief that only law enforcement understand law enforcement. They are more willing to discuss these unique hurdles with each other.

Spiritual Alternative

Offering a non-partisan spiritually based support group may be accepted or preferred in some departments.

Good judgment should be used in identifying the best type of program needed. Do not promote personal doctrines. Advertise the support group as no particular denomination but fundamental in beliefs. Law enforcement officers need camaraderie, not platitudes and clichés.

How to get a Peer Support Group Started

Admit the need for a peer support group.

Evaluate the need and determine how best to meet that particular need. Formulate a plan. Inform your sheriff of your intentions. With the sheriff’s approval, post a flyer announcing the meeting date, place, and time. Once you decide on a meeting place (off-site), assign your initial facilitator (usually the chaplain).

Do Not Let Numbers Discourage You

Officers tend to be suspicious at first.

Do not be discouraged if the crowds do not rush in. If you have correctly identified the needs of your officers, remain steadfast and consistently meet. Most peer support groups grow by word of mouth. Evaluate your program on a regular basis to ensure it is meeting the need. Evaluate whether spouses or children might benefit from your meeting or another specifically designed to address their issues.

Define What You Are Not

Rank must not be a factor in the peer support sessions. No one should feel alienated as a result of fear over “who” may be in attendance. Everyone in the group is *in need of support!*

Erasing the “Stigma” of a Support Group

Officers may not attend a support group for fear of being labeled “weak.”

The name, set-up, and direction of the meeting can mask the traditional support group to skeptical peers. A monthly newsletter can be very effective in reporting what the group is about, in addition to announcing some of the group’s activities, *i.e.*, picnics, guest speakers, anonymous “meaningful testimonies” from attendees on how skepticism has been eliminated. Focus on the positive. If you opt to circulate a newsletter, having an announcement section will boost reading of your newsletter.

Finally, Be Creative

Start-up costs are little or none.

If you have a meeting place and a facilitator, give your meeting the structure you desire. Keep in mind long, drawn out meetings may cause new attendees to lose interest. Most people need

encouragement, fellowship and laughter, a refreshment time, and a healthy alternative to bars, parties and union meetings. A peer support group can evolve into a vibrant program.

Chapter Five

Recruiting and Training Volunteers

The General Purpose of Volunteers

Providing spiritual ministry to those incarcerated and to law enforcement personnel is the primary purpose of volunteers. A willing and duly trained volunteer can prove to be a tremendous asset to the chaplaincy program.

Recruiting Volunteers

Recruitment should begin with religious or secular establishments.

Potential candidates should have a detailed recommendation from their denominational leader both verbally and in writing. The letter should contain information about their past volunteer activities, character, and problem solving skills. The candidate should be a seasoned volunteer, not a novice.

Training the Volunteer

Make a personal interview by the chaplain the first step.

Many times volunteers have little or no concept of volunteerism and commonly find that it is not as they expected. After a volunteer completes the initial interview, orientation and training, he/she should feel confident and comfortable about his/her commitment.

The volunteer should accompany others within the volunteer program to view the reality of chaplaincy programs over theoretical study. The trainer should be instructed to engage the volunteer in supervised actions after several accompanied sessions. Volunteers

should be encouraged to attend any and all training events may enhance their effectiveness.

Requirements for Volunteers

Seasoned volunteers often perform outstandingly.

Due to the nature of the work, each volunteer should be a member in good standing with a local religious or civic volunteer program. Doctrinal or denominational teaching should not be permitted. Keep volunteerism simple. A tiered system of increasingly difficult or complex tasks performed by a volunteer, equated to either time invested in the volunteer program or successful completion of tasks, works best. This is also a proven method in keeping long-term volunteers in your program. Create a defined evaluation form to use with all volunteers and for the work accomplished. Move the volunteer to more complex tasks following the evaluation.

Policy and Procedures

Appoint a chaplaincy council to help develop policy.

Your policy and procedures must *always* comply with the rules set forth by the agency you serve. Check your department's regulation manual for compliance procedures.

Volunteers who routinely usurp law enforcement authority should be dismissed.

Volunteers should also participate in your agency's employee pre-service orientation, if available. If in the jail, the volunteer should become familiar with jail operations. Do not assume a volunteer knows or understands how a jail operates, will recognize pitfalls, con games, or even entrapment perpetrated by jail occupants.

Requirements for Literature

All literature should be inspected.

