



**THE STATE CHAPLAINCY  
BOARD**

**HANDBOOK FOR CHAPLAINS  
IN  
QUEENSLAND  
CORRECTIONAL CENTRES**

**Feb 2009**



## THE PRISON CHAPLAINS' HANDBOOK

### Purpose

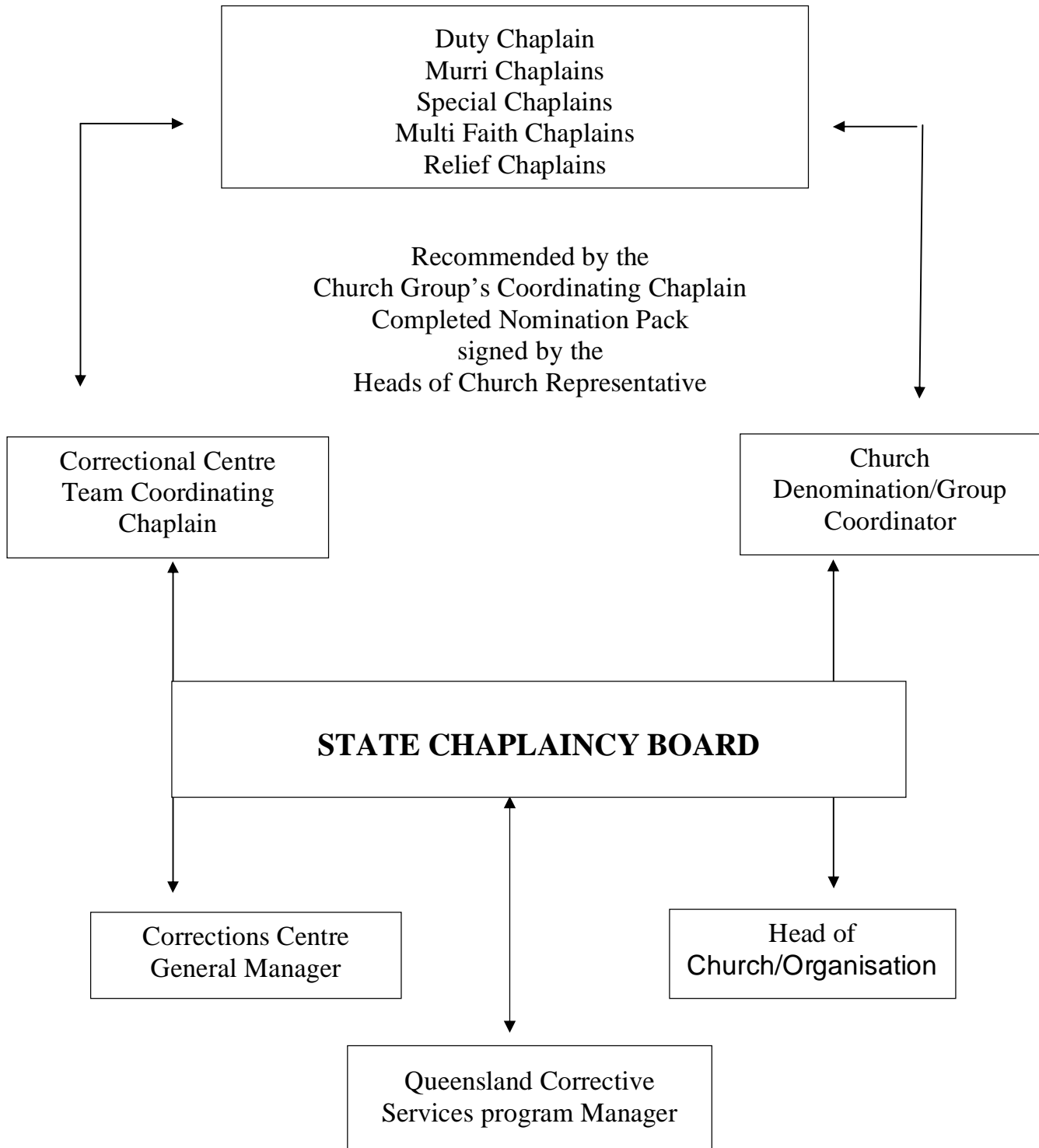
**This Handbook has a range of purposes:**

1. To **introduce** new chaplains to what is the expectation from them in this role
2. To provide an **authoritative explanation** for all parties as to what chaplaincy/pastoral care is (and is not) and how it is conducted within Correctional Centres generally
3. To provide the index to the **sole official authoritative repository** of all policies and procedures and proformas regarding chaplaincy/pastoral care (for use by Centre management , chaplaincy teams, and the SCB)
4. To indicate how to obtain **ready access** to the latest version of policies and procedures and proformas regarding chaplaincy/pastoral care

