

**COMPLETE HANDBOOK FOR LAW
ENFORCEMENT CHAPLAINCY
PROGRAMS**

Chaplaincy Service Manuals

for

City Police Departments
County Sheriff Departments
State Highway Patrol
Federal Agencies

2006

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About the editor and commentator.

Dr. Hansen is a retired Colonel Army Chaplain of 30 years and continues as a Police Chaplain and an FBI Chaplain. He is a clinical member of the American Association for Marriage and Family Therapy as well as a licensed therapist. Dale continues as the Clinical Director of New Hope Behavioral Health in addiction therapy and is a contract chaplain at the Veterans Hospital in Phoenix, Arizona. Dr. Hansen maintains a private practice, teaches at the seminary level, and speaks frequently at local churches. He pastored churches in California, Arizona, Washington, and Indiana. Dr. Hansen is a graduate of Riverside College in Science, California Lutheran University in Psychology, a Masters in Theology and Doctorate from Dallas Theological Seminary, and Doctorate of Philosophy from Trinity Seminary and graduate work at Arizona State University. He has written a book in family therapy entitled, "Interactional Family Therapy: A Faith-Based Perspective (Introduction to theory, Practice and a Theology of Therapy)".

This Handbook is a commentary of Chaplain Hansen's experience as a Chaplain for 40 years beginning in 1967. Written administrative procedures have been collected to provided organization of those needing organization at all four levels of Law Enforcement; City, County, State, and Federal. Comments on aspects of organization will reflect past experiences and certain Law Enforcement issues such as Stress and leadership will come under a different cover.

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Introduction

The Law Enforcement Chaplain

The names for Law Enforcement Chaplains:

- a. Police Chaplain – City
- b. DPS (Highway Patrol) Chaplain – State
- c. Sheriff Chaplain – County
- d. FBI, DEA, or ATF Chaplain– Federal

Four Crucial Aspects for any Law Enforcement Chaplain to know:

1. Chaplains need to understand “Protocol” – “Respect for Procedure”

Protocol is nothing new for clergy. In I Chronicles 13, The Ark was being carried on an oxcart and started to fall off when Uzzah attempted to keep it from falling off the Ark and was struck dead. It was only to be carried by the sons of Kohath on poles, and not on a cart and no one else was to touch it. (Exodus 25:14-15, Numbers 3:30-31; 4:15)

The key element of Protocol is to display respect for the procedures of participating in an important action. **Protocol shows honor for those who have chosen to engage in recognizing an event as having specific procedures.** The awareness of protocol will “make” or “break” a chaplain’s influence.

MESSAGE: “Don’t Mess with Protocol”

Recent Example: People calling themselves Chaplains at the 911 disaster in New York complained to those who were authorized Chaplains that they could not pass out tracts not realizing that the whole area was still a crime scene.”

2. Chaplains need to understand there is “Good vs. Evil” on the street.

A True story about Evil on the Streets

Chaplain Log 15 September 2003:

An ex-police officer came for counseling regarding some anxiety issues relating back to his 10 year career as a Narcotics Officer. During an undercover assignment at the beginning of his career, he recalled shooting a suspect after the suspect first shot at him. The perpetrator was only wounded and was quickly apprehended by the officer's back up. He remembers walking past the suspect when he came face to face with the man and noticed his "red eyes" and almost "Satanic" appearance. Now, ten years later, the officer was subsequently unable to bear the stress of working "undercover" and has since resigned. The final, decisive moment in the officer's career and state-of-mind involved his last pursuit. A suspect was running from a crime committed at Sky Harbor Airport in Phoenix, Arizona. As the officer was chasing the suspect on foot, the man jumped over a hedge and as the officer followed he had a feeling he was jumping over the man behind the hedge. As the officer hit the ground and was fired upon and was missed, he fired back and wounded the man. Other officers arrived on the scene and took the suspect into custody. The officer was unprepared for what happened next. As the suspect was brought by him on the way to the patrol car, the officer noticed the same "red eyes" he had seen 10 years earlier in a similar shooting. This time the man taken into custody looked at the officer and said in Spanish, "Good to see you again." Hard to believe? Cops know that there is evil on the streets. Some can deny God but no one can deny evil.

3. Chaplains need to be trained in areas of Stress Issues.

**Observations by Police Chaplain Jack Poe,
Oklahoma City Police Department, October 1995.**

"Without training, chaplains risk re-traumatizing those he or she is attempting to minister"

Stress Issues range from Boredom to adrenaline:

- a. **Shootings** – Use of ultimate force. If you do not believe in the use of lethal force don't bother becoming a Law Enforcement Chaplain. You will be trained in CSIM (Critical Incident Stress Management) and many of them are because of a shooting.
- b. **"Suicide by Cop"** – The attempt to get a Law Enforcement Officer to kill you by threatening them in such a way you will shoot them. This is cowardly but common and the Officer then becomes a victim by the perpetrator making the Officer do something he can not do himself.
- c. **Hostage Situations** – Trained officers other than chaplains are named negotiators. Only in the movies do they use chaplains. However, the chaplain can assist if the negotiator decides to use clergy services.

MESSAGE: Initial Stress (Possible Acute Stress Disorder) has certain indicators once you get past the survival instincts. If those initial symptoms are not recognized it will develop into the Clinical Stress or Clinical Depression we call PTSD (Post Traumatic Stress Disorder) and will linger for many years.

Funding for Law Enforcement Chaplains

The Chaplain needs to understand paid and unpaid (rather than voluntary) status under which he/she works.

If the Law Enforcement Agency does not fund a Chaplain's Program and there is a need for equipment such as uniforms, radios, badges, hats, protective vests, etc., you can appeal to the community for donating funds for that purpose. All Law Enforcement agencies have those who are responsible for budgeting and spending public funds and they would be a resource in having questions about having Tax Deductions for those Gifts to police agencies. All agencies have people who are "bean counter" and the responsibility to justify all public expenses. They are your friend. Check the specific "Operations Manual" for those parameters as well.

Four Divisions of Law Enforcement Chaplains:

A. City Police Chaplains:

City or metropolitan police departments usually deal with dense to moderately dense populations. Normally they are divided into precincts if they are large departments. They are comprised of a Chief of Police, Assistant Chiefs of Police, Commanders, Lieutenants, Supervisors (Sergeants), and patrol Officers. Most city department also have Detectives, Swat teams, Net Squads, etc.

- a. Squads brief before every shift.**
- b. Every call demands a back up unlike other Law Agencies when on patrol. (Swarm technique used)**
- c. It is unnecessary for a City Police Chaplains to carry a weapon, but they should have "protective vests" and radio for safety.**
- d. City Police Chaplains work for the Chief of Police but administratively are accountable to an HRU (Human Resource Unit).**
- e. Chaplains are assigned to the different precincts usually by those chaplains that have taken leadership.**

B. Sheriff Chaplains:

County Sheriff officers often are solo in making calls and cover a larger area than City Police Officers. Chaplains sometimes serve as Jail Chaplains which identifies them with Institutional Chaplains. Many times Sheriff Chaplains also carry weapons because of the vast territory and difficulty of back up possibility from other officers.

C. DPS (Highway Patrol) Chaplains:

Chaplains are appointed throughout the State which is convenient to area of coverage. State Chaplains are most likely to concentrate more on officers that patrol the highways rather than city or county hard surface streets and communities.

D. FBI Chaplains:

The "I" in FBI stands for "investigations". The ideal number of Chaplains per Division is two. Some Divisions like L.A., New York, Miami, and Chicago have more.

The FBI has been unclear in the TACTICAL CHAIN OF COMMAND. The AMINISTRATIVE CHAIN OF COMMAND is EAP (Employment Assistance Program). The PROFESSIONAL CHAIN OF COMMAND is made up of a screening committee based on logistics and selected collectively by consensus. The TACTICAL CHAIN OF COMMAND is not defined but unofficially adhered to by most chaplains.

Conclusion:

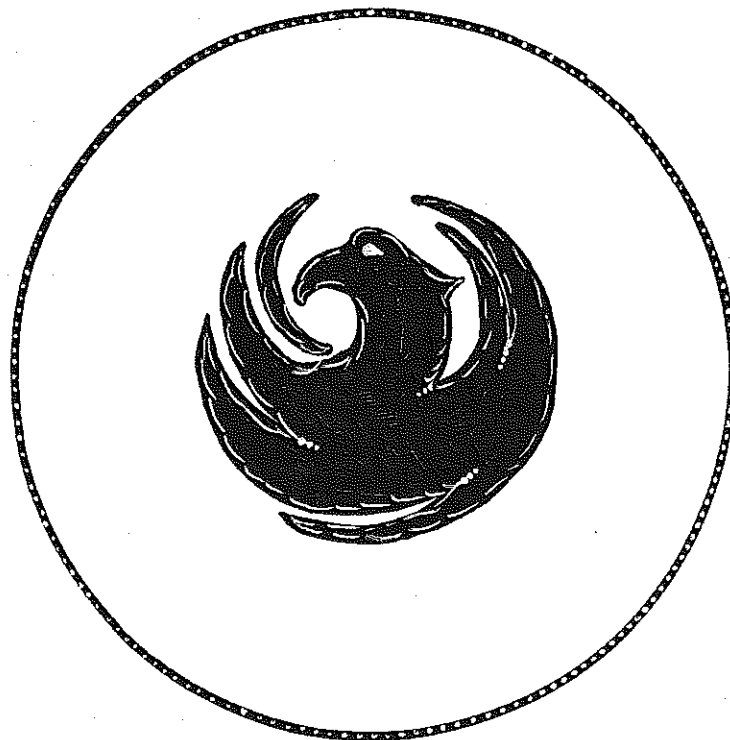
Law Enforcement chaplains as well as FBI chaplains are trained or have related training in doing some or all of the following:

- a. Counsel Law Enforcement officers and agents.
- b. Counseling support members of those officers.
- c. CISM and CISD when the occasion calls for a trained professional or a mental health specialist.
- d. Visit sick or injured in homes or hospitals.
- e. Make death notifications.
- f. Serve as part of a department's Crisis Response Team.
- g. Assist at suicide incidents as well as training in suicide awareness.
- h. Serve as liaison with other clergy in the community.
- i. Furnish expert responses to religious questions.
- j. Offer prayers and services at special occasions such as recruit graduations, award ceremonies, memorials, weddings, funerals, and special events.
- k. Serve on review boards, award boards, and other committees.
- l. Assist in dealing with transients and the homeless.

The following Operation Manuals are from the different segments of the Law Enforcement community. The purpose of this Handbook is to view the differences and similarities of those agencies and provide information necessary for all Law Enforcement Agencies to use a format to follow without having to "reinvent the wheel". This Handbook does not contain any confidential material or is it to detract from others in creating a Law Enforcement chaplain program. Many chaplains have worked hard on producing Operation Manuals for their unique organizations. Thank you.

Dale F. Hansen, Ph.D., D.Min

PHOENIX
POLICE
DEPARTMENT



FISCAL MANAGEMENT BUEAU
HUMAN RESOURCES UNIT

G-12

11/04

POLICE CHAPLAIN PROGRAM

A. PURPOSE:

To coordinate the department's Police Chaplain Program.

B. SCOPE:

This policy applies to the Human Resource Unit and Police Chaplains and the Fiscal Management Administrator.

C. GENERAL DIRECTION:

The Police Chaplain Program is designed to provide an additional resource to the employees of the department and their families. The primary purpose is to provide an additional resource for employees seeking counseling in personal matters or to assist during times of crises, i.e., funerals, etc. No person shall function as a Police Chaplain unless they have a current Phoenix Police Chaplain Card signed by the Police Chief. All Police Chaplains serve without monetary compensation. Police Chaplains are qualified, experienced, clergy ordained or licensed and endorsed by their church or board and by the Police Chaplain Advisory Board.

Chaplains are not employees of the Police Department; however, they are covered under the current industrial policy the same as police volunteers. Each Chaplain must submit a recap of hours served on the proper form to the Volunteer Coordinator for each month, by the end of the first week of the following month.

D. DETAILED PROCEDURE:

The Police Chief has designated the Fiscal Administrator to oversee the Chaplain Program. The HRU Sergeant has been designated as the Police Chaplain coordinator and will be responsible for the retention and monitoring of the chaplains, and coordination of the selection of new Chaplains.

- (1) Selection and Retention - The selection and retention of chaplains will be governed by the following procedure:
 - (a) All clergy wishing to apply as a Police Chaplain will be directed to the coordinator who will determine if they are qualified to make application.
 - (b) If qualified, the applicant will be required to submit an application and a resume to the coordinator outlining their training and experience in counseling and ministry.

- (c) The Chaplain Advisory Board will screen all applicants. The Chaplains Advisory Board consists of three active Chaplains who are on the board on a three year rotating basis. The members of this board must be knowledgeable in the area of clergy certification and are advisory to the Police Department.
 - (d) After approval by the Chaplain Advisory Board, a background investigation, polygraph examination and drug screen will be conducted by Police Employment Services Bureau on the applicant.
 - (e) Applicants who successfully complete the screening process must be in good physical condition and have a valid Arizona Drivers License. The applicant is eligible for appointment after taking the "Chaplains Oath" administered by the Police Chief.
 - (f) Upon appointment, each Chaplain will receive a police chaplain badge and an identification card. The card will be valid for five (5) years as long as the chaplain provides a monthly timesheet of chaplain activities and attends the scheduled chaplain meetings. The Volunteer Coordinator will renew the chaplain identification cards. Phoenix Police Chaplains are expected to attend all Police Chaplain Meeting's in order to remain on professional status. Phoenix Police Chaplains will be expected to submit all work sheets each month as a matter of Administrative Procedure. After 6 months of no administrative response to the work sheets, the Chaplain will be contacted for resolution. After six months of no contact or attendance in training the Professional Procedures applied by the Chaplain Advisory Committee will ask for an explanation and intentions to continue offering professional services to the Phoenix Police Department as a Certified Chaplain. If the Chaplain wishes to terminate their services, the Chaplain Advisory Board will so recommend to the Human Resources Unit and request recommendation to immediately retain all pertinent identification and equipment issued to the retiring Chaplain.
 - (g) A Chaplain may be removed from service at anytime at the discretion of the Police Chief.
 - (h) If the Chaplain Advisory Board receives any complaints regarding the conduct of any Police Chaplain, they will contact the Human Resources Sergeant or Fiscal Administrator in the Fiscal Management Bureau. The Fiscal Administrator will have the discretion of conducting an investigation or forwarding the information to the Professional Standards Bureau.
- (2) Duties - The following is a partial list of the services a Chaplain may be asked to provide.
- (a) Marriage and pre-marriage counseling.
 - (b) Substance abuse counseling, e.g., alcohol, etc.
 - (c) Counseling of family problems, e.g., long term illness, inter-family turmoil.
 - (d) Officiating at funerals.
 - (e) Performing marriages.

- (3) Responsibilities – The main purpose of the Chaplain Program is to serve the employees of this department and their families.
- (a) Each bureau/precinct commander/administrator will be held responsible for the Chaplain functioning in his/her command.
 - 1- The chaplain coordinator and each bureau/precinct commander with assigned police chaplains will assist them in obtaining or participating in relevant departmental training as needed.
 - (b) Police Chaplains will be expected to notify Precinct dispatchers when they are making a precinct visit or on a "ride-a-long" by clearing 10-8 on the radio or notifying via MDT.
- (4) Emergency Call-Out – Any Phoenix Police Chaplain accepting an emergency call-out must adhere to the following procedures:
- (a) The Fiscal Administrator or designated "on call" H.R.U. employee will approve any emergency call-out from an outside agency or service for a Phoenix Police Chaplain representing the City of Phoenix.
 - (b) A Phoenix Police Chaplain representing another agency may not wear clothing identifiable with the Phoenix Police Chaplain program.
 - (c) Incidents in particular Precincts involving logistical procedures of Chaplains will be overseen by the Precinct Chaplain or someone appointed by H.R. U. when that Chaplain is unavailable to direct proper clergy coverage.
 - (d) When and if an event would occur within the Police Department, other Precinct Chaplains will contact the Chaplain designated as the overseer or H.R.U. for offering support.
 - (e) If other clergy or Chaplains from other agencies are available in the Area of Operation (AO), they will be requested to coordinate with the designated Phoenix Police Chaplain responsible for overseeing Chaplain coverage in that Precinct.
- (5) Chaplain "Class A" Dress Uniform – The "Class A" uniform is optional attire and is to be worn at the discretion of the individual Chaplain. In order to maintain consistency and a professional appearance the following Chaplain Uniform Policy has been implemented.
- (a) Shirt – Long sleeved white buttoned up collar dress shirt.
 - (b) Necktie – Refer to Operations Order 3.15
 - (c) Trousers – Refer to Operations Order 3.15
 - (d) Belt – Plain black ¾" wide with a brass or brass (colored) buckle.
 - (e) Shoes/Socks – Refer to Operations Order 3.15

- (f) Identifiers – Nametags are same as Police Officer nametags and are to be worn in accordance with Operations Order 3.15. Religious symbols are restricted to silver (color) metal insignia consistent with the military. Religious insignia are to be worn on the lapel (one on each side).
 - (g) Jacket – Donated Class A jacket without rank insignia or hash marks. City bird logo will remain on the shoulder. Gold striping will remain on the sleeve.
- (6) Branch Insignia
- (a) Christian Faith: silver color Latin cross, one inch in height.
 - (b) Jewish Faith: A double table bearing Hebrew numerals from 1 to 10 surmounted by two equilateral triangles, all of silver color, one inch in height.
 - (c) Buddhist Faith: A silver color *dharma cakra*, one inch in height.
 - (d) Muslim Faith: A silver color crescent, one-inch in height.

One Page Summary

Protocol and Procedures for Phoenix Police Chaplains

The following summary is unwritten but abbreviated in the Fiscal Management Bureau of Human Resources Unit with regard to functional procedure for chaplains in the field in order to clarify chain-of-command procedures.

Incidents in particular Precincts involving the Tactical Procedures of Chaplains is overseen by the Precinct Chaplain or someone appointed by the H.R.U. when that chaplain is unavailable to direct proper clergy coverage. When and if an event would occur within the Police Department, other Precinct Chaplains will contact the Chaplain designated as the overseer or H.R.U. for offering support. If other clergy or Chaplains from other agencies are available in the Area of Operation (AO), they will be requested to coordinate with the designated Police Chaplain responsible for overseeing chaplain coverage in that Precinct.

Phoenix Police Chaplains will be expected to notify Precinct dispatchers when making a Precinct visit or on a "ride-a-long" by clearing 10-8 on the radio or notifying via MDT.

Phoenix Police Chaplains are expected to attend all Police Chaplain Meetings in order to remain on professional status. After 3 months of no contact or attendance in training, the Chaplain Advisory Committee will so recommend to H.R.U. that His/Her services be terminated and collect all identification and equipment issued.

Professional Procedures applied by the Chaplains Committee will ask for an explanation and intentions to continue offering professional services to the Phoenix Police Department as a Certified Chaplain. If the Chaplain wishes to terminate their service, the Committee will recommend to H.R.U. and honor that request.

Phoenix Police Chaplains will be expected to submit all work sheets each month as a matter of Administrative Procedure. After 6 months of no administrative response to the work sheets the Chaplain will be contacted for resolution.