Contraband and subversive materials should not be allowed into the jail. As every agency differs in what is permissible, existing jail policy should be observed.

Effective Volunteer to the Incarcerated

Do...

- * Be a good listener
- * Be yourself
- * Follow all institution rules and guidelines
- * Be punctual
- * Seek help and ask questions
- * Dress appropriately-do not dress provocatively
- * Be courteous/cooperative to authorities
- * Stay positive

Do Not...

- * Ask inmates about their crime
- * Make promises you cannot keep
- * Talk down, preach or judge to inmate(s)
- * Visit inmate families or friends without knowledge or consent
- * Give an inmate anything
- * Carry purses, bags or large oversize jackets into the facility

- * Make business deals with inmates-never give money to an inmate
- * Undermine authorities
- * Argue with inmates, even if you are right
- * Be manipulated by inmates
- * Run errands, deliver messages or make telephone calls for inmates
- * Give your telephone number or home address to an inmate
- * Preach/teach denominational doctrine
- * Give easy answers to an inmate's problem-acknowledge frustration
- * Expect instant results
- * Make decisions for an inmate

Chaplaincy Programs for Volunteers

Programs in the facility should include, but not be limited to:

- Religious services and studies
- Religious education and classes
- Religious counseling
- Choirs, ensembles and singing groups

Collecting Information About Your Volunteer

The chaplain should maintain all volunteer personnel files.

The chaplain should supply information to the jail for approved volunteer entry. The chaplain should ensure the facility has a file containing the following:

- * Name of Organization

- * Name of Group Leader
- * Name of all Volunteers
- * Day of the week group is allowed into the facility

The chaplain should maintain a list of all volunteers and keep a copy in the visitor's reception area. A copy should also be given to the shift supervisors.

Volunteer Identification Cards

Volunteer I.D. cards should be issued by the agency.

The following information should be displayed on the front of the I.D.:

- Name of volunteer
- Organization
- Photograph
- Chaplain's signature and signature of jail administrator or sheriff

Volunteers should be required to wear their I.D. at all times while in the facility. You should emphasize to volunteers that wearing the I.D. badge helps eliminate

_____? [SENTENCE NEEDS TO BE COMPLETED]

Never Leave Volunteers Unsupervised Until Ready

It takes some longer than others to volunteer alone in the jail.

Some volunteers need adjustment to protocol, chain of command, etc. Allow the volunteer to express his/her comfort level. Volunteers may feel confident in one area, but insecure in another. Allow self-paced training or job shadowing until they are confident.

Remind Volunteers to Always Show Respect for Staff

Bring problems or concerns to the chaplain's attention.

Volunteers should be encouraged to bring staff concerns or personality conflicts immediately to the attention of the chaplain. A staff member or officer's first priority is security, not communicating needs or policy to volunteers. If a volunteer does not understand a particular policy or procedure, an officer is obligated to first maintain security and safety. Continually review your agencies policy and procedures with your volunteer staff to eliminate confusion and miscommunication. *Remember, a volunteer is giving a precious commodity - time.*

Chapter Six

The Role of Department Chaplain

Defining the Role of Departmental Chaplain

It is essential to realize that the role of departmental chaplain must be defined as chaplain to all, with preferential treatment to none. The staff chaplain must see beyond rank, personality and personal preference to effectively be available to all employees without bias.

Chaplain's Duties

A chaplain has many different duties. Most departments are a diverse mix of culture, race, ethnicity, and personalities. One of the most essential duties to many departments is the chaplain's ability to moderate between management, staff and volunteers.

Confidentiality

In the course of day-to-day interaction with staff, the chaplain will be exposed to a great deal of personal information and hearsay. As chaplain, confidentiality in these matters is required. Sometimes, however, there may be exceptions to a policy of absolute confidentiality. Exposing confidential information often may be difficult to discern. Consult your policy and procedure manual for illegal activity, but always disclose confidential information if you suspect a staff member of being either homicidal or suicidal.

As staff chaplain, you will hear information that could aid both administration and staff to create better working relations. For example, if the staff is complaining about no support from the administration, this may be an excellent opportunity to approach your sheriff with the concept of starting a support group. This will benefit the agency in two ways. First, the staff will then have a program designed to benefit their concerns, and second, the sheriff will be showing concern in a tangible way without personal involvement. From the administration side, you may hear of sensitive issues about a staff person that concern the sheriff, but he/she may not be willing to address for various reasons. Offering to intervene in some way is one more way to make the sheriff realize what a valuable asset the chaplain is to the agency.

Do Not Get Involved With Gossip

There is a world of difference in listening to someone complain and vent about issues that concerns them personally and sheer gossip. If the chaplain is privy to information about lives and it has leaked out, the chaplain's creditability may become negatively impacted. It may be tempting to agree with someone and join in his/her dislike about a co-worker, but it is dangerous. Allow someone to talk freely without adding your own opinion, but also try to be an impartial mediator. As people realize you can be trusted with what they perceive as confidential information, they will be more likely to utilize more frequently, and with increasingly sensitive information. Once this bond has been established, you will increasingly gain the trust and respect of those you are trying to assist.

Peer Support Groups

An after work, off-site support group is an excellent program to work into an agency, but there are a few do's and don't's you should follow:

DO

Get permission from the Sheriff to establish a group and hold meetings;

Offer the group to every staff person *and* his/her loved ones;

Post a description of the group, *i.e.*, name of group and intent; and

Encourage rank to be dropped at the door. Everyone in a support group should be on an even playing field.

DO NOT

Allow it to turn into a gripe session. Harness personal complaints by reminding the group that this is not the focus or intent of the support group.

Allow it to turn into a union meeting. Always be ready to remind the group why you are meeting.

Encourage children to attend. While loved ones are welcome, children may distract from the meeting.

Setting Boundaries

If not careful, the law enforcement chaplain can become consumed with providing too many services. Any chaplain will tell you they wear many hats, but this can be a curse as well as a blessing. Knowing when to say "no" will prevent several ills, such as burnout, fatigue and, in some cases, resentment. Allowing family members of law enforcement

professionals to call upon the agency chaplain is a benefit to the agency as a whole; however, remember to pace yourself so as not to become overburdened. Remember, you cannot be all things to all people.

Have Your Role Defined

Most agencies have a policy and procedure manual already in place. There are very few agencies with chapters relating to the role of the chaplain. The chaplain should appoint a time with the appropriate administration member to define that role. The chaplain should have his/her own policies and/or practices in writing, even if the chaplain is a volunteer.

Internal Affairs

One of the most difficult times for someone in law enforcement is facing a disciplinary hearing or some kind of punitive action. The chaplain may be asked to be present as a support person during hearings, disciplinary proceedings, or conflict resolutions. If it is permissible for the chaplain, and all parties involved are comfortable with the chaplain's presence, he/she should define his/her role as providing emotional support, *not* offering opinions or taking an active part in the proceedings. Again, confidentiality is a must.

Nothing about a conversation, hearing or other procedure can be discussed with others.

Breeching confidence is a serious matter and can carry serious ramifications. It can carry legal implications, not to mention the trust it destroys. Since law enforcement personnel have a reputation for having trust issues, it is imperative they feel they can trust their chaplain. This trust does not come easy. It may take months (and sometimes years) for that trust to develop, but it can be destroyed in much less time.

Suspending Judgment

Persons willing to share their personal issues are not looking to be judged or criticized. For the chaplain, a lifestyle or some activities may go against everything the chaplain stands for, but we are not called to stand in judgment. Offering guidance and support when either is requested and without condemnation should be the guiding principle of the chaplain. One should not try to convert individuals to their own “pet doctrine.” At best (and only if requested), share the simple basics and allow the church of their choice to indoctrinate them.

Stay Within Your Calling

Unless you are also licensed in another field as well as clergy, stay in your field. The truth is we all have to be pretty well versed in a variety of topics, such as substance abuse, mental health issues, *etc.* Be prepared to make referrals when needed. We are preachers, not therapists, and even though what we provide is very therapeutic, we usually are not qualified to make assessments in other fields. This can bring legal liabilities also. Say an individual confides in you he/she feels suicidal, you should do everything within your field of expertise to help that individual, including advising him/her to seek professional help immediately. Should that individual act out his/her threats, it is likely that someone may want to know the last person in which he/she confided.

Be Visible

A staff chaplain is not much good to anyone if he/she is not seen in the department too often. Many chaplains work their shift so they are able to ride along in cruisers, as well as visit officers and staff responsible for jail and courthouse operations. It is all a fine balancing act, but it is achievable. Be sure to work out a flexible plan that suits you and your agency.