City of Phoenix
OFFICE OF THE CITY ATTORNEY

AUG 27 1996
POLICE CHIEF

To: Dennis A. Garrett
Chief of Police

Date: August 16, 1996

From: Philip M. Haggerty
Chief Assistant City Attorney

Subject: Federal Income Tax Deduction for Gifts to Police Department

You have asked for our legal opinion concerning the ability of a donor of money or property to the Phoenix Police Department to deduct the amount or value from the donor's federal (and state) income tax as a "charitable" deduction.

Although the City is not an organization qualified under Section 501(c)(3) of the Internal Revenue Code (the "Code"); there is a comparable provision of federal law dealing with gifts to the City. Section 170(c) of the Code provides that for purposes of claiming a deduction from income:

the term 'charitable contribution' means a gift or contribution to or for the use of -

- (1) A State, a possession of the United States, or any political subdivision of any of the foregoing, . . . but only if the contribution or gift is made for exclusively public purposes.

The City of Phoenix is a city chartered under Article 13 of the Arizona Constitution, and as such meets the definition of "political subdivision" of a state under Section 170. Any use of money or property by the Police Department in the performance of its duties under Chapter 2, Article 4 of the Phoenix City Code would be a use for exclusively public purposes.

It is therefore the opinion of the Law Department that a gift of money or property to the Police Department made to assist it in the carrying out of its public safety and criminal enforcement activities would, to the extent otherwise available as a deduction to the specific donor, entitle that donor to claim a deduction of the money or value of the gift as a charitable deduction from income for Federal (and consequently) Arizona State Income Tax purposes.

You may provide a copy of this memorandum as constituting the equivalent of a 501(c)(3) tax exemption certificate to any donor requesting such certification.

PMH/pp.Gft.Tx.Exp.PD.Admin.2030

¹There is no specific *deduction* for charitable gifts under the State Code, but the tax is imposed only on income remaining after deductions from the taxpayer's federal tax return, so the effect is the same.

Maricopa County
SHERIFF'S
OFFICE



MARICOPA COUNTY SHERIFF'S OFFICE

CHAPLAIN PROGRAM

"Visible and Available"

*The Mission of the Maricopa County Sheriff's Office
is to enhance our partnership with the community,
create a safe environment,
and respect the dignity of all people
as we work together to resolve problems.*

MARICOPA COUNTY SHERIFF'S OFFICE CHAPLAIN PROGRAM

PURPOSE

The Maricopa County Sheriff's Office Chaplain Program exists with the ultimate goal in mind, to fulfill the Mission Statement. To accomplish this, each member of the Chaplain Program must practice the Organization Values which are:

<u>Dedication:</u>	Acting with a commitment to the community, this organization, our profession and the future.
<u>Honesty:</u>	Being honorable and truthful in all of our actions.
<u>Integrity:</u>	Doing the right thing and acting beyond reproach.
<u>Professionalism:</u>	Living our lives through principles and ideals, not just priorities.
<u>Respect:</u>	Treating others as we would like to be treated.
<u>Sensitivity:</u>	Showing compassion and understanding for others.
<u>Trust:</u>	Maintaining the confidence of others through sound character and professional excellence.

The Maricopa County Sheriff's Office recognizes that during or after crisis situations, the members of the community, county employees, and their immediate families may need access to spiritual guidance, counseling and assistance. The Chaplain Program exists as a resource to meet those needs.

GOALS and DUTIES

County Employees and Family Members

In an effort to meet the overall goal of being *Visible and Available* to deputy personnel, the Chaplain Program will be staffed by as many Chaplains as necessary to accomplish the goals and purpose of the program.

Chaplains will be required to "ride along" with a uniform deputy.

Conduct invocations at Academy graduations, award ceremonies, building and facility dedications, or at any other appropriate event.

Preside at weddings/funerals or other religious events.

Be available to families of officers in traumatic situations.

Provide personal or family counseling.

Visit sick or injured employees.

Respond to major incidents and cases involving serious injury to an employee.

Provide a voice to assist the Department in its dealings with community problems, needs, concerns, and interests.

Be available for employees who wish to talk over spiritual problems.

Provide instruction and consultation to the Department in such areas as human relations, ethics, family life and spiritual matters.

Community Needs

A Chaplain may be called to assist personnel in a variety of situations including, but not limited to:

Death notifications and assistance;

Accidents involving serious injury, to provide comfort to the injured and their families;

Assist with persons who are confused or emotionally upset;

Assist field personnel with suicide/attempted suicide situations;

Assist with family disturbances and marital quarrels. In these situations, the Chaplain may wish to respond to the scene as requested by field officers.

Counsel chemical abusers, or their families;

Assist with minor mental health problems;

Respond to major incidents and assist as needed;

May be asked to testify in court regarding that to which he/she has pertinent knowledge;

Ensure the confidentiality of information revealed while functioning as a Chaplain.

NOTE: While on a ride along with Deputies, Chaplains are protected by Arizona's confidentiality law (Code Section and Arizona Evidence Code Section). The client/clergy relationship protects the confidence of any person who confides directly in the Chaplain. There are two exceptions to the confidentiality. The Chaplain has a duty to inform law enforcement when he/she receives information that can lead to death or bodily injury to any person or when information is related to suspected child or elder abuse.

UNIFORMS and EQUIPMENT

The Sheriff's Office will supply all related equipment to each Chaplain.

- 1) A Maricopa County Sheriff's Office ID card with photo and the word "Chaplain" and a badge with the word "Chaplain" on it;
- 2) A polo shirt with the words "CHAPLAIN" on the back and on the front. Appropriate pants and shoes shall be worn, and shall be provided by the Chaplain;
- 3) A windbreaker jacket, clearly marked "CHAPLAIN" on the back and "CHAPLAIN" on the front;
- 4) Soft body armor shall be available and worn by all Chaplains while on their ride-along and during other field duties as needed;
- 5) If a Chaplain does not already have a pager, the Department may provide one.

TRAINING

The Chaplains will receive specialized training for their unique duties. The following is a list of training needs which will assist each Chaplain in the performance of their duties:

- 1) Every attempt will be made to train each Chaplain in basic first aid and CPR.
- 2) Location of emergency and first aid equipment.
- 3) Radio operation and procedure.
- 4) Weapon familiarization. Maricopa County Sheriff's Office Chaplains will not be allowed or authorized to carry any type of firearm.
- 5) Regional seminars are offered by the International Conference of Police Chaplains.
- 6) Books, tapes and videos are available in the training library.

**MARICOPA COUNTY SHERIFF'S OFFICE
AND OTHER AGENCIES**

Operational & Procedural Protocol

**Subject: Sheriff's Office Chaplains
Association Mutual Aid
Response Protocol**

1. **Purpose.** To offer a voluntary professional religious/social ministry to the community during critical incidents and in emergency situations where a Chaplain's specialized skills would be beneficial. Police Chaplains will also offer departmental personnel and their families, upon request, individual or family counseling and spiritual support during times of crisis or need.
2. **Definition of Critical Incident.** Any crime scene, accident scene, air disaster, or hostage situation that involves large numbers of individuals who are affected physically or mentally.
3. **Request for Mutual Aid Response.**
 - 3.1 Watch Commander of police agency involved activates Chaplain assistance by paging Mutual Aid Coordinator at 000-000-0000. Call back number should be followed by * (for space) 911.
 - 3.2 Watch Commander advises Mutual Aid Coordinator of scope of incident, approximate number of victims, and any other relevant information.
 - 3.3 Watch Commander advises Mutual Aid Coordinator to have Chaplains respond to Command Post, police department, scene of incident, or other agreed upon location for staging.
4. **Role of Mutual Aid Coordinator.**
 - 4.1 Makes assessment of number of Chaplains needed and from which jurisdictions. Coordinator then contacts Chaplains through established call-out procedure.
 - 4.2 Establishes central location for Chaplains to meet and receive briefing on incident. Chaplains will then carpool as a single group to the requesting agencies designated staging site. Chaplains must arrive as a unit so that the field supervisor is able to work with the Mutual Aid Coordinator to avoid repetition of instructions.
 - 4.3 Responsible for contacting acting field supervisor for information on victims, relatives police or fire personnel needing assistance.
 - 4.4 Responsible for establishing time and location for debriefing of Chaplains prior to sending them out with assignments.

5. Dress Code – Identifications. Chaplains associated with the Maricopa County Sheriff's Office should wear wind breakers (raid jackets) or similar attire provided by their respective agency. The words "CHAPLAIN" should be displayed for easy identification. All Chaplains should have some form of identification from their respective agencies. No uniforms are to be worn by Chaplains during a mutual aid response.

6. Documentation. The Mutual Aid Coordinator will be responsible for collecting written reports from all involved Chaplains describing their involvement and assistance rendered. Chaplains may assist with follow-up at their discretion. All documented assistance should be forwarded to the Coordinator at the earliest convenience. Copies of all reports will be forwarded to the Chief Executive of the agency involved.

MISSION STATEMENT

The Maricopa County Sheriff's Office Volunteer Program has been established to fulfill the Mission Statement of the Maricopa County Sheriff's Office by providing and maintaining efficient in-service volunteer staff whose services augment those of the paid staff.

Concept

Volunteers were recruited from the community, trained in various police support duties, and then allowed to function in direct support of the Department. This program has allowed us to tap into a tremendous community resource and develop it as an assisting entity of the Maricopa County Sheriff's Office. In Maricopa County, an ideal environment of citizen pride in community involvement supported this concept. Adoption and approval of the concept by the Sheriff and Department personnel was a natural extension of the recognition for focused citizen involvement in many community services.

Service Discretion

The Department accepts the service of all volunteers with the understanding that such service is at the sole discretion of the Department. Volunteers agree that the Department may at any time, for whatever reason, decide to change the duties assigned to a volunteer, transfer the volunteer to a different assignment or terminate the volunteer's relationship with the Department.

The volunteer may at any time, for whatever reason, decide to sever the volunteer's relationship with the Department. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.

Goals

Provide effective utilization of volunteer resources in areas as needed.

Objectives

Work in conjunction with the Community Oriented Policing Philosophy, management style, and organizational strategy that promotes pro-active problem solving and community partnerships. This reinforces the *Mission Statement of the Maricopa County Sheriff's Office* **to enhance our partnership with the community, create a safe environment, and respect the dignity of all people as we work together to resolve problems.**

ORGANIZATION

- A. The Sheriff's Office Chaplain Corps will be headed by a Chaplain Director who will be advised and supported by members of the Executive Committee.
- B. The Chaplain Corps will be staffed by as many Police Chaplains as necessary to accomplish the goals and purposes of the program.
 - 1. The Chaplain Director and all Field Chaplains must:
 - a. Be duly ordained or licensed clergy who are employed in a congregation or church-related organization in Maricopa County, or as might otherwise be approved by all members of the Executive Committee.
 - b. Never have been convicted of a felony.
 - c. Possess a valid Arizona driver's license.
 - d. Pass an oral interview and background check by the Executive Committee.
 - 2. All Chaplains must be willing to volunteer at least one day (8 hours) of service per month.
 - 3. All Chaplains must be willing to attend all of our regular or special meetings (quarterly, etc.) and participate in all other required training.
 - 4. All Chaplains must be willing to have a letter prepared each year by their ecclesiastical superior stating continued affirmation of the Chaplain's involvement in the Chaplaincy program and also of their good standing in that organization.
- C. The Executive Committee will review the roster annually to assure that these requirements are being satisfactorily met.

QUALIFICATIONS, DUTIES and RESPONSIBILITIES

A. CHAPLAIN DIRECTOR

1. Qualifications

- a. Must be ordained and in complete agreement with the goals and philosophy of the Chaplain Corps and can direct the program with enthusiasm.
- b. Must be a person who has a good working relationship with the Field Chaplains, our Public Safety Personnel, and the entire community.
- c. Must have actively served for a minimum of one year as a Field Chaplain.

2. Duties and Responsibilities

These duties and responsibilities may be delegated, as thought appropriate, to other Executive Committee members.

- a. Act as a liaison for the Maricopa County Sheriff's Office in all matters pertaining to the operation of the Chaplain Corps.
- b. Submit statistical reports on activities of the program as thought necessary.
- c. Preside over all Executive and monthly training meetings.
- d. Assist Field Chaplains in their field service program, as the need may arise.
- e. To ensure that the minimum requirements of the program are being met, following prior consultation with the Executive Committee.
- f. To be directly amenable to members of the Executive Committee.
- g. Act as the Department Chaplain and be its organizational representative.

B. EXECUTIVE COMMITTEE

Officers of the Executive Committee are elected during the regular January meeting and will hold office for a normal term of two years. Permanent members of the committee will include the Volunteer Services Commander and Chaplain Director. Elected members will include two Field Chaplains.

1. Qualifications

- a. Actively served for a minimum of one year as a Field Chaplain, which includes the monthly field training (working with deputies).
- b. Must be in complete agreement with the goals and philosophy of the program.
- c. Be able and willing to attend the monthly and special meetings of the committee.

- d. Be willing to help carry out the general and specific duties of the committee.
- e. Desirable that the Chaplain has attended a police training course.

2. General Duties

- a. Work in cooperation with the Chaplain Director.
- b. Deal with matters that require attention between regular meetings.
- c. Make committee reports and recommendations at regular monthly training meetings.
- d. Interview and approve all future candidates for the program.
- e. Examine all recommendations and approve any new program.
- f. Fill all vacancies in the Executive Committee that occur between elections.
- g. Serve as the nominating committee.
- h. Responsible for the on-going recruitment of new Chaplains.

3. Specific Duties

a. *Program and Training*

- (1) Recommend and schedule the monthly training.
- (2) Coordinate and promote all training programs (I.C.P.C. conference, firearms, indoctrination, etc.).
- (3) Plan and coordinate all social events to promote and improve relationships.

b. *Scheduling*

- (1) Responsible for monthly scheduling and changes.
- (2) Responsible for arranging coverage when the on-duty Field Chaplain cannot be reached.
- (3) Responsible for providing a current duty schedule for the Chaplains.

c. *Maintenance*

- (1) Maintain a current equipment and materials inventory.
- (2) Arrange for the repair of emergency breakdowns.

d. *Financial*

- (1) Keep accurate financial records of donated income and disbursements (Chaplain Fund Account Number).
- (2) Provide receipts and properly thank donors to the program.
- (3) Make available a financial report for auditing.

e. *Secretarial*

- (1) Keep records of the Chaplain's meetings, training, etc.
- (2) Take care of appropriate correspondence.
- (3) Maintain an up-dated telephone list, skills list, invocation schedule, etc.

C. ON-DUTY POLICE CHAPLAINS

1. During this time the Chaplain shall pledge to be available at all times by a pager and/or telephone to answer calls as requested by the on-duty Watch Commander or the Communication Center. (Chaplain Pager #).
2. Each Chaplain that is on call for a 24-hour shift will have with him his identification card, a Chaplain Badge, a pager, a white and black parking placard and a Chaplain jacket. When appropriate, a portable police radio may also be utilized.
3. During a field service response, our Chaplains shall be clean and properly dressed in well-pressed clothing. Upon arrival, they will identify themselves, be courteous and conduct themselves in a manner becoming a Chaplain and a representative of their own congregation/organization.
4. The on-duty Chaplain may be called on to assist Public Safety Personnel in a variety of situations including, but not limited to:
 - a. Death notifications and assistance.
 - b. Accidents involving serious injury—to provide comfort to the injured and their families.
 - c. Persons who are confused or emotionally upset.
 - d. Attempted or potential suicide victims and/or families of these victims.
 - e. Marital quarrels—in these situations a Chaplain may wish to respond to the scene, make appointments for counseling or may make referrals as the need may indicate.
 - f. Persons who want or need to talk over spiritual problems.
 - g. Chemical abusers and/or their families.
 - h. Minor mental health situations.
 - i. Neighborhood dispute mediation.
 - j. Conduct funerals.
 - k. Perform weddings.
 - l. Assist with anti-graffiti program.
 - m. As requested, will participate in community functions, ceremonies and act as a liaison between our agency and the community.
 - n. Assist Public Safety Personnel and the many people they contact in any other function of the clergy profession as requested.
5. Provide follow-up as required to bring a satisfactory resolution to any of the above field service situations.
6. A "Chaplain Report Form" will be completed on all field service situations.

RULES of PROCEDURE

- A. Sheriff's Office Chaplains are sworn in by the Chief and their responsibility is to assist Public Safety Personnel and other citizens as outlined.
- B. Our Chaplains are not law enforcement officers and shall possess no law enforcement authority other than that of any private citizen.
- C. Chaplains will in no way interfere with Public Safety Personnel in the performance of their duties.
- D. Chaplains in this program will be assigned at least one duty shift/day (24 hours) each month that will remain the same, with each shift starting at 0800 hours.
- E. The assigned Chaplain's responsibility is to arrange for their own substitute if they cannot serve on their duty day and will then notify the Communication Center.
- F. When providing a field service, the Chaplain should notify the involved person's own clergy when appropriate. They may also make other proper referrals in those cases which need specialized attention.
- G. A Chaplain will not release any information on cases they work and any information secured will be held in confidence, used only for the benefit of the person involved.
- H. A Chaplain is encouraged to do follow-up work, should they find it necessary, and shall not hesitate to ask for the area unit to assist or to be nearby if they think it is advisable.
- I. The Chaplain shall be protected by the State of Arizona "Confidentiality Law." Should an individual specifically take the Chaplain into their confidence, the Chaplain has the right to remain silent. However, should the Chaplain be told something—not in confidence—and the information concern the person's safety, the Chaplain will be expected to divulge the information.
- J. A Chaplain will be expected to come to the aid of a deputy in trouble, as would be expected of any other concerned citizen.

ARIZONA
DEPARTMENT
OF
PUBLIC SAFETY
Highway Patrol





SUBJECT: Chaplaincy Program

DATE: July 1, 2005

SUPERSEDES: New Order

GENERAL
ORDER
NUMBER
2.3.110

I. Purpose

This general order establishes the Chaplaincy Program as an integral part of the Department and establishes the *Chaplaincy Service Manual* (DPS 932-02074) as the reference for managing and providing chaplain services to employees of the Department.

II. Policy

- A. Recognizing the great personal demands and sacrifices which are made on a daily basis by employees of the Department and the resultant personal and spiritual needs that arise, a department chaplaincy program shall be available to minister to such needs of all department employees. The Chaplaincy Program is committed to providing a firm moral foundation, spiritual incentive, and pastoral care to all department members, active or retired, sworn or civilian, who request it.
- B. Chaplains will be available to assist department members at any time, during any tragedy, emergency, or spiritual need. The chaplain's first priority is the care of all department personnel and their specific needs. The second priority is to assist department personnel in dealing with public crisis.

III. Goals

- A. The Chaplaincy Program provides a group of volunteer ordained or licensed clergy men and women, of many faith groups, to be available as a spiritual resource for employees of the Department, especially in times of critical incident stress or other emergencies and to provide spiritual care and pastoral counseling consonant with the needs of department personnel within the limits of the chaplains' time, place, and ability.
- B. The Chaplaincy Program works closely with the Peer Support Program and with the Critical Incident Stress Management (CISM) Program (refer to GO 2.3.40, *Peer Services*). Chaplains, based on training and availability, may be members of a CISM team with the approval of the Employee Assistance Program supervisor.
- C. The goal of the Chaplaincy Program shall strive to provide at least one chaplain in each district with additional chaplains in the metro areas as the need dictates.