CHAPTER SEVEN

Law Enforcement Spousal Support

Law Enforcement Stress

There is a condition called “mean world syndrome,” which can cause individuals to be sensitive to the evening news [CITE]. Officers, on the other hand, go to work daily *in* the mean world. Law enforcement professionals have been known to say, “This stuff is not supposed to get to us...we’re officers.” Responding negatively to an ugly situation should not be viewed as weakness, but rather an opportunity to deal with stress before it takes control of the officer, or his/her family’s life.

Stress Fractures

It is common knowledge that stress plays a destructive role in our lives. In some individuals, it can even lead to chronic conditions, such as high blood pressure, heart disease, and diabetes. Life truly does issue an allotment of battles for each of us to bear, but consider for a moment, if you will, the stress related to being married to a law enforcement professional.

Most people who choose law enforcement as a career are relatively aware of the fact that they are going to be exposed to the dark side of life. However, it is not until they come face to face with danger, depravity, neglect, and the many other ills of society they suddenly realize maybe all of their training has not equipped them to continually “bear

up” and cope with job-related stress. This stress may be magnified for spouses, friends and family of law enforcement professionals, especially since they did not choose law enforcement as a career, but, nonetheless, care and worry about the law officer.

Where Does the Spouse of an Officer Find Support?

The spouse of law enforcement personnel may not seek out support; however, support needs to be made available to him/her, as well as the officer. Providing a support system can be as simple as making the chaplain available to the families. A chaplain can be a very important and influential member of the Sheriff’s Office. Today, more than ever, law enforcement agencies need guidance, counseling, and assistance for law enforcement professionals, their families, and the communities they serve. No one is confronted with more situations which can demoralize or create emotional, mental or spiritual burdens than the law enforcement professional. The law enforcement professional’s family’s clergy, or religious advisor, although trained in the ministry, is not necessarily attuned to the particular stressors or problems inherent with a law enforcement career. In such cases, a Sheriff’s chaplain, aware of the stresses placed upon this individual and family members, could listen with empathy; advise calmly; and offer assistance when such assistance is appropriate.

What Role Does Stress Play in the Law Enforcement Family?

Every person involved with the law enforcement officer’s life will be tested at a certain point. Children may need extra reassurance. Being able to recognize when a family member is showing signs of stress is important. High blood pressure, depression, skin

problems, headaches, back pain, insomnia, digestive disorders, heart disease and stroke are some of the physical manifestations related to extended periods of stress. Chronic stress can have devastating effects physically, emotionally and mentally.

What are the Dangers of Imbalance?

Husbands and wives may find it impossible to detach themselves from their

spouse's daily activities. If not careful, the law enforcement family can gradually be swallowed up as a group and left shattered and scattered. Sometimes officers have a tendency to leave their work behind when they go home in order to keep peace with their families. If an officer goes home and pretends he or she is not thinking about work, and the spouse does not inquire about work either, the family may be setting itself up for repression, which, eventually, will surface in one way or another. Law enforcement professionals should share the day's events - without wallowing in them - with loved ones. After all, our loved ones should be our best support system.

Balancing Work and Home

Finding a balance between work and home life is a wrestling match for everyone, but it is achievable. Do not expect perfection; instead, be thankful for progress. Little things, like learning to detach from unprofitable relationships, can be small, but significant, steps in the right direction. All too often, we take our frustrations out on our loved ones when, in fact, we are really frustrated with someone else whom may have upset us at work. This is particularly difficult in law enforcement when the source may have been a random interaction with a community member. Some officers put up a "blue wall" where they

refuse to share their career with their spouses, friends or family believing they could not possibly understand because they are not an officer. When the spouse of an officer is concerned that they are kept too much in the dark, encouraging the spouse to keep an active interest in the events and episodes taking place in the community, like any other citizen but without pressuring their spouse to “tell all,” will help keep the wall down.

The Elected Official

It is important for the chaplain to recognize the special stresses will accompany the household of an elected official, such as a Sheriff. Finding peer support for the Sheriff and the spouse is not always easy because there is one per county. Annual events, such as state and national association conferences, offer a broad range of services and events designed to reinforce the Sheriff’s role, as well as providing fellowship and recreation for the spouses. Creating ways to be a viable support to the Sheriff and his/her family should be of interest to the chaplain. Serving as a Sheriff can be a battlefield, and having a chaplain within the agency which regularly invests in the interest of the Sheriff, and his/her family, can minimize these specific types of stressors.

The Campaign Trail

It is said among elected officials campaigning begins the day after election. The spouse and children of the Sheriff may feel the pressure that comes with living in a fish bowl. Having someone to share the realities of these pressures with can help minimize the pressures of living up to public expectations. A campaign may end with an overwhelming victory; yet, the process of winning the election may have brought horrible

pressures upon the family. Negative articles, smear campaigns, lies, financial burdens and the threat of losing are but a few of the realities these families face during an election year.

Support Groups for Spouses

If your state has a Sheriff's Association, contact the Executive Director to see what services are available to the Sheriff and his/her loved ones. If there are no such groups available, the chaplain can be instrumental in starting a support group for spouses.

Support can consist of regular quarterly meetings for spouses, an informational newsletter, e-mail exchanges, etc. Try enlisting the help of a law enforcement spouses to help identifying needs and concerns. This will also help give the chaplain more of an understanding what life is like being married to a law enforcement professional.

Utilizing Community Resources

Most departments provide employee (and possibly a community) bulletin board. With permission, post any events in the community which may help the law enforcement family. Workshops, clinics, child care providers, stress management classes, family workshops at local churches, etc. are all potential community resources. Having knowledge of what is available in your community can be helpful when making referral. Some communities offer referral guides. Ask your local department of human services for copies to have on hand.

Literature

In addition, there are a multitude of sources of written material on any number of topics. Check with your mental health facilities, substance abuse agencies, employee assistant programs or any other social agency and ask for a quantity of literature on topics pertinent to the stresses of this profession. After you receive permission from a supervisor, literature may be placed in breakrooms or training rooms. Make sure there is a specified place for the material, do not just leave them here and there. The chaplain may find it beneficial to issue a monthly newsletter with a non-denominational, inspirational message. Being sought out by an employee is not the only way a chaplain can communicate. Finding creative ways to place information in the path of employees could save a marriage, mind or even a life.

Card Ministry

Once the chaplain is made aware of a major event in the life of the family of law enforcement personnel, simple acknowledgment by sending a card reminds the family the chaplain does care. The chaplain is more likely to be sought out in greater times of need when he/she has shown concern when smaller events take place. The chaplain should circulate cards of sympathy, birthdays, congratulations, especially from the shift on which the person works.

Making a Difference

No one wants to live in a house of strangers. Too many law enforcement officers become so engrossed in their work that, one day, they turn around to hear their children say, “We

forgive you for not being around so much.” The good news is a chaplain making even a small effort can mean the difference between feeding and relieving stress.

Chapter Eight

Hostage Negotiations - The Chaplain's Role

“Chaplain, this is dispatch. We have a hostage situation...”

When a hostage is taken, the chaplain should be dispatched. Hostage negotiation is a specialized field, and only those persons who are properly trained, qualified and equipped should be involved in the negotiations. Most chaplains are not trained as negotiators and have not been good candidates for being a negotiator. However, the chaplain's role at a hostage scene involves other duties.

Chaplains Must Understand the Role and Relationship of the Negotiating Team

Everyone involved in a hostage negotiation/barricade-subject incident should be informed of the tactics, and the rules and people involved. Simplified, picture an “X” with multiple circles around it. The “X” represents the hostage-taker's position. The first circle around the “X” is the inner perimeter. Only the negotiator, backup negotiator, and deployed SWAT team members should be allowed inside the inner perimeter. The outer circle is the line where the general public and all other people are kept behind and not allowed to enter the scene. Somewhere between the two circles, the command post is set up. Also between the two perimeters is the staging area for additional troops; a press briefing area; and a place where witnesses, family members, and released hostages can be debriefed and questioned. The chaplain's position lies between the two perimeters. The chaplain's role is a support one: support for the officers; support for the victims; support for decision makers, especially in providing information to religious questions.

The Chaplain May Do Any or All of the Following:

1. Provide support and encouragement for the officers by his/her presence. Be a visible reminder for the troops that a Higher Power is also involved in what they are doing. Seeing a religious representative at a time of high stress like this can be reassuring for the officers.
2. Provide religious expertise if needed. The hostage taker may have asked a religious question or made a religious statement that the negotiator needs help in understanding. The chaplain should be on hand to interpret these statements or answer questions for the backup negotiator, whom relays the information to the prime negotiator.
3. Provide religious materials. The chaplain should make it a practice to always carry religious material of several, predominate faiths to assist in answering questions by the hostage-taker, negotiator(s), victim(s), officer(s) or media.
4. Provide support for victims such as family members (of both hostages and sometimes of the hostage-taker), ex-hostages, and witnesses. Everyone can use someone with a calming and reassuring demeanor. The chaplain can help relieve the anxiety and fear by being the communication link with what is going on. Also, often these people have information that might be helpful to the negotiation team. By spending caring time with them, the chaplain not only helps them through the tension-filled time, but also may be able to garner valuable information to help resolve the incident.