IV. Chaplaincy Services

- A. Chaplains who volunteer for this ministry provide a unique facet to department members. They offer a confidential, privileged opportunity for department members to deal with spiritual concerns that arise in the course of their work, especially during critical incidents and/or family tragedies.
- B. Chaplains do not replace a department member's own pastor, minister, priest, or rabbi, but provide an available resource for all members, including those who may not have a church or faith group of their own. The goal of the chaplain's ministry will be to connect and refer as appropriate those whom the chaplain counsels to their own faith groups and clergy. Chaplains shall not proselytize at anytime while acting as a chaplain for the Department.
- C. The first and foremost focus of the Chaplaincy Program is to help our department personnel as outlined in the *Chaplaincy Service Manual*. Their services, limited to the availability and ability of each chaplain, may extend to any needs of spiritual care and pastoral counseling. The uniqueness of this program is that these chaplains have become familiar with the world of a law enforcement officer. They understand the pressures and keep abreast of the developments impacting the law enforcement profession. Chaplains strive to remain current with all aspects of law enforcement -- from deadly force policies to labor/management issues. All will be encouraged to become members of the International Conference of Police Chaplains (ICPC).
- D. Department personnel with operational needs such as scene assistance, next-of-kin injury/death notifications, training, etc. are encouraged to request the assistance of a chaplain.

V. Chaplain Request

- A. A list of department chaplains will be available through the **Duty Office**, the local **Operations Communications** centers, and **Human Resources**.
- B. Refer to the *Chaplaincy Service Manual* for additional guidance in services which may be provided by department chaplains.

VI. Program Administration


- A. The Chaplaincy Program shall be administered by the Employee Assistance Program supervisor (Chaplaincy Program Coordinator), in **Human Resources**.
- B. A volunteer supervisory chaplain shall be appointed by and serve at the pleasure of the Director. The supervisory chaplain shall report to the Chaplaincy Program coordinator under the **Human Resources** commander/manager.

- C. Chaplains chosen for this program shall be classified as civilian reserve members and receive appropriate department badges and identification cards. Chaplain candidates shall meet the same minimum requirements as required for a sworn officer candidate, including a polygraph and pre-employment drug use testing.

Chaplaincy Service Manual

Prepared by: Arizona Department of Public Safety
Human Resources

Manual Issue Date: July 1, 2005

Approved by: 

Roger Vanderpool
Director

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I. Clergy Selection Guidelines

A. Qualifications

The Department of Public Safety (DPS) adapted the qualification guidelines from the Department of Defense Directive 1304.19 of September 18, 1993, entitled *Appointment of Chaplains for the Military Services* (see *Appendix A*). The qualifications for a department chaplain are as follows:

1. Be ordained or licensed by the chaplain's faith group.
2. Be in good standing with the chaplain's faith group.
3. Have a current Ecclesiastical Endorsement, as a fully qualified clergy person of the certifying faith group, as a clergy person in good standing, and as a clergy person with permission of the chaplain's endorser to participate in law enforcement chaplaincy.
4. Be willing to support directly or indirectly the free exercise of religion by all members of the Department, their families, and others to whom they may minister.
5. Possess a Bachelor's Degree, and have completed a minimum of 120 credit hours of graduate theological education.
6. Have a minimum of five years pastoral experience as pastor/minister/rabbi/priest or assistant pastor/minister/rabbi/priest.
7. Manifest a broad base of ministerial experience and professional ministry, and possess emotional stability and personal flexibility.
8. Be able and willing to be carefully screened by an appointed DPS law enforcement committee. The committee will include a DPS chaplain, a member of the Employee Assistance Program (EAP) or **Human Resources** staff, a sworn officer, and at least one additional staff member.
9. Be able and willing to undergo the same background investigation, polygraph examination, and drug screening, similar to applicants for sworn positions in the Department.
10. Be a credible member of his/her own faith group, at the same time be tactful and considerate in approaching all people regardless of race, ethnic background, gender, creed, sexual preference, or religion.

11. Be able to adhere strictly to Arizona law regarding the Rule of Privilege and Confidentiality.
12. Realize that while one's own faith and faith practices must be maintained according to one's church rules, while on the job as DPS chaplain the practice of proselytization is against Arizona state law.

B. Chaplain Description

1. Is a volunteer and almost always has a full or part-time position in ministry that prohibits being on call at all times. The chaplain therefore is always constrained by the chaplain's own availability.
2. At the same time, must be available to serve as needed on a 24-hour call basis, as other official duties permit.
3. Must be willing to become involved in training programs that enhance a chaplain's efficiency in meeting and dealing with people in crisis. The chaplain must also be familiar with other programs in the Department, especially those under the Employee Assistance Program, as well as community medical, psychiatric, and other social service resources in the local area.
4. Will always operate according to the chaplain's own particular background, experience, and professional training, and will make appropriate referrals when necessary.
5. Will not engage in long-term counseling efforts but will refer to a clergy person trained for a specific situation and to mental health professionals.
6. May be asked, according to the chaplain's own specialized training, to assist in the training of DPS officers and staff members.

C. Application Process and Appointment Guidelines

1. The prospective chaplain will fill out the same background forms as required of sworn officers and will have a polygraph test and drug screen.
2. The chaplain will have an interview with the screening board.
3. When accepted and assigned to an area, the chaplain will serve a probation period of one year and can be terminated at any time without any reason being given.

4. The chaplain will sign the chaplain's oath (see *Appendix B*).

D. Screening Board Guidelines

1. Reasons for wanting to be a police chaplain.
2. Background and experience levels.
3. Previous experience in law enforcement in any capacity.
4. Military or other institutional chaplain experience.
5. Ability to work in a "non-denominational" environment.
6. Solid comfort in one's own religious background, faith, and experience (credibility).
7. Clear understanding of Arizona state law regarding the Rule of Privilege and Confidentiality.
8. Ease of working with members of other and/or no faith group (collaboration).
9. Degree of availability for call out.
10. Willing to work within the chain-of-command.
11. Ability to be a team player, e.g., not see theology as having all and the only answers to every human situation.
12. Ability to work with others within extreme stress situations, traumas, and "dirty" scenes.
13. Ability to support and approve the appropriate use of force by officers.
14. Ability to respond in difficult incidents in the manner and degree that any citizen should.
15. Desire to learn what makes this ministry different from others in which the chaplain has been or is currently involved.
16. Ability to make appropriate referrals when such are called for.
17. Comfort in working within the law enforcement community, and willingness to come to know and understand the world of the law enforcement employee (and his/her family).

18. Clear understanding that DPS chaplains do not replace a DPS employee's own pastor, minister, priest or rabbi, that the DPS chaplaincy's goal eventually is to refer to those persons, or in the case of someone who does not have a faith community, to provide as requested in each unique situation.

II. Responsibilities

The DPS chaplain is available to all department personnel and their families. In this capacity the chaplain may:

- A. Be called out on a 24-hour basis to assist officers with death notifications, multiple injury collisions, and collisions involving children, suicides and suicide threats, hostage negotiations, domestic disturbances, and other situations where the chaplain's presence may be beneficial to the officer.
- B. Be called out by notifying the chaplaincy coordinator (EAP), **Duty Office, Operational Communications**, or in special circumstances, by notifying the chaplain directly.
- C. Serve as a friend and confidential listening ear in any situation, always observing the Rule of Privilege and Confidentiality (refer to *Appendix C*).
- D. Provide spiritual guidance and support, upon request, to persons of any or no religious background, and serve as a facilitator and referral source for other spiritual, emotional, educational, and service opportunities and resources.
- E. Make hospital and home visitations during times of illness, injury, surgery, and the recovery period.
 - 1. The chaplain should never visit a home alone.
 - 2. In the performance of official business, the chaplain may contact **Operational Communications** and ask for an officer backup, depending on the latter's availability.
- F. Provide or facilitate training and counseling concerning marriage and family relationships, stress management, ethics, traumatic incidents, terminations, and preparation for retirement.
 - 1. An office is provided for the chaplain in the headquarters building.
 - 2. The chaplain may also use a congregational or personal office as appropriate.
 - 3. On occasion, as for undercover officers, or in other special situations, the meeting may take place in a public facility, e.g., a restaurant.
 - 4. Generally, the DPS chaplain will not use the chaplain's home as a site for personal counseling.

- G. Perform weddings of department personnel; subject to the regulations of the chaplain's own faith group.
- H. The chaplain must remember, as a DPS chaplain, the chaplain does not replace anyone's own pastor, minister, priest, or rabbi.
- I. Perform invocations, funerals, and memorial services, as requested.
- J. Coordinate counseling services and referrals as required (psychological, mental health, marriage, alcohol, drug related, etc.)
- K. Serve as a member of a Critical Incident Stress Debriefing (CISD) Team, if so qualified.
- L. Coordinate and facilitate various spouse and family support groups.

This listing is not exhaustive and it is clear most department chaplains will be unable to perform many of these duties simply because of their other full and part time ministerial obligations. The chaplain is responsible to be available whenever possible and to have the full support of the Department when it is not possible to meet a particular need.

III. Availability

The DPS chaplain operates generally in a very low-key manner, effecting over all a "Ministry of Presence" whenever the chaplain is invited to, or visits a DPS incident or facility. However, as with any clergy person today, there is no automatic acceptance or credibility given to the DPS chaplain. The chaplain will earn that credibility, trust, and openness on the part of our law enforcement community by being there.

To enable this, the DPS chaplain shall:

- A. Keep addresses, phone, pager, fax and cell numbers up to date by notifying the supervisory chaplain in the case of any change.
- B. Visit all DPS facilities, especially those in the chaplain's own area or district.
- C. Spend a minimum of eight hours a month in a ride-a-long status with officers of their assigned district.
 1. There is no better way to get to know the officers, or have them get to know the chaplain, or to begin to understand the nature of law enforcement from the officer's point-of-view, than to ride-a-long.
 2. The DPS chaplain is not a "Civilian Observer" (CO) while on a ride-a-long. (Refer to GO 4.3.110, *Civilian Observer Program*.)
 3. The DPS chaplain is a reserve employee of the Department.
 4. When on a ride-a-long, the DPS chaplain is to wear the DPS "uniform" (as described below), including a protective vest, at all times.
- D. Take a special interest in the **Operational Communication** centers (dispatchers) in Phoenix, Flagstaff, and Tucson.
 1. Especially at the beginning of one's service as a DPS Chaplain, it is important to visit and come to know the dispatchers. Continue this custom always! These men and women are the arteries that make DPS run.
 2. These areas are generally "quiet" zones.
 3. **Operational Communication** is an important place to learn about the Department and to learn the interdependency of dispatcher and officer on the road.

4. Radio communications with **Operational Communications** is covered in Section VII.D.

As one dispatcher put it, "You may know where you are, and your God may know where you are, but if your dispatcher does not know where you are, then you had best be on very good relations with God."

IV. Uniform

- A. Upon acceptance and being sworn in by the Director or designee, the DPS chaplain will receive the following uniform items (these items remain the property of the Department and must be signed for):
1. Official identification card for departmental access
 2. Wallet badge and ID card holder
 3. Breast pocket badge with plastic holder
 4. DPS chaplain badge and belt holder
 5. DPS pager
 6. DPS portable radio and charger
 7. Protective vest
 8. Reflective "DPS chaplain" vest
 9. DPS personal vehicle "Official Chaplain Business" placard
 10. Business Cards
- B. In addition, thanks to the generosity of donors to the DPS Chaplaincy Program, the DPS chaplain will receive:
1. DPS official jacket with fleece liner and badge
 2. DPS duffle bag for equipment
 3. Long sleeve denim shirt with DPS badge and name
 4. Short sleeve polo shirt with DPS badge and name
 5. DPS chaplain ball cap
- C. Wearing of the Uniform
1. When on a ride-a-long, the DPS chaplain will be clearly identified by means of the uniform shirt and/or jacket and ball cap. On a ride-a-long, the DPS chaplain is required to wear the protective vest under the uniform shirt. On scene, the DPS chaplain should wear the reflective vest.

2. When visiting DPS offices, the DPS chaplain should be in uniform, though not absolutely required. Appropriate dress is required. (Refer to GO 2.1.60, *Professional Appearance Standards*.) The DPS identification card or badge must be worn and visible while visiting any DPS office. Lanyards may be used with identification cards.
3. The DPS chaplain uniform should not be worn when off-duty. However, the DPS chaplain may stop on the way to/from an assignment for off-duty obligations. Common sense is the rule of thumb. Some chaplains keep a DPS shirt and/or jacket in their own vehicle for emergencies.

V. Confidentiality and the Rule of Privilege¹

Five statutory provisions address the clergy-penitent privilege in Arizona. The following are listed in the Arizona Revised Statutes (ARS):

A. ARS 12-2233

With respect to civil proceedings, section 12-2233 of the Arizona revised statutes provides:

“In a civil action a clergyman or priest shall not, without the consent of the person making a confession, be examined as to any confession made to him in his character as clergyman or priest in the course of discipline enjoined by the church to which he belongs.²”

B. ARS 14-4062(3)

Section 13-4062(3) contains the counterpart for criminal proceedings, precluding examination of:

“A clergyman or priest, without the consent of the person making the confession, as to any confession made to the clergyman or priest in his professional character in the course of discipline enjoined by the church to which the clergyman or priest belongs.”

C. ARS 8-805(C)

While these two sections define the state’s version of the privilege generally, four others reinforce the privilege’s application in specific contexts. Section 8-805 (C) provides:

“In any civil or criminal litigation in which a child’s neglect, dependency, abuse or abandonment is an issue, a clergyman or priests shall not, without his consent be examined as a witness concerning any confession made to him in his role as a clergyman or priest in the course of the discipline enjoined by the church to which he belongs.”

¹ This much can be said. The Rule of Privilege is “absolute” for DPS chaplains, without it; there can be no level of trust, and truly, no real ministry. There will be difficult situations that arise. DPS chaplains are encouraged to consult regarding situations where they are not sure of how to apply the law.

² This law in Arizona is quite unclear. At a conference hosted in 2000 (see *Appendix C*), DPS chaplains were given cogent advice regarding the law. At the same time, each faith group may have its own interpretation of the law according to its own internal discipline.

D. ARS 13-3620(A)

Similarly, despite section 13-3620 (A)'s requirement that clergymen, priests, and others report incidents of child abuse or neglect to peace officers or to Child Protective Services, the statute qualifies this duty:

“A clergyman or priest who has received a confidential communication or a confession in that person’s role as a clergyman or a priest in the course of the discipline enjoined by the church to which the clergyman or priest belongs may withhold the reporting of the communication or confession if the clergyman or priest determines that it is reasonable and necessary within the concepts of the religion. This exemption applies only to the communication or confession and not to personal observations the clergyman or priest may otherwise make of the minor.”

E. ARS 13-3620(H)

Section 13-3620 (H) provides the same exception for child-related litigation that is found in section 8-805 (C), noting, however, that “(n)othing in this subsection discharges a clergyman or priest from the duty to report pursuant to subsection A of this section.” Finally, section 46-453 (B) makes the privilege applicable in “any civil or criminal litigation in which incapacitation, abuse, exploitation or neglect of an incapacitated or vulnerable adult is an issue.”

F. Rule of Privilege

Remember that what you hear, one on one, in a “confessional” kind of conversation, to be interpreted broadly, should be presumed to be included in the Rule of Privilege. What you see is not subject to the Rule of Privilege. An example, to be discussed later on in the section on being at an incident scene, is that if you enter the perimeter of the yellow tape in pursuance of your chaplain duties, your name goes on the incident command list, which is subject to call by both prosecution and defense if the incident goes to trial. It can be a delicate walk, but the people DPS chaplains serve expect such of us and have a right to it.

VI. Reports

Reports for DPS chaplains are necessary and required in order that the chaplaincy coordinator may present to the Director, via the **Human Resources** commander, a composite of what DPS chaplains do, how many volunteer hours are donated, etc. It is imperative and incumbent upon each chaplain to fulfill this obligation.

A. Weekly

When a DPS chaplain is on duty, time shall be logged on a *Employee Time Accounting Summary* report (DPS 802-01495) and submitted before 0800 every Monday to the chaplaincy coordinator (Fax: 602-223-2990). Call outs must be explained briefly and listed as "unscheduled work time." If the DPS chaplain does not log any hours in a particular week, then the chaplain does not need to submit a weekly report.

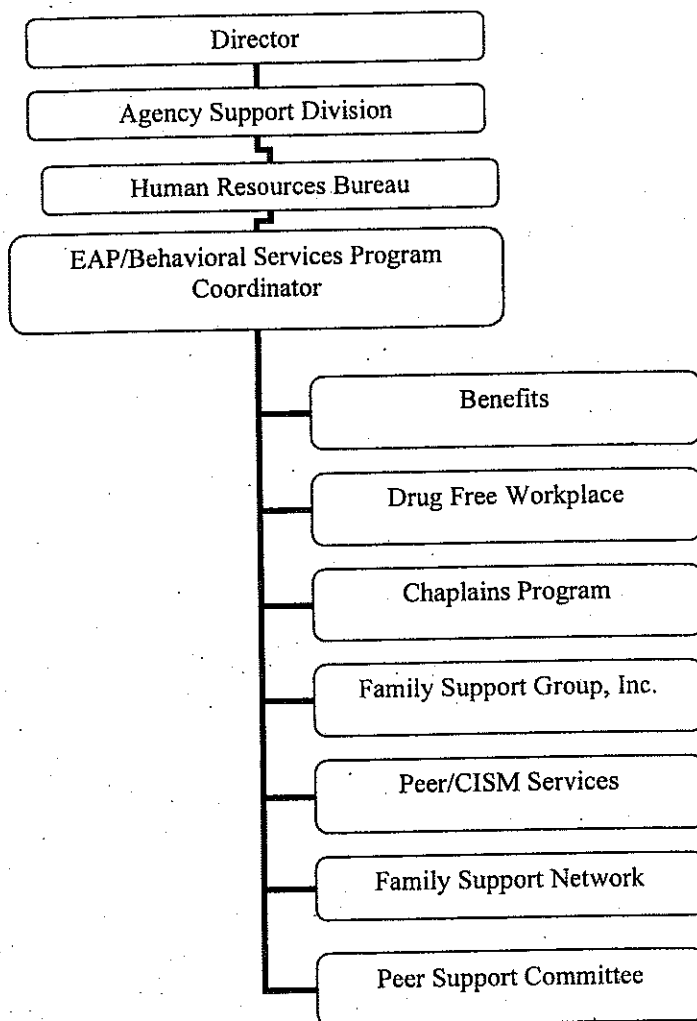
B. Quarterly

A quarterly report will be submitted by each DPS chaplain (see *Appendix D*) by the 15th of the month following each three-month period (that is, 15 April, 15 July, 15 October, and 15 January). Narratives of important, special, unique incidents that do not violate any rule of privilege or confidentiality may be included, using a separate sheet of paper.

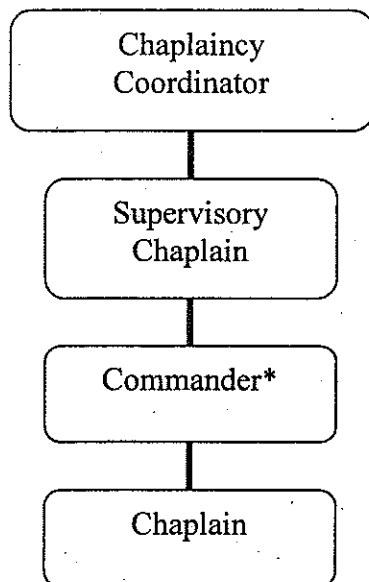
VII. Program Administration

A. Chain of Command

1. General Orders 1.3.10 through 1.3.50 provide the organizational structure for the Department. Below is the Department organizational structure for the Chaplain's Program.



2. Below is the chain of command for the chaplains:



* Commander position may be bureau commander/district commander, incident commander, or officer with whom riding.

B. Vehicles

1. DPS chaplains are authorized to use unmarked state vehicles, often pool cars, for official business, according to availability in each area in which the chaplain is working. Refer to GO 5.2.40, *Vehicle Assignment and Use*.
2. Liability for DPS chaplains while driving a state vehicle or while riding in a state vehicle with a sworn officer or other department employee is covered under the state workman's compensation laws.

C. Weapons

Department chaplains shall not be allowed to carry a firearm or other lethal weapon while serving in an official departmental capacity, even if they possess a concealed weapons permit. After considering the inherent risk involved in patrol activities, the complexity of the decision to use fatal force, the Department's responsibility to properly educate, equip, and train officers who must make this most difficult decision, and the liability which always exists when firearms are used, executive staff decided it is in the best interest of both our chaplains and the Department to prohibit the carrying of a firearm while serving in any official capacity.

D. Radio Communications

1. DPS chaplains are required to follow all protocols when using the portable radio. Chaplains will adhere to GO 6.1.10, *Radio Communications Management* and the *Radio Communications Manual* in the use of the radio.
2. An exception can be if the code for an emergency is not known; then "Use Plain Language."
3. The general rule of thumb, outside of when called out, is to use the radio only in a situation in which you would ordinarily call "911." For example, you may come upon a collision and be the first on scene. Do the following:
 - a. Park very carefully off road and call in the circumstances as appropriate.
 - b. Always identify yourself first. Example: "Phoenix Radio, Chaplain (your ID number)," wait to be acknowledged by the dispatcher and then the details, location first and most important, as briefly as possible.
 - c. If it is clear there are injuries, you may also request "Start Fire or medical" and give brief descriptions of the level of injury, if you can.
 - d. Do not move any vehicles unless directed to do so by an officer.
 - e. Be safe; always be safe!
4. When called out, inform radio you are on duty (10-8) and you will be going (10-19) to the destination to which you have been called. Upon arrival, inform radio you are there (10-97), and when you leave (10-98). Example: "Metro Central, Chaplain 0000, 10-8 and 10-19 to Stack Command as directed." When you arrive, "Chaplain 0000, 10-97 at Stack Command." Then report your presence to the Incident Commander and to the Scribe (the officer who keeps the list of whom is on scene, especially inside the perimeter). Also inform both officers and radio when you leave (10-98) the scene.
5. Brevity is the name of the game on the radio.

VIII. International Conference of Police Chaplains (ICPC)

- A. DPS chaplains are encouraged to become members of the International Conference of Police Chaplains (ICPC). The Department will pay for annual memberships based on available funds.

- B. DPS chaplains are encouraged to attend the annual training workshop held by ICPC in July, and/or to attend the southwest area regional workshop also held annually, usually in January or February, in order to receive basic certification as a police chaplain. When attending these seminars, bring proof of attendance at related seminars and of your own experience level (including military, if such applies). ICPC will look at all previous experience in an effort to certify chaplains. Generally, the entire 35 hours of basic certification classes is offered at each seminar, national or regional.

- C. DPS chaplains with sufficient experience in law enforcement chaplaincy are encouraged to apply for senior and/or master level certification.

IX. Call Outs - The Incident Scene

A. Call Out

1. When **Operational Communications**, the **Duty Office**, the chaplaincy coordinator, or an officer requests a chaplain to respond, log the time, date of the call, who called, and where you need to go.
2. Wear the appropriate DPS chaplain uniform, including badge. Bring your ID card.
3. Drive carefully, observing all traffic laws.
4. Be sure your DPS official placard is visible if you have to pass through a police or Arizona Department of Transportation (ADOT) traffic barricade.
5. Any time you drive, in uniform or not, always know where you are, highway, mileposts, main intersections, etc. If something happens, you need to be able to give accurate directions to **Operational Communications** or the 911 operator when you call. Refer to *Appendix E* for a *District Boundaries* map.

B. Arriving on Scene

This manual cannot possibly cover all situations. These are general guidelines

1. Park off the roadway as far as you can to the rear or before the scene, unless directed otherwise. Be careful not to drive across yellow tape or evidence cones.
2. Introduce yourself to the first officer you see and ask who is the incident commander. Report your presence to the incident commander and also to the scribe officer (if there is one) who will log your arrival/departure time if you are requested to go inside the yellow tape zone.
3. Remember all collision scenes are crime scenes, unless otherwise determined.
4. Ask if you can offer a prayer for the person, family, or for all present. An important caveat regarding prayer at the incident scene is offering a prayer is not always the immediate appropriate thing to do "in the midst of it all." It is presumed any DPS chaplain will place the entire

scene in God's hands as soon as the chaplain arrives. This can be done without anyone knowing. DPS chaplains must be discrete and respectful of the many religious traditions of the people whom we meet in these difficult situations. The presence of a chaplain makes a statement of its own. One of our special attributes is to be sensitive to the needs of every individual, while not forcing ourselves or our faith on anyone. On occasion, we will be asked to pray. Please pray! Keep it short. Keep out of the way, especially of medical personnel. Catholic chaplains or others who have a Rite of Anointing may be asked to give the Anointing of the Sick. If you can do this according to your faith tradition, please do so.

5. Follow the directions you are given by the incident commander. This may include calming witnesses, speaking to family members, encouraging officers, fire personnel, medical examiner office personnel, ADOT personnel, tow truck drivers, anyone on scene. On occasion, you may be asked to direct traffic, or lay cones or flares, especially until sufficient officers are on scene.
6. While on scene, do not pick up anything, unless directed by an officer or the incident commander, (make note as to who directed you to pick items up). Items picked up may or moved be evidence so be extremely careful when walking around, so as not to disturb anything. This is especially crucial if any body parts strewn about the area. Inform the incident commander if you may come across something that seems important and may have been missed by the officers on scene. Such should be reported to the incident commander. On some scenes, you may be asked to wear protective gear, gloves, booties, etc. Follow all safety precautions at all times.
7. If there is a deceased person(s) still at the scene, it is most helpful, if you arrive by that time, to stand nearby and silently witness the firefighters or other emergency responders doing the extraction and to be there for them as well.
8. Remember if there are injured there when you arrive, the first priority is to get them stabilized and removed from the scene. Stay out of the way!
9. With the use of cell phones, it is becoming more and more common for family members, even of the deceased, to arrive on scene even before you do, and in some cases, even before fire or police personnel arrive. Your help in assisting them and keeping them away from the actual scene will be invaluable to the officers.

10. If the next-of-kin (NOK) is on scene, official notification may be made there on scene, by an officer, unless directed otherwise. Otherwise, you usually will be asked to accompany one or more officers to make NOK notification (see Section X).
11. Be sure to keep **Operational Communications** aware of where you are, using the appropriate radio codes.
12. The media will often be on scene and if possible, will ask you questions. Refer all questions and media personnel to the incident commander or to the DPS Public Information Officer (PIO) if that person is on scene. DPS chaplains are not to give interviews at incident scenes, or any time, without proper, prior approval from the PIO.

Note: When officers are involved in an incident and chaplains respond, we have learned the media is looking to see who the chaplains are meeting or talking with. They have learned this generally means this is the involved officer. Be cautious and aware of this so you do not inadvertently put the involved officer in the news, prior to any official notification to family members.

C. Critical Incident Stress Management (CISM)

Some chaplains have been trained and certified in CISM by the International Critical Incident Stress Foundation, Inc. (ICISF) and/or the International Conference of Police Chaplains (ICPC). These chaplains may be utilized when critical incidents take place. Generally, chaplains will be called out by the chaplaincy coordinator/EAP supervisor to be a member of a team going to a critical incident.

X. Next-of-Kin Notifications

Next-of-kin (NOK) notification is one of the most difficult jobs an officer has to do. The presence of a chaplain is invaluable in assisting the officer. The presence of a chaplain also frees up the second officer would usually accompany the assigned officer. Refer to GO 4.2.110, *Next-of-Kin Notification* and the *Next-of-Kin Notification Manual* (DPS 802-02004).

A. Chaplain Notification

The chaplain should be notified as soon as a death (963) is realized at an incident. The chaplain should come to the scene first before going with the officer to make a NOK notification. The chaplain looks at the scene with a "different set of eyes" and perspectives than the officer, who is involved in investigation, responsibility, etc. On scene, the chaplain can help calm witnesses, survivors, etc., without doing any "investigation" of his or her own. Chaplains should not inquire of those they are asked to speak with such questions as "What happened?" Chaplains must remember they have entered the yellow tape area, they are now on a list available both to prosecution and defense if an incident goes to court.

B. Positive Identification

Positive identification of the victim(s) is absolutely necessary before making a NOK notification. It is best to bring a non-evidentiary item belonging to the deceased person along, e.g., driver's license, wallet or purse, etc.

C. NOK Protocol

1. The officer and chaplain must hold a pre-briefing away from the site of the NOK notification, in order to determine roles, who goes first, etc. Most of the time, the officer begins the conversation at the door, but knows the chaplain will assist as soon as the chaplain feels it necessary and helpful.
2. The officer should stand in front of the home door, so to be visible and to assure the person the visit is official police business.
3. The chaplain should stand behind or to the side of the officer.
4. The officer or chaplain should inquire if they are the relative being sought. If the person is not an adult, determine if an adult is home or where an adult relative may be.

5. The officer should introduce himself or herself by name and request to enter the home, or (if at work) to speak with the person in a quiet (private) place.
6. Once inside the house, the officer or chaplain should request the person(s) to sit down.
7. The officer will give the "Official Report" of the death to the relative who is present. The officer shouldn't add details until the family begins to ask questions after the initial shock. See below example.

Example 9.1: Official Report

John was involved in a motor vehicle collision early this morning. Unfortunately, he did not survive as a result of his injuries. Or, unfortunately John died as a result of his injuries.

8. After the initial shock, the questions will come quickly: "When, Where, How, Why, why, why?" Remember, after initial notification the relative becomes "in charge" of what will happen next. This can include physically acting out, screaming, even threatening one's self. Both the officer and chaplain must respond appropriately. This can include taking hold of someone who has fainted, or who tries to harm themselves.
9. At an appropriate time, the chaplain should ask if there are "neighbors, relatives, friends, and/or a pastor" the chaplain could call in the hope they could immediately come to the home for assistance with the family.
10. Also at an appropriate time, visually (and verbally as necessary) check on all other occupants of the house to see that they are okay. Speak especially with quiet children.
11. It may be necessary or helpful for both the officer and chaplain to go to a school to pick up a child. This can be done only after others are present in the home and with the permission of the NOK.

Remember no two NOK notifications will ever be the same.

12. The chaplain can and will be a strong support both to the officer and the family.

13. In the course of a NOK notification, the chaplain is encouraged to take all the notes he can regarding family names, relationships, addresses, phone numbers, etc. Afterward, the chaplain and the officer can exchange notes, which assists the officer in his re-log responsibilities.
14. The *Next of Kin Notification Officer Information* form (DPS 802-07182) should be filled out by the officer prior to arriving at the home. This form is for the Officer's own record, or to send back to a requesting agency if other than DPS. Refer to *Appendix F*.
15. The *Next of Kin Notification Family Information* for (DPS 802-07183) should be filled out by the officer prior to going to the home (see *Appendix G*). This information given to the family is the minimum necessary for any NOK notification. Never give the family any information of which you are uncertain.
16. Reactions of family members will differ every time, including with off-the-wall questions like "Where is his cell phone?" Remember people are having a normal reaction to an abnormal event.
17. Never leave the family member alone after initial notification. Offer to help with other notifications by telephone, in person if reasonably close by, or by teletype and personal notification by another agency if it involves immediate family. Always wait for other family, invited neighbor(s) or friend(s), business associate(s) or family minister to arrive at the house before you both leave. In addition, the officer should never leave the chaplain alone.
18. These suggestions also apply when the chaplain is asked to accompany an officer to make NOK notification for a fatal or serious injury incident, which occurs in another jurisdiction, and the Department has been requested to make the NOK notification.
19. The informing officer will sign at the bottom of the *Next of Kin Notification Family Information* form. The chaplain may leave his DPS business card, with phone numbers, etc., just in case the family has questions or needs help with funeral preparations. In general, the chaplain will receive few call backs. Chaplains should remember there are many people without a faith community or minister, priest, or rabbi, and may need help in formulating funeral services.
20. Chaplains on occasion may be called to assist other agencies, who either have or do not have chaplains, for NOK notifications, or for assistance in large scale incidents (for example, in the Southwest Grocery fire several years ago, when a Phoenix Fire Department firefighter was killed,

chaplains from several agencies were called by Phoenix Fire Department to assist in defusings and debriefings on scene).

21. In the present environment of major threats and world unrest, chaplains may be called upon to assist in a variety of painful and deadly incidents.

D. Death/Injury of an Officer

The *Next-of-Kin Notification Manual* (DPS 802-02004) and *Funeral Arrangement Manual* (DPS 932-02073) provides helpful and detailed information to department employees assigned death notification and funeral arrangement responsibilities for department employees, family members, or retired employees. The chaplain may be asked to participate or offer assistance in both religious and civil ceremonies, in family notifications, and the chaplain's presence on scene of a police funeral is extremely helpful.

E. Critical Incidents

The chaplain may be called to other critical incidents that may not involve death, including such incidents as multiple injuries, injuries with children involved, incidents where there will be road closures for several hours, and any incident where the chaplain's presence is beneficial to the officers and other persons on scene. The chaplains could be a tremendous resource for the officers in assisting with the victims and comforting them while the officer conducts the investigation, while not interfering with the investigation. As part of the chaplain's training program they are instructed as to what they can ask and not ask of victims and even potential investigative leads.

XI. Programs

A. Peer Services

The Chaplaincy Program works hand-in-hand with the Department's Peer Services, within the Employee Assistance Program (EAP). Chaplains are an additional resource to officers, staff, and families of the Department. Refer to GO 2.3.40, *Peer Services* for additional information.

B. Reserve Program

The DPS chaplain is a civilian reserve, and as such, fits into the DPS Reserve Program. However, in actual practice, the DPS chaplain will generally only have contact with reserve officers during a ride-a-long situation.

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Preface

Federal Agencies involved in Law Enforcement appear to have more difficulty in developing and forming Operation Manuals for chaplains. Most likely the problem is due to the size of the particular agency as well as sensitivity to Constitutional Law and the 1st Amendment. Other factors are apparent with the individual divisions or offices being at a considerable distance from overall leadership, the politics of ownership of the program, First Amendment fears, and budgeting concerns. The Federal Bureau of Investigation has placed the Chaplain Program in the Employee Assistance Unit for convenience since it most likely is by nature a human resource.

The following Chaplain Program is a DRAFT that has been a collection of memos and memorandum since 1991 when the program came into existence due to the work and leadership of now retire Special Agent Jim Horn. The attempt in the earlier days was to have 2 Chaplains available for the FBI's 50 Divisions. Training was provided at Quantico's FBI Academy for the Chaplain in debriefing those experiencing critical stress and ministering to those agents and professional personnel working in the different Division across the country.

The Military Chaplaincy, also a Federal Agency, has taken many years to develop an operational philosophy including a 3 pronged "Chain-of-Command" that most Non-military or paramilitary organizations seem to dismiss. In large bureaucracies the necessity of logistics, professional training and supervision, and Command are essential in avoiding confusion and indecision. The professional chain-of-command should select and supervises the profession preparation of the chaplain. The administrative chain-of-command should provide the Sustainment needs and logistics of the chaplains. And, the tactical chain-of-command or the person in charge should give the leadership and direction of the mission. The First Amendment concerning "free access" justifies the military position where as in Law Enforcement there are questions because when it comes to FBI personal they have civilian access to the "free exercise" of their religion.

Many agencies do not pay chaplains for services rendered. Some city and county Law Enforcement agencies, however, have chaplain receiving subsistence. The military, on the other hand, does pay all chaplains and at the same rate or grade as any commissioned officer.

For all chaplaincy programs it is suggest that any one interested in developing, participating, or setting up a chaplain program take a course in U.S. Constitutional Law and The First Amendment for the Chaplaincy.

With creativity the "3 pronged Lemon Law" can be helpful for those who need help in understanding the separation between Church and State issues. The following document is a working draft and has penciled in notes and comments. Until the time the FBI actually has an Operations Manual, we will attempt to implement what is understood as procedural. At the end of this segment is a Draft identifying how a chaplain is processed into the FBI as a chaplain and is subject to a supplement in the future.

Dale F. Hansen, Ph.D., D.Min

Federal Bureau of Investigation

Employee Assistance Unit

Chaplains Program

August 2004

DRAFT

The following Operations Manual is in DRAFT form but will most likely remain with its current content and form. The Chaplains Program began in 1991 and the procedures for the manual have been delayed.

Federal Bureau of Investigation
Employee Assistance Unit
Chaplains Program

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Chaplain Application

EAU Confidentiality Program Directive

Federal Bureau of Investigation
Employee Assistance Unit
Chaplains Program
August 2004

INTRODUCTION

The work of the FBI places many of its employees in harms way. It also places a burden of strain on nearly all of its members and consequently their families. There is a humanitarian responsibility to address these dangers and strains both physically and psychologically and an equally important operational imperative to provide sufficient support to its employee for them to fulfill their duties and the mission of the FBI. A strong Chaplains Program, integrated with other programs of employee assistance, can reduce stress, assist in crisis, provide calm, and offer a trusted listening ear to all members of the Bureau family. FBI Chaplains offer their services as volunteers and are thoroughly vetted and cleared. They are assigned to all FBI Divisions, serve the full Bureau family, coordinate with the Employee Assistance Program, and are centrally administered through the Employee Assistance Unit at FBI Headquarters. Bureau Chaplains provide a ministry of presence, personal comfort and support for the spirits of all they encounter and by so doing aid the FBI in its vital work of enforcing the law and protecting national security.

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MISSION

Federal Bureau of Investigation Mission

To uphold the law through the investigation of violations of federal criminal law, to protect the United States from foreign intelligence and terrorist activities and to provide leadership and law enforcement assistance to federal, state, local and international agencies; and to perform these responsibilities in a manner that is responsive to the needs of the public and is faithful to the Constitution of the United States.

Administrative Services Division Mission

The Administrative Services Division is responsible for the development and implementation of personnel programs and services necessary to support the mission of the FBI, to include: recruitment, selection, and hiring; conducting background investigations; internal placement of employees; compensation; performance management; executive development and selection; health and safety; employee assistance; employee benefits; space and facilities management; and physical security, printing and supply services. These responsibilities will be performed in a manner that is responsive to the needs of Bureau management and employees.

Employee Assistance Unit Mission

The mission of the Employee Assistance Unit (EAU), and the programs that it administers, is to minimize occupational stress and maximize the employee's productive work-life. This mission is accomplished by providing confidential assessment, short-term counseling, and referrals; pastoral and spiritual care; crisis preparation and intervention; management consultation; and training. As the Federal Bureau of Investigation's (FBI) most important resource, the employee is our primary focus and in order to provide full support, services are offered to family members and non-Bureau employees as resources allow.