5. Collect information: This may be with victims, as mentioned above, or the chaplain may be asked to contact the hostage taker's clergyman, doctor, family, etc. In any contact, the chaplain should be alert to information which may help the negotiating team. This information is passed along to the chaplain's contact person at the command post. If the chaplain is working as an intelligence gatherer, any information pertinent to the current, ongoing crisis *must not* be withheld and must be relayed to the command officer as soon as possible. A chaplain may be able to extract information more readily than any other member of the hostage negotiation team. Someone with relevant information may speak more casually to the chaplain, rather than someone in a different role. *Remember, lives are at stake and any and all information can mean the difference between life and death in such situations.*
6. Pray: An obvious important task for the chaplain is to offer prayers for all involved. This may be done on the way to the scene, at any moment s/he has to himself, or with victims (if appropriate and the victims are receptive).
7. Utilize professional contacts: Sometimes the chaplain can secure access and information from other clergy and medical personnel more quickly or easily than a regular police officer can. The chaplain may have a personal working relationship with those doctors and other clergy that would speed the collecting of necessary information. In addition, the chaplain may be more familiar with referral sources and medical sources than other members of the negotiating team.

What If The Chaplain Also Serves As An Officer Trained In Hostage/Barricade

Situation?

The role of chaplain is varies with each department. Some may serve as volunteers, and others may have dual roles, such as program director, jail administrator, deputy, corrections officer, etc. Depending on the expertise of the individual, an officer who also serves as chaplain may be on the hostage negotiation team. In such instances, it is recommended another chaplain be available, possibly even from another agency. The primary reason being you do not want one person having multiple responsibilities, especially in a hostage situation. The secondary reason being you do not want the same person who is directly involved with the negotiations to be the one whom will have to turn around and comfort and console everyone else. If the officer/chaplain is on the team, he/she will need a support system also.

A Chaplain Should Be Informed Before An Event Takes Place

Because every department operates differently, it would be wise to review the Standard Order of Procedure for your agency so you understand the processes and responsibilities without the stress involved during an actual hostage situation. The actual time of the event is not the time to educate yourself; although, the experience of the event will serve as a great training reference for the future.

The Main Role of the Chaplain in Critical Incident Situations is Supportive

The chaplain's primary role is to offer aid and comfort to departmental personnel and to victims. The secondary role is as an information source and communication link. Just as

the hostage team is busy developing an overall strategy, the chaplain at the scene must also assess the situation as to which role he/she must take. Is it communication with the secondary negotiator, or to offer comfort to someone in distress over the situation at hand, or some other vital yet non-invasive role.

In Any Case, Be Prepared And Willing

Remember, as with any role the chaplain may play, flexibility is always an important factor. Be prepared to offer assistance with what may seem menial tasks as well as the other more involved roles. Bringing coffee to the hostage negotiation team that has been on the scene for hours, maybe even days, is no less noble in our profession, and is sometimes more noticeable, than preaching. Remember, ministering to those in law-enforcement is going to take on many forms. Often times, small acts of kindness speak volumes to those individuals involved in an extremely high stress situation.

Never Hesitate To Seek Out Support For Yourself

Witnessing a crisis unfold can affect anyone, especially if the end results in tragedy, or many negative events take place during negotiations. Never allow guilt to keep you from a debriefing if you feel the need for one. At the very least, find someone you can confide in to just de-compress from the situation. All critical incidents carry with it an all too familiar rush of adrenalin from the extreme excitement of the event. A chaplain must resist the temptation to “bear up” for others, while denying his/her own need to release the effects of the post-event.

Research Your Agency’s Policy and Procedure Manual Ahead of Time

Getting an education on the field itself is going to be a school room, but entering a crisis situation with a good understand of what your particular agency may or may not expect perhaps will prevent any disciplinary action afterwards. Also, the chaplain must know his/her own parameters where the issue of confidentiality is concerned. A chaplain may be privy to information that he/she may not wish to share; yet the information may be critical to the outcome of the crisis. The chaplain may choose not to be involved in hostage negotiations because of this consciousness. In such cases, the chaplain should have his/her own policy in place to explain the reasoning. Every agency is different, and every chaplain is different, so it is vital that the chaplain, along with the agency, understands what could play out before hand. At a minimum, this will reduce any misunderstanding.