Chaplains Program Mission

To minimize and respond to the occupational injury of spirit to all FBI employees that accompanies their work in crisis and over time. Through their intimate understanding of the FBI, the Chaplains can provide meaningful insight, dedicated care, and ready access to employees, their family members, and non-Bureau co-workers that cannot be equaled from external community resources. When requested, the Chaplains can assist the FBI employees in their free exercise of religion ~~that is so often interrupted~~ by the needs of the FBI mission.

When assigned to locations where the availability of religious is not offered

HISTORY

The FBI Chaplains Program had its origins in the Behavioral Science Unit at the FBI Academy in Quantico, Virginia in the late 1980s. In his work with fellow agents exposed to critical incidents which generated the Critical Incident Stress Management Program, Supervisory Special Agent Jim Horn, saw a real benefit in the use and intervention of clergy experienced in the care of law enforcement personnel and their families. Their involvement brought comfort, support, and improved coping and recovery in their response to the exposure of recent and prior traumatic events. In addition, the ability of the Chaplains to provide trusted and safe counsel to employees and their family members on a full range of personal and work related issues was recognized early. SSA Horn developed liaison with numerous experienced law enforcement chaplains and the International Conference of Police Chaplains. In time the network widened and a proposal to identify a chaplain for each of the FBU Field Offices culminated in the "Founding FBI Chaplains Conference" held at FBI Quantico in January 21-25, 1991. In 1995 the Employee Assistance Program, the Critical Incident Stress Management Program, the Peer Support Program, and the Chaplains Program were brought together under the direction of the Employee Assistance Unit. Over the years additions were made to its present membership of 129 members, subsequent training conferences were held and gradual progress made in formalizing the program and its structure. The Chaplains have served the Bureau selflessly in quiet times, in crisis and with true dedication.

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AUTHORITY

Program Standing

Administrative authority to allow, provide or procure services that serve a secular purpose for the benefit of the government. As stated in its Mission Statement the Chaplains Program serves the Government by assisting in the minimization of psychological occupational injury that shortens employee service life and quality of performance. The Chaplains services of support and comfort provide an important boost to morale that is difficult to provide from other sources. Their familiarity with the Bureau and the work that its employees perform make the Bureau Chaplains more easily accessed and accepted as well as more effectiveness in their duties of employee support.

In addition, the Chaplains can assist the FBI employees in their constitutional right to the free exercise of religion. The ever increasing work loads, off hour assignments, deployments, and interruptions to routine family life presented by the work of the FBI today severely hamper the ability of FBI employees to practice the faith of their choosing. The Chaplaincy Program can assist in meeting these needs through coordination of appropriate denominational services or the provision of acceptable interfaith activities for those who wish to participate.

Definitive statute or case law has not yet been established to confirm or dismantle these underlying positions of authority for the Chaplains Program. Until such time as such law evolves it will be the policy of the FBI to provide a Chaplains Program for the benefit of the Government and the employees of the FBI.

Confidentiality

It shall be the policy of the FBI that all contacts, conversations, and interactions between FBI Chaplains and the people they serve in the performance of their duties as an FBI Chaplain shall remain confidential. In their capacity of service to the Employee Assistance Unit the work of the FBI Chaplains shall fall under the strictures and protection of 42 CFR which also holds such contacts, conversations, and interactions as confidential, under penalty of criminal violation for unauthorized disclosure. Chaplains shall strictly adhere to the EAU Policy on confidentiality (see Appendix ??) which requires pre-approval of all disclosures from the EAP Regional Program Manager except in exigent circumstances.

Chaplains should be aware of the limits of protection of discovery based on the concept of "Clergy Privilege" as this varies among state jurisdictions and sometimes according to denominational practices.

Chaplains shall also follow state law in their duty to warn in cases of threats to harm, self-harm, and child abuse or neglect. In all cases the EAU Policy of RPM approval shall be met.

Employee Ass Unit (EAU)

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SELECTION

General Qualifications

The position of Chaplain, Federal Bureau of Investigation, demands the highest level of personal and professional integrity. Chaplains must also be compassionate toward others, be emotionally mature, and demonstrate both solid judgment and excellent interpersonal skills. While remaining true to their personal beliefs, they must be dedicated to the best interest of the FBI and its employees. Chaplains must be able to work both independently and in harmony with their fellow Bureau Chaplains.

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Professional Requirements

1. Hold at least a Bachelors Degree from a nationally accredited college or university.
2. Have a minimum of five (5) years of chaplaincy experience (e.g., police, military chaplaincy, fire chaplaincy, hospital chaplaincy, prison) with additional consideration for experience that is law enforcement related.
3. Have a minimum of five years experience in providing human services (e.g., Pastoral care, counseling).
4. Be ordained, licensed, or commissioned by a recognized religious authority to function in a ministry of spiritual care.
5. Be endorsed by the recognized religious authority (*supra*) to serve the FBI as a Chaplain.
6. Have the ability to obtain and maintain a Top Secret Security Clearance and meet other requirements of FBI employees.
7. Possess a valid state Drivers License.

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Chap 7
Law Enforcement

Application and Selection Procedures

1. **Initial Contact** - Chaplain candidates come to the attention of the Bureau in various ways. These include informal contacts with all levels of employees to self nominations submitted directly FBIHQ. Often initial contacts are concluded by explaining the Bureau's Program, the voluntary nature of the work, the expected time commitment of the work, the required Professional Criteria above (including the background requirements of drug history and testing, polygraph, and financial stability), and/or chaplaincy needs of a given Division.
2. **Pre-Application** - If from the information presented from the initial contact a candidate appears to be qualified to meet the needs of the Bureau in the Division where the candidate lives, the candidate should be directed to furnish a brief resume to the appropriate Regional Program Manager (RPM). The RPM will make a preliminary determination of need and fit based on knowledge of the Division, the candidate's qualifications, and current or projected openings for chaplaincy in the Division. The RPM will consult sources as needed to make this preliminary determination.
3. **Application** - When the determination is made that the candidate should move forward in the selection process the RPM will conduct a follow-up interview to verify presented qualifications and that he/she has the time and ability to properly support the Chaplains Program within the Division. Basic information to seek an indices check should be obtained and queried. Viable candidates will be asked to complete

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Wainwright
March?

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By who authority?

an application with a detailed resume and references attached. Non-viable candidates will be advised verbally or in writing that their application can not be processed further at this time, with a brief explanation of reason as appropriate.

4. **Approvals** – The RPM will present viable candidates to the Division for consideration and interview with Division executive management and the Division Employee Assistance Program Coordinator. Candidates approved by Division will be presented to the Chaplains Steering Group by their regional representative for consideration. The Employee Assistance Administrator (EAA) (Unit Chief, Employee Assistance Unit) reserves the right of final decision on all applications and/or to act as arbitrator on candidacies with an unresolved determination of recommendation. All non-viable candidates will be advised in writing of the discontinuation of their applicancy (see sample letter – Appendix ???).
5. **Adjudication** – Fully approved candidates will be advised of their status and asked to complete Standard Form 86 (SF-86), Questionnaire for National Security Positions. The RPM will draft an Electronic Communication (EC) causing the opening of a 259D file and requesting a background investigation for the candidate. The EC will show the approval of the Divisional EAP Coordinator and the Special Agent in Charge (SAC). The EC will also enclose two applicant fingerprint cards containing the fingerprints of the candidate (see sample EC - Appendix ??).
6. **Installation** – Once a Top Secret security clearance has been granted a request for credentials will be made to the Chaplains Program Manager by the Division Employee Assistance Coordinator. After the candidate is favorably adjudicated and briefed, the Chaplain will be provided appropriate access to Bureau space and personnel.
7. **Temporary Use** - In cases of Division need, a candidate who has been approved and is awaiting clearance may perform chaplaincy work in the Division in accordance with security regulations, including escort at all times.
8. **Delegation** - The RPM may delegate the work, but not the responsibility, of any of the steps of this process for which they are responsible. The RPM should advise and seek counsel from the Divisional Employee Assistance Program (EAP) Coordinator, Division management, the Chaplains Program Manager and the regional Chaplains Steering Group representative of the candidacy as needed.
9. **Records** - A record of all candidacies that reach the application stage will be kept by the Chaplains Program Manager. RPMs will maintain records of candidacies as necessary and will forward copies of candidacy materials to the Chaplains Program Manager of those reaching the application stage along with notation or record of final disposition.

Professional
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Adaptation
Chaplaincy
Where is the
Operational
Chaplain
Council?
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SAC or
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Appendix

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The division level?

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OPERATIONS

Program Organizational Structure and Responsibilities

Bureau Chaplains serve under a variety of authorities and reporting structures. Listed below are the principle positions or entities with whom the Chaplain will interact:

1. **Regional Program Manager (RPM)** – The EAP RPM for the region to which the Chaplain is assigned will have administrative authority over the functions of the Division Chaplain. As the field representative of the EAU the RPM is responsible in maintaining program integrity as well as legal, regulatory, and policy compliance.
2. **Chaplains Program Manager (CPM)**– The Chaplains Program Manager is responsible for program coordination, development, training, oversight, Chaplains Steering Group liaison, program records management, and the selection process. The CPM is also responsible for coordination of the Visiting Chaplains In-Service at the FBI Academy.
3. **Division Special Agent in Charge (SAC)** – The SAC is the highest ranking official in an FBI Field Division and has a wide range of authority over all FBI activities and personnel within their Division. Although strict programmatic controls rest within the chain of command of EAU, the direction of an SAC to a Chaplain should be honored whenever possible and conflicts should be directed to the RPM as soon as possible for resolution.
4. **Division Employee Assistance Program Coordinator (EAPC)** – The EAPC is the Division representative of EAU and is responsible to assist the Chaplain in fulfilling their mission within the Division. The EAPC and the Chaplain are peers in their work for EAP and both report to the RPM on EAP matters.
5. **Employee Assistance Administrator/Unit Chief EAU (EAA)** – The EAA has overall responsibility and authority for the programs under the Employee Assistance Unit, including the Chaplains Program.
6. **Chaplains Program Analyst (CPA)** – The CPA is on the EAU staff and supports the Chaplain Program as directed by the CPM and EAA. The CPA acts as a central point of contact for the Visiting Chaplains In-Service, Chaplain credentialing, and Chaplains personnel data including contact information.

Access to Bureau Work Areas and Personnel

The work of the Chaplain requires unrestricted access to Bureau work areas and employees. Requiring escorts, announcing arrivals, scheduling appointments, or documenting the Chaplains presence or activities outside of the Employee Assistance Program would severely hamper the comfort and willingness of employees to interact with this valuable portion of the Employee Assistance Program.

All Bureau Chaplains are required to hold Top Secret security clearances and Division management will insure that they are accorded equal access to Bureau facilities and work areas as other Division employees. Temporary or permanent private office space should be identified for the Chaplains use where possible.

Chaplains are directed to follow all required and pertinent security procedures (see also Security in this Manual). Along with a security clearance and access comes great responsibility. Chaplains are well versed in privacy and maintaining confidences,

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in other words, the Chaplains will be leadership and direction from the SAC if possible

however, a secure work environment requires additional perspective. The Division Security Officer will brief the Chaplain on many requirements.

Chaplains have been granted Top Secret Clearances to make them a readily available independent resource for employees who desire to talk about a wide variety of issues. Work and personal issues are often intertwined and it would be inappropriate, even illegal, to discuss certain matters with individuals who have not been properly cleared. The use of cleared EAP and Chaplain personnel allows for far greater freedom for employees to discuss personal issues that may be intertwined with their work and the information they are bound to protect.

A fundamental concept to good security is "need to know." It would be exceptionally rare for a Chaplain to have a need to know any specific classified information. In the course of the performance of chaplaincy duties, the Chaplain may become privy to certain sensitive and/or classified information and they are expected to protect this information appropriately. All employees of the Bureau are restricted from certain information and areas. The Chaplain must consciously avoid being in areas or conversations which do not directly relate to the performance of his or her chaplaincy duties.

The Divisional Employee Assistance Program Coordinator (EAPC) can be of great assistance to the Chaplain in developing personal relationships with the employees without accidentally violating security. In Resident Agencies (RAs), advance communication with the senior Special Agent is in order. At FBI Headquarters, the Chaplain, although granted unescorted privileges, should always clear with the Headquarters Regional Program Manager areas to which the Chaplain may go. It must be remembered that your credentials and clearances may get you into work areas where your presence may be inappropriate.

Availability and Communications

Availability – Chaplains will provide and keep current all contact information to the Division Employee Assistance Coordinator (EAPC) and EAP Regional Program Manager (RPM). They are expected to return routine attempts to contact within 24 hours and emergency calls within 2 hours unless otherwise specified by the caller.

Arrangements should be made between the Chaplain and the EAPC and the RPM to distinguish between routine and emergency calls.

Hazardous Conditions – Chaplains are not expected or required to respond to events or locations that would pose a threat of physical harm. When physically threatening conditions are faced, Chaplains will remove themselves to safety immediately. To the fullest extent possible Chaplains will be advised of physical or environmental hazards present at locations to which they have been assigned. The potential for psychological harm is real in the work of Chaplains. Although Chaplains are highly trained and motivated to perform their duties no guarantee can be made or precautions taken to protect against all possible psychological injury. Chaplains are directed to use due caution in the course of their work to prevent the double tragedy of a preventable injury.

Telephone (see also Equipment below) – The EAPC will assist in providing Bureau telephone access for Division Chaplains.

Electronic Mail – Chaplains may be granted FBI Intranet access where appropriate keeping in mind that this is a closed system and only available at FBI facilities. The

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Chaplain's personal electronic mail may be used for their duties keeping in mind the unsecure and open nature of these systems and the need for protection of any Bureau related information.

Law Enforcement On-Line (LEO) – This is a semi-protected system that allows for transmission of information up to the level of law enforcement sensitive information. Chaplains are eligible to access this system and are encouraged to do so (see Appendix ??). The Chaplains Program Analyst can assist with this process.

Services

EAP Supplement and Alternative - Chaplains provide a wide variety of service to the employee of the FBI. The Chaplains Program is within the EAP umbrella and both supplements and provides an alternative to other EAP functions. The range of service varies with the training and experience of the individual Chaplain, but all are prepared to provide comfort and support to employees and their families either as a secular service of care or a religious service of ministry. It is the responsibility of the Chaplain and EAP personnel to make employee aware of the different roles of the Chaplain and of the voluntary nature of reception of all Chaplains services. Chaplains may provide services within their areas of competence.

Presence - The work of an FBI Chaplain is similar in many ways to that of Chaplains in other venues. The basic service is a caring presence and supportive contact with Bureau employees which often serves to raise morale.

Counsel – Chaplains also provide counsel on many individual personal matters within their expertise. This can be provided as a secular service similar to EAP peer counseling or as religious or faith based service upon the request of the employee. Often seen issues include death and dying, substance abuse, family difficulties, and workplace stress. Line of duty deaths are not commonplace, but when they occur the strain they place on the organization is enormous. The Chaplains is often a key source of support at these times.

Catastrophic Events – It has been the experience of EAU that Chaplains are one of the most effective and flexible sources of support to employee involved as victim, investigator, or support at catastrophic events. CPIP Teams will be activated in any EAU response, however, other Bureau Chaplain will likely be called upon to assist.

Office of Professional Responsibility - Employees involved in an investigation by the Office of Professional Responsibility (OPR) are not allowed to discuss any matters relating to the investigation with the exception of the Employee Assistance Program. The Chaplains Program functions as part of the EAP and employees are therefore permitted to speak freely to Chaplains about such matters.

Common Prayer and Ceremony – Chaplains are often called upon to provide leadership in prayer or reflection at gatherings of employees or others. Strict mindfulness to the sensitivities of all present is required.

Sectarian Religious Service – When requested by employees and where permissible by law and Division management Chaplains may provide, or arrange for the provision of, sectarian religious services to assist employees in the free exercise of their religion when work demands have prevented them from so doing. Workload and schedule permitting,

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personal use of Chaplains for sectarian services by Bureau personnel at non-duty times and locations can be provided.

Reporting

Reporting requirements for Chaplains are minimal. Report should be made to the EAPC quarterly of the number of visits, individuals contacted, hours spent on FBI services, and other duties performed (see Appendix ??).

Qualified Chaplains who are providing clinical counseling do so within the framework of EAP and must follow documentation requirements for that program and/or their professional discipline.

Monitoring/Supervision

Rationale – The monitoring of Chaplains Program activities and personnel is necessary to identify training needs, address conflicts or deficiencies, regulate services, support requests for resources, and improve the quality of care provided.

Activity Level – Although circumstances vary widely, each Chaplain is expected to spend on average a minimum of 2 hours per week in Bureau service. During those hours it is expected that at least 3 FBI employee or family members would have been contacted directly. This activity level includes interaction with Division management and the EAPC, however, the intent of this activity standard is to encourage a growing familiarity over time between the Chaplain and the Division personnel. These hours and contacts may be done telephonically and at various locations.

Self-monitoring - Regular meetings (in person or by telephone) with both the EAP Coordinator and appropriate Divisional managers will help keep the Chaplain informed as to how she or he is received by the office. Such communications should not disclose confidential employee information.

Consultation – Chaplains are reminded of the resources available to them as support and consultation in their work for the Bureau: the EAPC at Division for assistance and direction, the RPM as administrative guidance and authority, Division management, Chaplains Steering Group or Chaplain mentor for functional expertise, and the Chaplains Program Manager for overall program authority.

Awards – Chaplains are not eligible for time off or cash awards under the FBI Awards Program. However, the EAPC, RPM and Chaplains Program Manager are strongly encourage to acknowledge commendable service by the members of the Chaplains Program. Public appreciation at Division gatherings by executive management, letters of commendation, and certificates of achievement are all methods of recognition that are available for Bureau Chaplains.

Remediation – When minor deficiencies in performance or judgment are noted they should be directed to the RPM for review and resolution. Specific and detailed information should be gathered and if a need is identified a course of remediation should be planned. This may include: verbal counseling, training, targeted mentoring, or temporary suspension of activities until further resolution is reached. A record of this fact gathering and remediation should be forwarded to the CPM.

Discontinuation of Service

1. **Resignation** - Chaplain resigning from service should notify the RPM in writing with as much advance notice as possible. The RPM will advise the Chaplains Program

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Manager and Analyst. The Division EAPC and management should also be advised if not already aware.

2. **Transfer** - Chaplains moving to another Division wishing to retain their status will request to do so in writing to the CPM. A decision to permit transfer will be based on the selection criteria of need and Division approval.
3. **Removal** - Information received seriously questioning a Chaplain's ability to serve should be forwarded to the RPM who will perform a thorough examination of the matter. Infractions that could be of serious concern include: a breach of confidentiality, failure to follow Bureau policies or procedures, unavailability, loss of security clearance or unescorted access status, or loss of effectiveness to serve the Division. Cases that result in confirmation of the infraction will be presented to the RPM, CSG and CPM for resolution for a joint recommendation for action. Cases will result in exoneration (no action), remediation (see above), or removal. The EAA will approve all removal actions. The CPM will maintain a record of all case.

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Crisis Intervention

The EAU has developed a new program for response to crises and critical incidents that replaces the previous program of Critical Incident Stress Management. The new program, entitled Crisis Preparation and Intervention Program (CPIP) is designed to be more proactive and offer a wider range of interventions to crises and traumatic events. It also requires peer, clinical and pastoral components in the planning of each response. Four Chaplains per region have been additionally trained for service in this program.

Irrespective of CPIP policy the Division Chaplains will likely be involved in some way with nearly every event occurring in their Division. In some cases the Division Chaplain(s) will be one of the first individuals notified and involved with the event. In others they will be advised by the EAPC or a CPIP Team member during the preparations for intervention. As the CPIP is designed the Division Chaplain(s) could be an important piece of support and/or follow-up for other parts of the intervention.

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Awareness of CPIP operations is important for Division Chaplains and their full cooperation with program interventions will assist in providing the best possible care for our employees.

"The mission of the Crisis Preparation and Intervention Program is to minimize the adverse effects of exposure to traumatic events that accompany the work of enforcing the law and protecting national security. The CPIP scope includes services of education, support, and counseling. CPIP services are available for FBI employees, task force members, contract employees, family members, and other agencies as resources allow." (page 1, Crisis Preparation and Intervention Program (CPIP) Manual, EAU FBIHQ, 2004)

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TRAINING

Orientation - The Division Employee Assistance Program Coordinator (EAPC), Chaplains Steering Group regional representative, and the Employee Assistance Program Regional Program Manager will provide information to new Chaplains at various points in their installation in the Division. The EAPC in particular will begin their collegial relationship and be instrumental in introducing the Chaplain to the Division, Division managers and employees, and the FBI. Orientation will include a briefing by the Division Security Officer and introductions to Division management. EAU will provide all new Chaplains with EAP and Chaplains handbooks, manuals and policy. *copy*

Mentoring - Chaplains are encouraged to develop a mentoring relationship with a more senior chaplain in the Division and/or an experienced Bureau chaplain located elsewhere.

Visiting Chaplain In-Service (see section below) - The work of the Visiting Chaplain In-Service at the FBI Academy at Quantico, Virginia is distinct from the services provide in the Division and can be very useful in accelerating an understanding of the FBI and the training that all Agent personnel complete. Volunteer segments are usually for at least two week tours. It is suggested that a tour be requested to coincide with first week of training of a New Agents Class (NAC), the Chaplain can receive much of the orientation that new agents receive.

Basic Employee Assistance Program Training - The EAU sponsors a number of three day training segments for EAP Peer Support personnel and Coordinators regionally several times throughout the year. Chaplains are welcome to attend and can gain a working knowledge of the other EAP functions.

FBI Chaplains Conference - EAU sponsors a national conference for Bureau Chaplains when finding permits. This has typically been at two to three year intervals. Because of its infrequency and the rare opportunity it provides to meet colleagues and receive updated information attendance is strongly recommended.

Continuing Education - Chaplains are encouraged to take advantage of opportunities for additional formal and informal training, either FBI sponsored or through outside professional organizations or vendors. Chaplains should consult with their EAP Coordinator, Regional Program Manager, and the Chaplain Program Manager on relevant outside training.

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ADMINISTRATION

Division Chaplain Staffing Levels

It is recommended that each Field Division have at least two Chaplains. Headquarters Chaplains may serve more than one Division. The full number of Chaplains assigned to each Division will vary according to the following factors; number of employees in the Division, geographical size of the Division, the number of Resident Agencies in the Division, and considerations costs (background investigation, training, ongoing administration).

Diversity

Denominational and gender diversity is recommended where possible. It is not feasible or advisable to provide Chaplaincy representation for employees of all faith communities at all location. However, all qualifications should be considered in recruiting and selection efforts and all Chaplains should be able to assist in accessing pastoral services for any employee request.

Employee Status

Chaplains are unpaid contractors to the FBI. They are screened, cleared, assigned duties, and monitored by the Employee Assistance Unit. They are eligible for reimbursement of expenses incurred and claims for injury or illness under the Office of Worker's Compensation Program.

Bureau Chaplains work with other organizations or chaplaincies does not conflict with their status as an FBI Chaplain. Bureau Chaplains are not assigned regular hours, but are expected to respond to attempts to contact them and provide services within reasonable time limits. Other conflicts of time or allegiance will be addressed on a case by case basis.

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Salary

Chaplains are not eligible for salary compensation. Paid chaplaincies require the establishment of Office of Personnel Management approved position description(s), open announcement and competition for available positions, and full funding. Paid chaplaincy does exist in Federal Law Enforcement (Bureau of Prisons, U.S. Border Patrol), however, there are no plans or funding available to establish a paid chaplaincy in the FBI. To some degree the present FBI Chaplains Program gains strength and regard from the employees based on their knowledge of its voluntary character. In addition, the reduced number of available positions that would result if partial funding were available would greatly hamper the range and coverage of available services.

Expenses

Expenses incurred by Chaplains in the performance of their duties are reimbursable by the Division to which they are assigned. The Employee Assistance Program Coordinator for the Division that the Chaplain serves will assist in the processing of claims for reimbursement. Expenses other than travel (see below) will be reimbursed by submission of a form FD 794 "FBI Draft Request" (FD 794a for FBIHQ). Encumbrance of all expenses must be approved in advance and at submission for

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reimbursement by appropriate Division management approving authority. The EAPC will identify that authority. Typical miscellaneous expenses might include parking, materials for presentations, or other items related to services provided. It should be noted that food is generally not an approved expense as a miscellaneous item. The use of a personally owned vehicle for assigned duties may be reimbursed through a draft request or travel request according to the direction of the Division.

Travel

Travel directed by the FBI within the Chaplain's assigned Division will be reimbursed by their host Division. Travel expenses incurred in connection with Crisis Intervention and Preparation Program (CPIP) response will be reimbursed by Employee Assistance Unit funds. Travel expenses incurred in connection with the Visiting Chaplains In-Service at Quantico are reimbursed by the FBI Academy. In most cases processing will be done through the Chaplain's Division with the Division Employee Assistance Coordinator as the point of contact. Except in emergencies all travel requires prior approval through submission of a form FD 540 "Travel Request Form" to the appropriate Division management authority and after completion of travel a standard form SF 1012 "Travel Voucher". It is important to arrange travel through the Division in order to secure government rates and refundable tickets. Government travel guidelines will be supplied to all Chaplains.

Credentials

All Chaplains will be issued FBI credentials to verify their affiliation. These will be used to assist in their access and movement within FBI facilities and in their contacts with FBI employees, their families, and other duty related interactions. Credentials are the property of the government and accountable at all times.

In accordance with Electronic Communication (EC) dated 02/18/2003 (File 66A-HQ-A1240026-CHA, Serial 35), approved by Assistant Director (AD), Administrative Services Division, the following steps must be followed for the issuance of all CHAPLAIN credentials:

1. The Chaplain will have a full face photograph taken by his/her Divisional photographer. The photograph must be taken in a digital format on a clean floppy disk.
2. The Chaplain will sign a signature card provided by the Divisional photographer. Care should be taken to keep the signature above and within the outside borders of the line.
3. An FD-464 requesting the credentials will be completed. Credentials should be requested for the title of CHAPLAIN. The Chaplain's date of birth (DOB) and Social Security Number (SSN) MUST be added to the FD-464 for inventory control purposes.
4. The floppy disk, a completed signature card, and the FD-464 requesting the CHAPLAIN credentials and including the Chaplains DOB and SSN shall be forwarded to Unit Chief (UC) Richard E. Kelly, Employee Assistance Unit (EAU), J. Edgar Hoover Building (JEH), Room 10190, via Bureau Mail. CHAPLAIN credentials are processed separately from those of other Division personnel and should NOT be sent to the Finance Division.

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5. EAU will cause the new credentials to be created and will forward the credentials via Bureau mail to the Chaplain's Divisional EAP Coordinator.
 6. The EAP Coordinator will deliver the new credentials to the Chaplain and secure a receipt (FD-281) for them. Any previous credential will be surrendered at this time and a receipt issued.
 7. Any previous credential and receipt(s) will be forwarded via Bureau Mail to UC, EAU, JEH Room 10190.

Security/Ethics (see also Access above)

Security Clearance – All Chaplains must obtain and maintain a Top Secret security clearance in order to speak freely with Bureau employees and move unescorted in Bureau work areas. Granting of the clearance requires a full field background investigation which includes a fingerprinting, polygraph examination, drug screen, personal security interview, criminal records check, financial history review, and personal interviews with references, neighbors, and co-workers both past and present. This process is updated by a re-investigation every five years or sooner based on cause. All security clearance holders should be aware that severe financial difficulties or questionable personal associates could jeopardize their clearance status.

Notifications – Bureau policy requires that notification be made to supervisors (RPM) and/or the Division Security Officer for any out of country travel, changes of address or contact information, changes of persons living in your household, or contacts made by you or to you by representatives of foreign governments.

FBI Seal – Use of the FBI Seal that is not part of your duties is prohibited without prior approval.

Personal Gain - Notification is also required before publication or presentation of any article, book, or lecture that involves the use of FBI information other than as part of assigned duties. Use of your FBI affiliation for personal gain, monetarily or otherwise, for yourself or others is prohibited.

Political Activity - FBI employees are prohibited from taking an active part in political campaigns.

Gifts and Mementos – Bureau employees are prohibited from accepting gifts of value in excess of \$20. Removal of items from a scene of an investigation as keepsakes or mementos is prohibited and in some instances the taking of photographs may also be prohibited.

Questions – Security or Ethics questions should be brought to the Division Employee Assistance Coordinator or EAP Regional Program Manager. Further clarification may be directed to the Chief Division Counsel or Security Officer. The Chaplains Program Manager will periodically canvass the EAP Regional Program Managers about regional experience with security and ethics questions so that policy and training may be adapted.

Death and Injury Coverage

1. **Office of Worker's Compensation Program (OWCP)** – The Department of Labor has advised that Chaplains are covered under OWCP for injury or illness incurred in the performance of their duties. Each claim is adjudicated on its own merits and results vary. An accepted claim for injury or illness will pay for emergency treatment and pre-approved medical costs and for wages lost due to the injury or illness.

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Considering the unpaid status of the Chaplain it is not clear if lost wages are available or if they would be based on some other scale. Chaplains who have been injured or who have become ill from their work as an FBI Chaplain should notify their Division EAPC or RPM for further guidance on how to file a claim.

2. **Public Safety Officer's Benefit Act** - The Office of Justice Programs, U.S. Department of Justice, has advised that a non-salaried Bureau Chaplain would be the equivalent to a volunteer firefighter who are unpaid. Proper documentation is important in showing the facts that the death or permanent disability happened while performing chaplaincy duties for the FBI. The Mychal Judge Police and Fire Chaplains Public Safety Officer's Benefit Act of 2002 (Public Law Number 107-196) allows benefits to be paid to the individual(s) designated on the officer's most recently executed life insurance policy if the fallen officer is not survived by a spouse or eligible children. Please keep your paperwork and estate matters in order.
3. **Government Life Insurance** – Bureau Chaplains are not eligible to purchase government sponsored life insurance. Under OWCP there is a \$500 death benefit for accepted claims filed by a spouse.
4. **Private Insurance** – Chaplains are advised to verify that their privately purchased life or disability insurance policies will cover death or disability incurred in the performance of Chaplaincy duties.

Government Owned Vehicle Use

1. There is no specific authority to allow or deny the use of a government owned vehicle (GOV) to a Chaplain to perform his/her duties. It is within the discretion of the Special Agent in Charge of a Division to allow non-government personnel to use of a GOV (e.g. task force officers, contractors when stipulated in their contract). The use of the vehicle must be guided by the principal of benefit to the government. There are instances of exigency where a GOV may be the only or best means to transport a Chaplain to the location needed to perform his duties and other circumstances that would avoid the labor intensive circumstance of having to utilize other Division personnel to transport the Chaplain.
2. Chaplains can be reimbursed for use of their personally owned vehicle (see Administration – Expenses).
3. If GOV use is authorized Chaplains are responsible to meet all local and Division requirements for use.
4. Divisions are strongly encouraged to authorize Chaplain use of GOV where appropriate.

Equipment

1. **Government Credit Cards** – Chaplains are assigned to Divisions and are not regularly expected to travel. Government credit cards are intended for travel only and would not be appropriate for Chaplains in most circumstances. When government travel is required arrangements can be made with the Division Training Technician through the Division Employee Assistance Program Coordinator (see also Travel above).
2. **Electronic Pager and/or Cellular Telephone** – Electronic pagers and cellular telephones can be useful tools in maintaining ready contact with Division Chaplains.

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Issue and support of an electronic pager or cellular telephone is the responsibility of the Division to which the Chaplain is assigned. The decision to do so should be based on the availability and effectiveness of existing means of contacting the Chaplain and the expected frequency of use. Divisions are also reminded of the voluntary gift of the Chaplains' services and the burden of unnecessary costs to them should be avoided when possible. Telephone charges incurred by Chaplains for Bureau business are reimbursable and may be an alternative to equipment issue. Issue of either or both of these items is strongly encouraged where appropriate.

3. **Business Cards** – Division's are authorized to purchase business cards for those personnel generally having a Bureau business need to provide cards to the public including other Bureau personnel. There are standard business card formats used by the Bureau and the Employee Assistance Program Coordinator can assist in identifying the Division contact for their authorization and issue. Cards should include your name, your title (i.e., Chaplain), and contact information. It is suggested that the Division address be used but telephone number(s) and e-mail address be those at which you can be directly contacted for reasons of privacy. The card may contain an indication of your formal education relevant to your position as Chaplain (e.g. M. Div.) Rank or nomenclature from non-Bureau organizations should be avoided to reduce confusion. It may contain the seal of the FBI but not the badge.
4. **Clothing and Identifying Devices** – There is no issue clothing or identifying devices for Chaplains and these items are generally not authorized for purchase with government funds. Jackets, hats, pins, and other items have been privately purchased or distributed by Division management for emergency use. All of these items can be useful in assisting personnel in identifying Bureau Chaplains and thereby seeking services. Weighing against the benefit of visibility is the consideration that some individuals might be reluctant to approach a Chaplain if their contact could be observed by others. Each circumstance is unique and best efforts at balancing these considerations are recommended. Particular caution should be taken to avoid being misidentified as a Special Agent for reasons of investigative interference and personal safety. Clothing and identifying devices will be issued program-wide when approved and funded.
5. **Badges** – In the FBI badges are only issued to Special Agents and are associated with their statutory power of arrest.

Firearms

Chaplains are not authorized to carry firearms while performing Bureau duties. Although many Chaplains are duly licensed, trained, and in some case issued weapons by other authorities the use of firearms in the FBI by personnel other than Special Agents, FBI Police Officers, and firearms instructors is extremely limited and not deemed appropriate for Bureau Chaplains.

VISITING CHAPLAINS IN-SERVICE

Introduction

1. The Visiting Chaplain In-Service, often incorrectly referred to as the Visiting Chaplains Program, was established for the purpose of meeting the needs of New Agents, National Academy students, In-Service Students, the Academy Staff and the Chaplain, especially new Chaplains. While the Chaplain is credentialed as a student, the In-Service is really a form of on-the-job training which should be experienced by all Bureau Chaplains. The Academy is the starting point for learning the FBI culture. Perhaps no other place in the world provides a better environment for the practice of the Ministry of Presence, the Ministry of Walking Around or Loitering with Intent. You will also be called upon to provide chaplaincy services as needed to more than a thousand federal, state, and local law enforcement officers from around the world.
2. As an FBI Chaplain, you play a unique role at the FBI Academy (and occasionally with students of the Drug Enforcement Academy), Quantico, Virginia. This role is best described as a hybrid of a staff member, a student, and a class counselor. Your travel and accommodations are provided by the Training Division (Division 2) while, as a Bureau Chaplain, one continues to be under the oversight of the Employee Assistance Unit Chief, Administrative Services Division (Division 3). Unlike other students at the Academy, you will receive no formal instruction in chaplaincy during the In-Service and your stress problems will be live-fire, not simulations.

Getting to the Academy

1. The Visiting Chaplains In-Service generally is a two (2) week tour of service. When the Academy is in full operation, a New Agents Class (NAC) usually begins every other week. If the Chaplain can attend during the first week of training of a NAC, the Chaplain can receive the identical orientation new agents receive and can provide unique support to the freshman class of FBI Special Agents.
2. A Chaplain desiring to serve as the Visiting Chaplain should initially explore the available dates with his/her personal calendar in hand. At present this is probably best accomplished by contacting the Keeper of the Visiting Chaplain Calendar of Record (Keeper of Calendar) through the Employee Assistance Unit, telephone (202) FBI-5244. Formal scheduled events that the Chaplain can be expected to participate in should be identified at this time. Once available dates for both the Chaplain and the Academy are identified, the Chaplain should ask the Keeper of Calendar to tentatively reserve those dates for the Chaplain.
3. The Chaplain should then contact the Employee Assistance Program Coordinator (EAPC) for the Division to which the Chaplain is assigned and request the EAPC request the approval of the Division's Special Agent in Charge (SAC) for the Chaplain to travel outside the Division. It may be helpful for the EAP Coordinator to remind the SAC that travel is paid for by Quantico funds, not Divisional funds.
4. Upon receiving permission of the SAC, the Chaplain should advise the Keeper of Calendar that he/she will be filling the tentatively reserved time slot. The Keeper of Calendar will provide the Visiting Chaplain with a Travel Request Number (TR#), which identifies the account number used to pay for the travel.

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5. The Visiting Chaplain should then contact the Training Technician in his/her Division to make the travel arrangements. Since Chaplains do not have Bureau credit cards, the air travel will be paid for utilizing the Government Travel Account (GTA). The Chaplain should not independently make reservations or pay for public transportation. Chaplains who have violated this rule have ended up paying for the travel or change fees out of the Chaplains personal funds. The Divisional Training Technician (not the Training Coordinator or the EAP Coordinator) routinely arranges for travel to and from Quantico utilizing the TR# and the dates and times when the Chaplain wants to travel.
 6. The Training Technician knows or can determine the appropriate "free" Quantico contract bus schedule and will be able to provide this information to the Visiting Chaplain. It should be noted that contract buses from Ronald Regan National Airport (DCA) to/from Quantico generally only run on Sunday afternoons to Quantico and Friday mornings from Quantico. While Quantico's standard position is that the contract bus service must be used, Quantico has been very supportive of Chaplains using the Dafre service [Reservation telephone (703) 680-0987] when necessary because of the needs of the Bureau. During July 2004, Dafre maintained scheduled service from DCA to the FBI Academy for \$26/person. Special service ran \$55/person. Dafre will accept VISA and MasterCard for the transportation. It is preferred that the Chaplain arrive at Quantico on Saturday so that he/she can settle in before the new students arrive on Sunday afternoon. This also allows the Chaplain to conduct the 9:00 a.m. Sunday Chapel Service in the Hall of Honor. Chaplains regularly travel back to DCA on the Friday morning bus. However, this may not be possible if the Chaplain is involved in a Friday graduation.
 7. The contract bus (usually designated simply "Quantico") picks up passengers near the flagpole in the center of the circle in front of the old terminal building at DCA. Airport security will not allow the buses to arrive early or linger after pickup. If the Visiting Chaplain arrives early, he or she should wait to catch the bus—students often wait in the area of the bar in the old terminal. If the Chaplains flight is late and the scheduled contract bus is missed, contact the Dafre Shuttle Service at (703) 680-0987. There is no public transportation to Quantico. Taxi cabs are very expensive and may also encounter problems with the U.S. Marine Corps' Military Police. The Travelers Aid at DCA reportedly knows the contract bus schedule/pick-up location and has provided substantial assistance in the past. It should also be noted that the buses generally arrive after the Quantico Dining Room is closed. Generally, when the National Academy is in session, food (e.g. hamburgers, pizza) can be bought in the Academy's Board Room. A map is located in the appendices at page 24. (Map: Building 9G, second floor.)
 8. The Bureau will pay for the Chaplain to drive his/her privately owned automobile (POA) to the academy. Generally this is done at a rate per mile (presently 36.5 cents per mile) not to exceed the cost of the government's contract air fare and utilizing the most direct mileage from the Chaplains home to Quantico. Chaplains are not authorized to rent cars at Bureau expense.
 9. The Bureau will also pay for the Chaplain to get to his/her local airport and parking while the Chaplain is at Quantico. As a tax payer, the Chaplain should explore with the Training Technician the choice of airport used (hence the ticket costs) and that

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fees to/from/at the airport are prudent and reasonable. The Chaplain will generally also be paid three quarters of the Meals and Incidentals Expense rate for Quantico on the day of travel to and from Quantico. No lodging or meals expenses are paid while attending Quantico since it is provided at the government expense. Working through these details with the Training Technician before the travel will avoid bad surprises after the travel.