Initial Response For All Involved Should be to Stabilize and Contain the Situation

In the first few minutes of an unplanned hostage situation, the subject's anxiety may overpower rational thought processes. His worst fears are now coming true. He is trapped by the police. He is more likely now to act on impulse or out of desperation. Your first action should be to ensure your own safety by approaching the crisis area very cautiously. Once the chaplain has evaluated the situation, every action should be aimed at reducing the likelihood of further violence. Helping to clear the area of pedestrians, or other onlookers, recognizing persons who may be related to the hostage taker or hostages and calming them may be among the chaplain's first duties. At all times, the chaplain must be sensitive to the situation at hand, watch who is in charge, and be ready for

service. Because no one can ever predict how a situation will play out, the chaplain must always expect the best, but be mentally, emotionally and spiritually prepared for the worst. Safety and security should permeate the hearts and minds of everyone involved in hostage situations.

Chapter Nine

Ministry to Inmates

Chaplaincy Program for Inmates

A chaplaincy program can assist in correctional facilities by helping the inmate deal with the frustrations of incarceration, therefore, diverting the outward ventilation of the inmate away from correctional personnel or jail equipment. An established chaplaincy program can assist the Sheriff in the jail by:

1. Assisting correctional personnel in the notification of the death, hospitalization, or serious injury of an inmate's family member;
2. Helping the inmate, spouse, and children deal with stress of the incarceration;
3. Providing spiritual guidance for inmates and families;
4. Helping inmates and their families understand "the system;"
5. Helping inmates and their families after they are released from jail (aftercare) in hopes they will rehabilitate; and
6. Developing training programs for inmates, such as job-related skills, anger management, parenting skills, financial management, marriage enrichment, general coping skills, etc.

Utilize Volunteers

Even with a full-time on-staff chaplain, volunteer chaplains are recommended, especially for larger jurisdictions. Lay persons in the church make excellent worship teams. A team should consist of two to four members. The full-time chaplain will spend much of his/her time coordinating the voluntary staff. Most counties have ministers and lay persons willing to volunteer some of their time helping, and, with proper training, these ministers and lay persons can become a very valuable resource for the Sheriff. Some suggestions for recruiting volunteers are as follows:

1. Have every volunteer fill out an application providing general information, as well as church involvement.
2. Ask for a letter of recommendation from the pastor.
3. Must be willing to submit to a criminal records check and background investigation. Individuals with criminal records may be excluded from consideration.

What About Doctrine?

The incarcerated population is made up of a vast array of belief systems and backgrounds. Upon recruiting volunteers to work with the inmates, a vast array of denominational representatives will show up. So how does the head chaplain (who has his/her own persuasion) decide how the inmates should be ministered to? Keep it simple and non-denominational. Once an inmate is released, he/she is free to visit the church(es) of his/her choice. Provisions for non-fundamentalist faiths should be made upon request.

Keep in mind that some faiths would require items for practice that may be considered contraband, i.e., Catholics requesting communion, etc. Always have items cleared before allowing any ministry with an inmate takes place. While no one's faith should be denied, security is the first concern of the incarceration facility.

Coordinating Worship Services

Once your volunteers have been screened and properly oriented, it is time to schedule your services. Depending upon how each facility is set up, the chaplain will have to determine the size of the worship team, length of time for each service, what, if any, instruments can be brought in, etc. If the inmate population involves both men and women, never allow the women to be ministered to by an all male worship team and vice versa for the male population. Some facilities may have a chapel or a classroom where a service can be conducted, while other facilities may want the service held directly in the cell block. Just make sure that the worship team knows how to call for help, if needed.

Connecting the Church Community with the Incarcerated

Efforts made by the chaplain to keep the ministry visible in the church community will have lasting dividends. The church community has always been a wealth of resources to benefit the criminal in his/her efforts to get and stay on track for life. Over the last several years, the church community has recognized the need to minister to the needs of the total person. Many churches offer A.A., N.A. and other groups to assist the addict in their recovery, marriage workshops, parenting classes, etc. A chaplain should be considered a missionary in any community. The jail is a foreign country, apart from the

“norm” in society, and should be treated as such. Keeping the church community informed about the jail ministry, as well as the needs associated with it, can be communicated through newsletters, speaking to various church groups, workshops, or any other creative ways to keep them informed. The important thing to remember is that unless someone is educated about jail life, they are less likely to understand or appreciate the harsh realities of incarceration.