10. The final step in getting to Quantico will be an Electronic Communication (EC) drafted and uploaded by the Employee Assistance Unit to all interested Bureau components confirming the Chaplain's service dates at the Academy. This EC is important to the Chaplain because it officially documents this "invitational travel" as specifically authorized for the purpose of performing Bureau duties. Such authorization mitigates issues of fact which might arise of whether the travel was official Bureau travel or personal business and covers the Chaplain as being on official duty while serving at Quantico.

What to Bring

The Academy prides itself in being self-contained. But, like many training Academies, while the basics are covered, there is much you can do to make your stay more enjoyable. The Academy is remotely located if you do not have an automobile. There is a small satellite Base Exchange which has a small selection of necessities (Map: Building 9H, second floor).

1. Bring any medications and toiletries you require.
2. Bring business attire (and a clerical collar, if appropriate) to wear during the formal presentations for which you may be called to assist. Vestments are not appropriate for graduations but may be appropriate for Chapel Services. In your Ministry of Presence, it will be beneficial if you have a professional, although casual, way to be visible as the Visiting Chaplain. You may want to bring dress down clothes for the evenings, weekends or travel. Jeans are allowed only after 6:00 p.m. and on weekends. Shorts are never allowed. (Gym shorts are allowed only when working out—not from your room to the gym.)
3. You may want to bring your personal laptop with a six-foot telephone cable. Internet access is not available in the door room or in the Chaplain office but can be accessed through the coffee bar located in the Washington Dormitory (Map: Building 7B) or the library (Map: Building 3).
4. While linen is provided at the Academy, you may find that you rest better if you provide your own linen for the twin bed. This is a judgment call based upon space. Please, if you bring it with you, take it home when you leave.

Upon Arrival at the Academy

1. You should have your credentials and drivers license with you during your tour at the FBI Academy. They will be checked not only by the FBI Police but by the U.S. Marine Corps. It must always be remembered that we are guests of the Marine Corps and that their rules and regulations must be followed.
2. Visiting Chaplains will normally be staying in Room 1200 of the Jefferson dormitory (map: Building 13), the 12 story high-rise. Go to the front desk and obtain the

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Visiting Chaplain's student identification, library card and the key to the Chaplain's office. These are often kept on a lanyard which says "Chaplain" on the bulletin board behind the front desk. If you are driving, a parking pass must also be obtained. Always wear your student identification card when on campus and secure it on your person if off campus.

3. Take your luggage to your assigned room. This is generally room 1200, located on the top floor on the end closest to the outdoor firearms ranges. If the door is locked, a key can be signed out temporarily from the front desk for initial entry only. Quantico dormitory room doors are only locked when physically occupied. They must be left unlocked when you are not in the room.

4. Since room 1200 is reserved for the Visiting Chaplain, it is uniquely equipped with a radio, TV, iron, alarm clock, iron, ironing board and coffee maker which have been donated. Your linen and towels should be in a bundle on your bed—there is no butler, maid or room service, you get to be the happy homemaker.

5. Academy and area maps should be in the Visiting Chaplain's desk. Familiarize yourself with the campus. You should quickly locate the Chapel in the Hall of Honor (Map: Building 2A) and the Chaplain Office in the New Agent Training Center (Map: between buildings 5 and 6, 2nd floor). Building 9 on the map contains the Dining Hall and The Boardroom on the second floor; the Chaplains Program Manger, has an office in the Behavioral Science Unit, located in the second basement of that building, telephone (703) 632-1161. The Visiting Chaplain should also locate the National Academy Office (map: Building 5A, second floor).

6. The telephone number for room 1200 is (703) 632-2236. It has voice mail that does not identify the room as being used by the Chaplain. Internet connections are not available in this room. A calling card must be used (no access charge) to make outgoing long distance calls after dialing 9 for access. "Nationwide" Pager coverage is spotty at the Academy, as is cell phone coverage.

7. New Agent Classes begin on Mondays, unless it is a holiday. The students generally arrive on Sunday afternoon. The National Academy (NA) conducts four 10-week training sessions per year for federal, state, and local police officers from around the world. The Chaplain has usually been invited (if he/she makes the appropriate contact) to participate in welcoming the new session on their initial get-to-gather in the Auditorium on Sunday Evening. Coordination to participate in these events should be attempted when the calendar of record maintained by the EAU indicates one of these events will occur during your tour.

8. As soon as possible the Visiting Chaplain should meet with the New Agent Training Unit (NATU) Chief and the National Academy Unit Chief. Both will be most helpful in suggesting pastoral needs to the Visiting Chaplain. The Visiting Chaplain should ask the New Agent Training Unit Chief or the NATU Secretary for a digital pager by which the Chaplain can be reached while in the Academy area. The Visiting Chaplain should then provide the Academy switchboard (703) 632-1000 with the Visiting Chaplain's name, pager number, and the dates of his/her tour of duty.

The Chaplains Office

A small (indicative of the amount of time you should spend in the office) office is maintained for the Visiting Chaplain in the New Agents Training Unit area (Map:

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between Building 5 and 6 on the second floor). The telephone, (703) 632-1163, has voicemail and is often where requests for special requests for chaplaincy services are left. Official long distance calls can be made from this phone, which include calling the Chaplain's home while serving as the Visiting Chaplain. The key to this office should be obtained from the NATU secretary at the same time the digital pager is obtained.

Chapel Services

1. The Academy's Chapel is located in the Hall of Honor (map: Building 2A). A generic Christian Worship Service is held in the Chapel at 9:00 a.m. each Sunday. The Chaplains Program Manager coordinates this service with the U.S. Navys' Chaplains providing chaplaincy services to the Quantico Marine Base. The military chaplains generally prefer that the Visiting Chaplain conduct this service if feasible to lighten their workload. Please coordinate with this with the Chaplains Program Manager prior to your travel to Quantico regarding this service.

2. The 9:00 a.m. Sunday Worship is specifically an ecumenical Christian format. The format varies considerably with the faith tradition of the presenting Chaplain but should serve as an uplift to all who attend.

3. If your faith tradition allows you to provide communion (and you wish to do so), the necessary items should be found in the locked left cabinet in the alcove on the left side of the chapel as you face the stained glass window. The key is kept on the top center of the cabinet. A word of caution, supplies should be checked before Sunday morning to insure your items of choice are available. If you use grape juice, do not leave a partially used open container in the cabinet—it will spoil before the next Sunday. Be sure to lock the cabinet and place the key back on the top center before departing the Chapel.

4. While the military has established accounting procedures for offerings, as a Visiting Chaplain it is inappropriate for you to collect an offering during this generic worship service. Please do not collect an offering or leave an offering plate visible.

Graduations

1. During the normal two-week tour of duty, each Visiting Chaplain will have one New Agent Class graduation. The NATU Chief or secretary will obtain the Bureau name of the Visiting Chaplain and the Division to which he/she is assigned for the graduation program. The Visiting Chaplain will be scheduled to say a short Invocation and Benediction. Please remember that these prayers must be sensitive to the beliefs of all individuals. If this presents a problem for the Visiting Chaplain, the Visiting Chaplain should notify the NATU as soon as possible so that a local Bureau Chaplain or military chaplain can be scheduled and the programs correctly printed.

2. Traditionally the Quantico Marine Chaplains say the Invocation and Benediction for the National Academy graduations.

3. The Visiting Chaplain may also be invited to say Blessings at In-Service dinners or graduations.

Class Attendance

1. Generally, a Visiting Chaplain performing a 2 week tour of duty will have a New Agents Class (NAC) to greet. Usually the initial swearing-in ceremony (agents also take the oath at graduation) is at 9:00 a.m. on the first day of class in the "Homeroom."

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During this ceremony the Trainees are required to introduce themselves to the key staff and each other. The key staff for that class also introduces themselves. This is an excellent opportunity for the Chaplain to introduce him/herself and the FBI's Chaplains Program. At this point the Chaplain should just give his/her name, that he or she is a Bureau Chaplain, and identify the Division to which you are assigned. The Ministry of Presence will kick in from there.

2. For information, New Agent Classes (NACs) are identified by the Fiscal Year (FY) in which they start, followed by the order in which they begin during that Fiscal Year. For example, NAC 05-01 will be the first New Agents Class to begin after October 1, 2004, since the Bureau Fiscal Year runs from October 1 to September 30. National Academy sessions are simply consecutively numbered.

3. If this is the first time the Chaplain has served as a Visiting Chaplain there is great opportunity to learn Bureau culture by tracking this class during its first week. Even though agent trainees tend to be older (between 23 to 37, average age approximately 30, most have walked away from a former career—often with a pay cut, left their spouse and small children for a 4 months tour in the sterile monastery—and are STRESSED. You will probably never find a more fertile training ground to hone your Ministry of Presence skills.

4. Generally, the NAC will have its first physical fitness exam on Tuesday of the first week. While the Ministry of Presence is appreciated by the trainees, the Chaplain should stay in the background during this test because the staff is evaluating the mental preparedness of the trainees in addition to the technical physical fitness. The staff may stress that this is an individual performance, not a team building exercise. Classes probably lose an average of one trainee during this test. That trainee may be recycled or just resign. One third of the class may fail the first physical fitness test although most score well enough to continue with remedial training. The staffs' position is that they need to teach the trainee important street survival skills, which they cannot teach if the trainee is not in shape.

5. Each NAC generally has one Class Counselor--an agent permanently assigned to the Academy--and two Field Counselors assigned for temporary duty (TDY) to the Academy—like you. Different class counselors will interact differently with the Visiting Chaplain but they are important relationships to develop.

6. In addition to the NAC's first week, other in-progress NACs have stress points of which the Chaplain should be aware. These include qualifying firearms and physical fitness exams. The receipt of orders during the 6th or 7th week has brought some families to the verge of divorce. Life events and "not making the cut" will challenge the pastoral abilities of the Chaplain.

7. Visiting Chaplains are encouraged to visit various classes that are being offered at the academy. As a matter of common courtesy, the Chaplain should ask permission of the class instructor prior to attending any class. Classes dealing with classified operations or national security issues should be avoided based upon the "need to know" principle. As in the Field Office, the Chaplain has a Top Secret Security Clearance only to allow any employee to be able to express needs and emotions freely without security concerns—not to make you privy to information for which you have no need to know.

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Before You Depart the Academy

There are several items that you need to do before you leave the Academy.

1. Make sure you fill out a daily Chaplain's Activities form and leave it (and any other non-confidential information needed by the on-coming Chaplain) on the desk to be reviewed, handled and filed by the Chaplain following you.

2. Make sure the Chaplain office is clean.

3. Anything needing follow-up attention should be brought to the attention of the Mid-Atlantic Regional Program Manager, EAU, located at the Academy.

4. Return your pager to the secretary in the New Agent Training Unit and the key to the Chaplains Office.

5. Make sure your room is clean and that the bedding and towels are taken to the end of the hallway, by the elevators. (This must be done on or before breakfast on Friday morning.)

6. Do not leave any kind of food items in your room or in the office.

7. Return your student identification badge, key and library card to the front desk attendant and ask them to properly secure it for the next Chaplain. (The Chaplain lanyard is normally hung on the bulletin board in the alcove behind the reception counter)

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Appendix ??

BY-LAWS OF THE FBI CHAPLAINS PROGRAM

ARTICLE I – PURPOSE OF THE PROGRAM

The purpose of the Federal Bureau of Investigation (FBI) Chaplains Program, hereinafter referred to as the Chaplains Program, is to provide pastoral and spiritual care to employees who wish to receive them.

ARTICLE II – MEMBERSHIP

Section 1 – Membership Qualifications

Only Chaplains serving the FBI by mutual agreement shall be eligible for membership in the Chaplains Program. They shall be referred to simply as Chaplains in these By-Laws. All Chaplains must have at least five years of law enforcement chaplaincy experience (or acceptable equivalent), the endorsement of each Chaplain's ecclesiastical governing body to allow the Chaplain to serve as an FBI Chaplain, and maintain a top secret security clearance. Chaplains will be assigned to serve specific FBI Divisions, each Division being authorized no more than four (4) Chaplains or one (1) Chaplain for each five hundred (500) employees, whichever is greater. Efforts will be made to maintain a diverse corps of chaplains. The Chief of the FBI's Employee Assistance Unit (EAU), with the advise of the Chaplains Steering Group (CSG), reserves the right to approve and allocate Chaplains as the needs of the FBI dictate.

Section 2 – Terms of Membership

The term of membership for any Chaplain of the FBI Chaplains Program shall continue only during the term in which the Chaplain maintains an FBI Top Secret security clearance. The FBI credentials issued to the Chaplain indicate the term of each Chaplain's appointment and may be renewed in five year increments based upon the request of the Chaplain and the approval of the Chief of the FBI's EAU with the advise of the Division Head of the Division to which the Chaplain is assigned and the CSG. It is recognized that due to the costs of maintaining the required security clearance, membership in the Chaplains Program is limited and renewal of membership will be evaluated based upon the quality and quantity of service the Chaplain provides his assigned Division and FBI personnel in general.

Section 3 – Obligations of Membership

Persons becoming FBI Chaplains shall be bound by the rules and regulations governing employees of the Federal Bureau of Investigation and these By-laws. Employees sharing personal information with FBI Chaplains expect such personal information will be maintained in the strictest of confidence. Each FBI Chaplain shall honor those expectations of privacy to the fullest extent permitted by law. Each Chaplain must be committed to the ecumenical nature of chaplaincy and shall be sensitive to the absence or to the wide variety of faith traditions among FBI employees. Chaplains must recognize that the Chaplains Program as been established in the FBI for the purpose of

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meeting the secular needs of FBI employees and functions as a secure, independent resource for FBI personnel.

Section 4 – Remuneration

No member shall receive any remuneration for services as a Chaplain other than expenses reimbursed by the FBI. Members may not utilize their position as an FBI Chaplain to raise funds.

Section 5 – Expulsion

Any Chaplain may be expelled from the Chaplains Program in the sole discretion of the Unit Chief, EAU. Membership in the Chaplains Program is a privilege, not a right. Expulsion may be without cause and by accepting membership in the Chaplaincy Program each Chaplain agrees to serve at the will of the Unit Chief, EAU. Upon expulsion from the program the individual shall return all FBI property, including credentials, to the Unit Chief, EAU. Expulsion does not release the former Chaplain from any obligations to maintain private, sensitive, confidential, and/or classified information.

Section 6 – Resignation

Any Chaplain may, at any time, resign by sending written notification of resignation to the Unit Chief, EAU. Upon resignation all FBI property, including credentials, shall be returned to the Unit Chief, EAU. Resignation shall take effect upon the Unit Chief receiving such written notification and all FBI property. Resignation does not release the Chaplain from properly protecting all private, sensitive, confidential, and/or classified information. Applicable post-employment requirements imposed by law and regulation will be applicable to Chaplains.

ARTICLE III – MEETINGS OF MEMBERS AND VOTING RIGHTS

Section 1 – Annual Meeting

The annual meeting of the Chaplains Program shall be held during the Chaplains Conference in those fiscal years in which a Chaplains Conference is sponsored by the FBI. In those fiscal years in which no Chaplains Conference is scheduled and sponsored by the FBI, the annual meeting will be held during the last quarter of the Fiscal Year, as determined by the Chaplains Steering Group. The purpose of the annual meeting is the election of Representatives to the CSG and other such business as may properly come before the meeting. Written notice of the annual meeting shall be given to all members at their postal address of record at least ten days prior to the annual meeting. In those years in which no Chaplain Conference is sponsored by the FBI, the notice of the Annual Meeting shall also contain a list of candidates for the Chaplains Steering Group Representatives which are up for election during that fiscal year.

Section 2 – Special Meetings for Members

A special meeting may be called by a two-thirds vote of the CSG at anytime. Written notice must be provided as set forth above.

Section 3 - Quorum

A quorum shall be constituted by ten percent (10%) of the voting members or twice the number of the CSG, which ever is larger. In those years in which no Chaplains Conference is sponsored by the FBI, election of Chaplain Steering Group Representatives may be done by mail. If a quorum is not achieved, the ballots shall be counted by the Unit Chief and Chaplain Program Manager, Employee Assistance Unit, and the CSG Representatives receiving the highest number of votes shall be considered duly elected and installed for the term as if a quorum were present in the annual meeting. In the event of a tie, the EAU's Regional Program Manager for the region in which the tie exists shall select the CSG Representative for that region.

Section 4 - Fiscal Year

The Fiscal Year shall be the same as that used by the FBI, presently October 1 through September 30.

ARTICLE IV - CHAPLAIN STEERING GROUP (CSG)

Section 1 - Number and Term

The business, property, and affairs of the FBI Chaplains Program shall be managed by the Unit Chief of the FBI's Employee Assistance Unit (EAU), or a Chaplain Program Manager designated by the Unit Chief. It being the desire for the Chaplains to provide the maximum influence and direction possible relating to chaplaincy matters, a Chaplains Steering Group (CSG) shall be established. The CSG shall be composed of one Chaplain elected by the Chaplains of each Region of the EAU. The term for each Representative shall be two (2) years. Representatives for the Western, Central and Mid-Atlantic Regions shall be elected during the annual meeting held during odd-numbered Fiscal Years. Representatives from the Southern, North-east and Headquarters shall be elected during the annual meetings held during even-numbered Fiscal Years.

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Section 2 - Representatives Eligible for Re-Election

A Representative to the Chaplain Steering Group may be re-elected after completion of any term, if otherwise qualified.

*Chaplainship
By a committee*

Section 3 - Disqualification

The office of CSG Representative shall be vacated:

- a. If, by notice given in writing to the Unit Chief, EAU, the Representative resigns, or;
- b. If any Representative ceases to be qualified as a member.

*w/out
authority
is a
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rec'd"*

Section 4 - Vacancies

Vacancies as a Representative to the CSG shall be filled by the Regional Program Manager of the vacant EAU region conducting an election of the Chaplains within the vacant region. The election shall be for the remainder of the vacated Representative's term.

Section 5 - CSG Meetings

Due to fiscal restraints, the CSG will generally conduct meetings by mail and electronic means. If and when the Representatives shall collectively agree in writing to any resolution or action, it shall be a valid resolution of the CSG.

Section 6 – Chairperson

Following the annual meeting each year, the Unit Chief, EAU, shall appoint the Chairperson of the CSG from among the Representatives.