Keep Spiritual Literature on Hand

There are several good associations that will sell literature at cost for the incarcerated. You may also contact the larger Christian ministries and ask if they make literature donations to jail ministries. If you are allowed to show videos at your jail or prison, build up a spiritual video library as well. Since activities are usually limited for an inmate, this is a wonderful opportunity to get them acquainted with spiritual matters.

Where to Draw the Line

A good rule of thumb to follow with any inmate is to always be friendly, but never familiar. Keep the relationship with any inmate at a professional distance. Never give out personal information, such as phone number, address, what kind of vehicle you drive, etc.

What About Jailhouse Conversion?

That is really an old term used way back in the days when you could approach a judge and persuade his judgment to be more lenient by claiming to have “found religion.” It is important to treat every individual as though he/she is sincere and deserving of respect.

National Sheriffs' Association

Training Manual

TEST

Answer the following True or False questions. Please check the appropriate box and return to the National Sheriffs' Association at the address on the front of the manual.

1. **T__ F__ It is proper to take death notification information over the police radio.**
2. **T__ F__ Officers should repress negative feelings because they are trained to believe "it's all in a days work."**
3. **T__ F__ CISD stands for critical incident stress debriefing**
4. **T__ F__ "Jailhouse conversion" is an acceptable way for an inmate to have his/her sentence reduced.**
5. **T__ F__ Persons willing to share their personal issues are not looking to be judged or criticized.**
6. **T__ F__ The spouse of a law enforcement professional may need support, as well as the officer.**
7. **T__ F__ A Chaplain should not be involved with a hostage negotiation situation.**
8. **T__ F__ It is important to gather pertinent information from survivors.**
9. **T__ F__ A peer support group can be the spiritual version of the F.O.P.**
10. **T__ F__ Volunteer recruitment should begin with religious or secular establishments.**
11. **T__ F__ The Chaplain should be concerned about the law enforcement professional's family, as well as the officer.**

12. **T__ F__ Everyone involved in a hostage negotiation/barricade-subject incident should be informed of the tactic, and the rules and the people involved.**
13. **T__ F__ A CISD should be conducted for hours.**
14. **T__ F__ Attending an inmate after-care program is mandatory upon release.**
15. **T__ F__ A group debriefing should be conducted even when there is only one person whom is in need of help.**
16. **T__ F__ You should always make a death notification in person and not by telephone.**
17. **T__ F__ Transportation to after-care programs for former inmates should be provided.**
18. **T__ F__ A spiritually-based, peer support group is never welcomed in law enforcement.**
19. **T__ F__ Volunteers should be accepted no matter what, without any background check or application.**
20. **T__ F__ It is best not to inquire about an inmate's criminal record.**
21. **T__ F__ The Chaplain should share private conversations with others.**
22. **T__ F__ Whenever a Chaplain counsels an individual, he/she must suspend judgment.**
23. **T__ F__ Elected officials do not require any support.**
24. **T__ F__ A Chaplain may be used as an information or intelligence gatherer at a hostage scene.**
25. **T__ F__ It is important for the Chaplain to follow-up after a death notification.**

NATIONAL SHERIFFS' ASSOCIATION

Training Manual Test

ANSWERS

1. False
2. False
3. True
4. False
5. True
6. True
7. False
8. True
9. True
10. True
11. True
12. True
13. False
14. False
15. False
16. True
17. True
18. False
19. False
20. True
21. False
22. False
23. False
24. True
25. True

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American Bible Society
www.AmericanBible.org

American Correctional Chaplains Association
www.correctionalchaplains.org

Charles C Thomas Publisher, Ltd.
www.ccthomas.com

Concerns of Police Survivors (COPS)
www.nationalcops.org

Federation of Fire Chaplains
www.ffcfirechaplains.org

International Bible Society
www.ibs.org

International Conference of Police Chaplains
www.icpc4cops.org

National Law Enforcement Officers Memorial Fund
www.nleomf.org

Officer Down Memorial Page
www.odmp.org

Prison Fellowship Ministries (Chuck Colson)
www.pfm.org