ARTICLE V – AMENDMENTS TO THE BY-LAWS

These By-Laws may be amended or repealed by the vote of two-thirds of the membership. A statement of the proposed amendment(s) or repeal(s) and a ballot must be sent to the address on file for each Chaplain. At least thirty (30) days notice shall be provided and a closing date for the return of ballots to the Unit Chief, EAU shall be established.

Appendix ??

C. Selection Criteria for CPIP Personnel - Pastoral Care Component: FBI Chaplains are ordained clergy who are experienced law enforcement chaplains and hold a Top Secret Security Clearance. FBI chaplains who have specialized training and/or experience in crisis intervention are eligible to be considered for inclusion in CPIP. Chaplains should be available to respond quickly and/or to deploy for an extended period of time, if necessary. Chaplains selected for the CPIP must meet the following requirements:

1. Required

- a. Active status as a Chaplain serving the FBI.
- b. Recommendation/approval by immediate clerical supervisor/oversight.
- c. Three-year commitment following CPIP selection.
- d. Demonstrated strong interpersonal skills and ability to assume a leadership role in group settings, as well as an ability to function effectively as a CPIP member.
- e. Specialized training in a recognized program of crisis intervention/management.

2. Preferred

- a. Experience: previous experience in providing crisis intervention or emergency health services.
- b. Training/Education: specialized training and/or education in human services provision, crisis intervention/management, behavioral sciences or other related fields.
- c. Training in group process.
- d. Crisis Intervention Skills: demonstrated ability to think and communicate clearly during critical situations and effective personal coping skills.
- e. Liaison Skills: ability to establish effective liaison with federal, military, state, and local agency components, as well as with leaders and adherents of divergent faith systems.
- f. Medical Skills: prior training and/or experience in emergency medical procedures.

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Appendix ??

GLOSSARY

ACADEMY - FBI Training Academy, Quantico, Virginia
AD - Assistant Director
ADIC - Assistant Director in Charge (largest field offices)
ASD - Administrative Services Division (Division 3)

Bu - Bureau (The Federal Bureau of Investigation)
Bureau - The Federal Bureau of Investigation
BuCar - Bureau Car
BuMail - Internal FBI Mail

CDC - Chief Division Counsel
CHA - Chaplains
CPIP - Crisis Preparation and Intervention Program
CSG - Chaplains Steering Group

D2 - Division 2 (Training Division)
D3 - Division 3 (Administrative Services Division)
DCA - Washington's Ronald Regan National Airport
DEA - Drug Enforcement Agency
DOB - Date of Birth

EAP - Employee Assistance Program
EAPC - Employee Assistance Program Coordinator
EAU - Employee Assistance Unit
EC - Electronic Communication
ETL - Event Team Leader

FBI - Federal Bureau of Investigation
FBIHQ - FBI Headquarters or the J. Edgar Hoover Building

GTA - Government Travel Account

ICPC - International Conference of Police Chaplains

JEH - J. Edgar Hoover Building (FBIHQ)

LEO - Law Enforcement On-Line

M. Div. - Masters of Divinity
M&IE - Meals and incidental expenses

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Glossary - continued

NA – National Academy
NAC – New Agents Class
NATU – New Agents Training Unit

OPR – Office of Professional Responsibility

POA – Privately owned automobile
POV – Privately owned vehicle

Quantico – The FBI Academy (and other FBI operations) located on the Quantico Marine Base, Quantico, Virginia

RA – Resident Agency or Resident Agent
RPM – Regional Program Manager

SA – Special Agent
SAC – Special Agent in Charge
SRA – Senior Resident Agent
SSA – Supervisory Special Agent
SSN – Social Security Number
SSRA – Senior Supervisory Resident Agent

TD – Training Division (Division 2)
TDY – Temporary Duty
TR – Travel Request
TR# - Travel Request number

UC – Unit Chief (can also stand for Undercover)

Appendix ??

FBI CHAPLAINS PROGRAM
STATISTICAL REPORT FORM

FISCAL YEAR 20 _____ report for the

_____ 1st Quarter (October 1 – December 31) _____ 2nd Quarter (January 1 – March 31)

_____ 3rd Quarter (April 1 – June 30) _____ 4th Quarter (July 1 – September 30)

FBI DIVISION'S NAME _____

During this quarter, I, _____ (Chaplain's Name), made

_____ (number) visit(s) to the above FBI Division, and

_____ (number) visit(s) to other than Bureau space, which resulted in

_____ hours of my presence with approximately _____ FBI employees.

I participated in _____ (Note: include time spent in the hours present above) ceremonial events for the FBI which are listed as follows:

I was also involved during this quarter with _____ (Number) Crisis Preparation and Intervention Program (CPIP) activations, which were reported to the CPIP Program Manager by the Team Leader.

During this quarter, the following change(s) occurred in my contact information:

This contact information has been reported to my Divisional EAP Coordinator and the Regional Program Manager, Employee Assistance Unit.

_____/_____/20_____
(Signature)

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Appendix ??

Federal Bureau of Investigation
Employee Assistance Unit

Program Policy Directive
Confidentiality

This directive provides a statement of policy and procedures relative to confidentiality within the Federal Bureau of Investigation (FBI) Employee Assistance Program (EAP). Pending modifications to EAP policy, including confidentiality, this directive shall serve as clarification of existing policy (MAOP 15-3.5) and shall be adhered to strictly and immediately by all EAP personnel.

Policy - It is the policy of the FBI EAP to provide the fullest possible protection of conversations, contacts, records, and other communications between unit personnel and the individuals they serve.

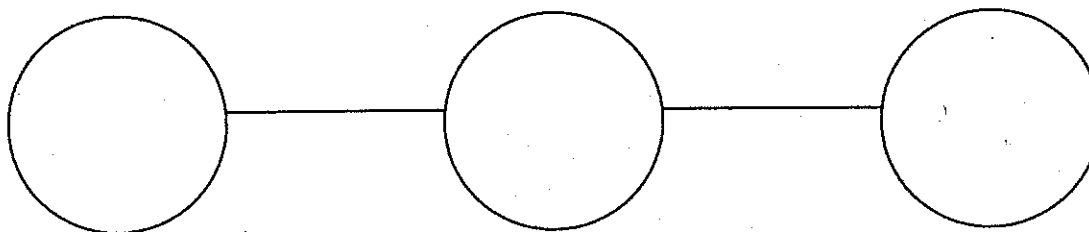
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appendix*

Procedure

1. All conversations, contacts, records, and other communications between EAP personnel and the individuals they serve will be kept confidential. This includes confirmation or denial of the employee or family member program participation or contact.
2. All disclosures or releases of confidential information must be pre-approved by the appropriate EAP Regional Program Manager (RPM). This includes disclosures authorized by the employee or family member receiving EAP services and disclosures or releases not authorized, but required by law, regulation, or policy.
3. Exception to RPM pre-approval can only be made in exigent circumstances where there is an imminent threat of loss of life or serious bodily harm. In such cases notification to the appropriate RPM shall be made as soon as possible.
4. EAP personnel found knowingly or carelessly violating this directive will be removed from EAP duties and referral may be made to the Office of Professional Responsibility for further action.

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Interpretive of Draft in chart form for FBI Chaplains Recruitment



OPERATIONAL	ADMINISTRATION	PROFESSIONAL
Chain-of-command	Chain-of-command	Chain-of-command

|

Division SAC
(Special Agent
Incharge)

|

EAP
(Employee
Assistance
Program)

|

CSG
(Chaplain
Steering
Group)

EAU – EAA

Overall responsibility and authority for the chaplain's program. Employee Assist Administration (EAA) is under the Employee Assistance Unit (EAU).

RPM –

Regional Program Manager (RPM) has administrative authority over the functions Of the Division Chaplain.

EAPC –

Division of the EAU and responsible for the chaplains program.

CPA –

Chaplain's Program Analyst (CPA) is on the EAU staff and supports the Chaplain program as directed by CPM and EAA.

CPM –

Chaplain Program Manager (CPM) is responsible for Program coordination, training, CSG, selection process, and Visiting chaplains at the Academy in Quantico, VA.

SAC –

Highest ranking official in the Division
And if direction is given it is to be
"honored" by the chaplain.

SCG -

Representative
input only.

The Chaplain Recruitment procedure according to the Draft of the Operations Manuel

1. Application submitted to RPM (Regional Program Manager). The RPM will decide if a chaplain is needed in the Division where they are requested and make a preliminary determination.
2. RPM will conduct follow-up interviews to verify qualifications and do an "indices" check on the applicant.
3. Viable candidates will be asked to complete a more detailed application and resume and others will be respectfully dismissed.
4. The RPM will present the "viable candidate" to "Division Executive Management" and Division EAP Coordinator.
5. If candidate(s) are approved the application will go to the CSG for consideration.

6. The EAA (Employee Assistance Administrator) and the Unit Chief of the EAU reserve the right of the final decision on all candidates are to be considered as arbitrators for unresolved determination of recommendations.
7. Approved candidates will then be adjudicated and asked to complete Standard Form 86 and the RPM will request a background check and indicate the approval of the EAPC and the SAC.
8. Once the TS (Top Secret) security clearance is granted, the Division EAP Coordinator will make a request for credentials to the CPM.

THE
FIRST AMENDMENT
of the
CONSTITUTION
of the
UNITED STATES OF AMERICA



The Chaplaincy and the Law

Why are we in the United States of America so sensitive in expressing our right to the “free exercise of religion”? The 1st Amendment of the Constitution guarantees that right. It is hard to believe a nation that created room for faith in God now finds it necessary to exclude rather than include the very thing used to establish the meaning of individual freedom.

In 1996 as a FBI Chaplain I wrote two articles during the holiday season. One was a secular piece entitled “60 ways to handle stress” and the other a religious article entitled, “Holiday Hassles”. Someone read the religious article and complained to Headquarters that words like God, Jesus, Holy Spirit, and the Bible were used. A reminder was received from the Office of General Counsel in Washington D.C. to Employee Assistance Unit. That “Statement of Law” said;

“There is a constitutional prohibition against the intermingling of church and state.

**The design of the Constitution is that preservation
And transmission of religious beliefs and worship
Is a responsibility and a choice committed to the
private sphere.**

Two of the criteria established by the Supreme Court for determine whether a government practice is constitutional are if (1) it has a secular purpose, and (2) its primary effect neither advances nor inhibits religion. Even where the government can demonstrate a secular purpose behind its actions, it nevertheless must consider whether the challenged governmental action is sufficiently likely to be perceived by the adherents of the controlling denominations as a endorsement, and by the non-adherents as a disapproval, of their individual religious choices. [Note: This is a case reference to a School District in Grand Rapids 1985. Not sure what this has to do with the FBI]

In the United States today, nearly 20% of the population is believed to be practicing non-Christian religious. The Supreme Court has specifically cautioned that

[w]hen the government puts its imprimatur on a particular religion, it conveys a message of exclusion to all those who do not adhere to the favored beliefs.

Employees of other agencies have filed Title VII complaints about prayer or religious speech in the government workplace. For example, an employee complained when an agency permitted the regular broadcasting of prayer over the public address system; the EEOC found that a hostile environment of religious discrimination existed in that case. In another case, an employee complained about management's variously indifferent and hostile responses to her complaint."

The Employee Assistance Unit then wrote a memo to all of the FBI Chaplains asking them to adhere to the lawful requirements governing the advancement of their specific theological belief system, including the prohibition of any activity that is evangelistic in nature. The memo contained the "Statement of Law" by the OGC and a quote from DeRevere, Cunningham, Mobley, and Price in their book, Chaplaincy in Law Enforcement.

**"A chaplain must always be aware of the religious sensitivities and orientations of the people in his department. Much like their counterparts in the military, by definition the law enforcement chaplain serves an ecumenical congregation."
(p. 99, emphasis added)"**

The "cease and desist" memo was questioned by way of challenging the interpretation of the First Amendment but not the nuance of ecumenical in the book. Of course, there was no response by the OGC or anyone else.

Before the above episode and in the early 1990s, the Constitutionality of the Military Chaplaincy using Federal Law to justify itself was reviewed. The writer/editor of this text wrote the following memo at the time to the Army Chief of Chaplains Office at the Pentagon (27 September 1993). This is an excerpt from that memo:

“... I personally feel the Chaplaincy, as we know it, will be in trouble if we do not involve the chaplains in a ‘secular benefit’ of some kind. Without sounding like [there is] a conspiracy, it appears that ‘multiculturalism’ has been used as a distracter when ‘secularism’ is that which justifies the system. We must protect the Chaplaincy or none of the above will, efficaciously, have had an impact.”

The “spirit of the law” appears to be clearly in support of religious INCLUSION when interpreted properly by those involved in a positive goal of multi-culturalism and a pluristic society. In government, God is a philosophical and not a denominational issue. Prophets and teacher are accepted as a part of all religious concepts. A human or Holy spirit is not without acceptance in every culture including the medical community. And, the Bible or religious writings are a source ofr any faith group. All of this is inclusive of every society known to mankind.

The freedom to practice “free exercise” is in jeopardy if the interpretation of the law forbids expression of personal faith within the Federal Government. Without history, values, and logic, any anti-God trend, protected by the shallowness of a non-religious temperament, could permanently throw out the influence of God – the very essence of freedom. It is reasonable to conclude that a non-religious attitude would attempt to reconstruct the Constitution to favor equality as being more important than personal freedom. People in the military are willing to die in war for freedom - not equality.

FIRST AMENDMENT DECISIONS

“Congress shall make no law respecting an establishment of religion or prohibiting the free exercise thereof”

- I. **Religious Freedom:** Guaranteed religious liberty and equality to Christians, infidels, atheists, or adherents of non-Christian faith such as Islam or Judaism. County of Allegheny v. ACLU, 1985
- II. **Government limitations:** Government may not promote or affiliate itself with any religious doctrine or organization, and may not discriminate among persons on the basis of their religious beliefs and practices, and may not delegate a governmental power to a religious institution, and may not involve itself too deeply in such an institution’s affairs. County of Allegheny v. ACLU, 1985
- III. **Establishment Clause:** The government may support religion if there is a 3 part test: Lemon v. Kurtzman, 1971
 - 1) **The governmental action has a secular purpose.**
 - 2) **The governmental action does not advance or inhibit religion.**
 - 3) **The government action does not foster an excessive entanglement with religion.**

Note: If the Chaplaincy violates any of the three parts of the test, the program is rendered unconstitutional.

- IV. **Public property and the use of Universities and schools in general:**

- Widmar v. Vincent, 1981. Supreme Court allows the use of public property for religiously-related purposes because it is an “open forum” environment.
- Board of Education of Westside Community School v. Mergens, 1990. Religious groups are the same as any other non-curriculum related student group.

HOW DOES THE LAW RELATE TO THE FOUR BASIC CHAPLAINCIES?

Landmark Decisions:

Institutional Chaplaincy: Van Zandt v. Thompson, 1988.

Institutions, such as government programs, State and Federal Detainment Centers, Employment Assistant Programs, and Public Universities need to have a secular purpose. I.e. The prayer room in state capitol has secular purpose of promoting meditation so the legislators may legislate better for having taken some time to think quietly.

Hospital Chaplaincy: Broadlawns Medical Center (8th Cir. 1988).

The secular purpose of the Hospital Chaplaincy is to help patients get well more than just provide religion.

Police Chaplaincy: Voswinkel v. city of Charlotte, 1980. Police Chaplaincy Program held unconstitutional because it was “not clear to whom the chaplain must answer . . . in the performance of his duties.”

Law Enforcement Chaplain Programs would be considered under this category. No one at this point has challenged Law Enforcement specifically and case studies are extremely far and few between. Unlike the government financial commitment made to Military Chaplain Programs, the Law Enforcement chaplaincy would have little or no financial reward for challenging the chaplaincy program in court.

Military Chaplaincy: Katcoff v. Marsh, 1985. Taxpayer challenge to Army's Chaplaincy Program. Court rejected the "Lemon three-prong test" in deference to Congress' war power and the free exercise rights of military personnel stationed far from home where local clergy of their own denomination may not be available.

SUPREME COURT DEFINITIONS

The definition of religion, by Justice Anthony Kennedy in the court's 1992 ban on school commencement prayers, stated that religion is the conviction "there is an ethic and a morality which transcends human invention." Forty years earlier, Justice William O. Douglas was more specific when he said: "We are a religious people whose institutions presuppose a Supreme Being."

Generally, the Supreme Court has not tried to define religion, except in conscientious objector cases, where they pretty much defined it out of existence. In 1965 the Court said, any "belief" is a religion if it is "sincere and meaningful and occupies a place in the life of its possessor parallel to that filled by the orthodox belief in God." In 1961, the Court said the First amendment must equally protect non-theistic "religions", such as Buddhism and "secular humanism."

Example: Johnson v. Lane (7th Cir. 1989). Muslim inmates did not have their constitutional right to the free exercise of religion because they did not have Muslim chaplains, the prison may not discriminate against minority faiths and needs to supply clergy for all to have the free exercise of religion.

CONSTITUTIONAL HISTORY OF THE CHAPLANICY (Military Case Study)

- 1. Overview of Katcoff v. Marsh, November 23, 1979, in the U.S. District Court for the Eastern District of New York in Brooklyn.**
 - a. Joel Katcoff was a senior in Harvard Law School challenged the Army Chaplaincy.**
 - b. Judge McLaughlin decided the case on February 1, 1984, that the military is unique and Congress has the power to “make all laws necessary and proper to that end....”**

- 2. Implications of Katcoff v. Marsh.**
 - a. Furnishing chaplains as part of armed services did not violate the establishment clause.**
 - b. To the extent that military chaplains act like civilian clergy and minister to only members of their own denomination, would weaken the legal basis and moral foundation of the chaplaincy.**
 - c. The rationale was that if soldiers were in areas of the world where their religion or their own personal denomination was not available to them, any civilian chaplains**

the military would find would lack training in military subjects and would be unable to function effectively in any field operations.

- d. The “primary function of the military chaplain is to meet the religious needs of a “pluralistic military community”.**

THE LAW AND THE CHAPLAINCY IS VERY FUZZY AND SOMETIMES AT BEST UNCLEAR

Law Enforcement in a country that has as specific interpretation of its laws is somewhat challenged when faced with other cultures. The chaplain will face along with Law Enforcement a certain amount of in-congruency when it comes to multi-culturalism and the law. Nowhere is this most apparent than on the southern borders of the U.S.A. As an example when attempting to understand our neighbors to the south there is “Mexican Law” and “Roman Law”. Our laws in the United States basically are based on “Roman Law”.

Roman Law is, “If it is implied to be against the law you can not do it and you could go to court and found to be breaking the law”.

Mexican Law is, “If it is not specifically against the law and it is not implied that it is against the law then you can do it”.

Example:

If you had ice cream and I wanted some, I would help myself under Mexican Law. However, under Roman Law if you told me it was your ice cream, and I could not have your ice cream, I could not help myself because you told me specifically it was your ice cream.

People regulate themselves differently. We live under Constitutional Law which at times seems to make more restrictions than freedom. Chaplains should not be discouraged by those who challenge its Constitutionality. Rather, the controversy should sharpen our purpose and our mission as ministers in the world of Law Enforcement.

The further the chaplain goes from Law Enforcement on the street to the laws of government, the more obvious the interpretation of once thought of as "black and white" values moves to the "grey areas". The power of government lies in the ability of politicians to create intent of how to interpret the laws. A Godless society affects how that law is carried out. The job of the Supreme Court is to see through the agendas brought to it by the politicians. All chaplains should educate themselves about local, State, and Federal laws. We could be dangerously close to having our ministry in government terminated.