### Content

1. The location of Statutory references to “Pastoral Visitor “ and how that terminology is to be interpreted operationally within Centre’s
2. Roles and Responsibilities of Heads of Prison Chaplaincy Ministry, State Chaplaincy Board Members, Team Coordinators, and Prison Chaplains
3. A list of formal operational policies regarding chaplaincy/pastoral care (e.g., numbers; freedom of movement) and their location
4. A list of formal procedures regarding chaplaincy/pastoral care (e.g. recruitment, termination, and discipline; resources; altar wine; meetings with management; official ID’s) and their location
5. **A list of Proformas (e.g., for trainees, appointment, security clearances, renewal of ID’s; changing/adding locations) and their location.**

## Key Relationships



## CONTENTS

### **Purpose and Content**

### **Key Relationships Diagram**

### **Roles and Responsibilities**

- Heads of Mission
- State Chaplaincy Board Representatives
- Chaplaincy Team Coordinators
- Chaplains
- Conduct of Board Members
- Conduct of Chaplains

Scope and Nature of Service - provision of Pastoral Care in all Correctional Centres in Queensland - **SCB Website** [www.statechaplaincyboard.com](http://www.statechaplaincyboard.com).

State Chaplaincy Board - Ethical Principles - **SCB Website section "Professional Development" subsection "Key Training Resources"**

Nomination Process and Forms - **State Chaplaincy Board Website** [www.statechaplaincyboard.com](http://www.statechaplaincyboard.com).

SCB Policies and Procedures - **These documents can be found on the SCB Website** [www.statechaplaincyboard.com](http://www.statechaplaincyboard.com).

- Policy Cycle (a)
- Policy Cycle (Predictable Pathway)
- Communications Protocol
- Discipline/Withdrawal of Chaplains
- Grievances between Chaplains - Process for Resolving Issues
- Guidelines - Role of Coordinating Chaplain
- Guidelines - Use of Correctional Centre Chaplaincy Team Funds
- Procedures for Visitors to Wacol Precinct Houses
- Policy and process for Chaplains concerned about Unjust Situations
- Multi Faith Guidelines
- Processing Chaplaincy Applications
- Role of Relief Chaplains
- Guidelines for Conducting of Religious Services
- Use of Wine for Religious Services
- Appointment of Resource Workers
- Processing for Specialist Chaplains

- Continuum of Care

Formal Training Program for Prison Chaplains - **SCB Website**

[www.statechaplaincyboard.com](http://www.statechaplaincyboard.com).

Queensland Corrective Services Procedures - see **QCS Website**,

[www.correctiveservices.qld.gov.au](http://www.correctiveservices.qld.gov.au)

State Chaplaincy Board website and links - These cover generic issues such as Procedure Regulations for Religious Visitors and other issues specific to individual prisons, such as access to alcoholic wine for religious services.

Queensland Corrective Services Code of Conduct - see **QCS Website**

Queensland Corrective Services - see **QCS Website**

- Administration Forms
- Application to Visit for Official or other business purposes,
- Identification Cards, etc.
- Forms for QCS Accreditation

## **RESPECTIVE ROLES AND RESPONSIBILITIES**

### **Heads of Prison Chaplaincy Mission**

- Level of Commitment to Chaplaincy
  1. Participate on the State Chaplaincy Board or appoint a representative.
  2. Decide where prison chaplaincy services will be offered
  3. Decide how many prison chaplains and relief chaplains will be made available
  4. Promote prison chaplaincy as an essential Church mission
  5. Sort out the funding arrangements for prison chaplaincy
  6. Ensure that prison chaplains are being remunerated in a timely and fair manner
  7. Ensure that the funding from SCB is used for the purpose for which it is provided and not diverted to other non-chaplaincy activities
  8. Attend the annual SCB In-Service
  9. Become well acquainted with what prison chaplaincy entails (ideally via direct hands-on experience)
  10. Ensure that the Church seeks and takes note of the experience of prison chaplains when theologically reflecting upon its Mission in the world
- Recruitment of Chaplains
  1. Recruit potential prison chaplains to fill existing and pending vacancies
  2. Select potential persons to train as prison chaplains
  3. Ensure they receive training *in pastoral care praxis* (if they don't have it already)
  4. Nominate potential persons to SCB for training
  5. Arrange for them to be trained (by whom?) *and assessed* (by whom?)
  6. Nominate the trainee to SCB for appointment (after the six days)
- On-Going Professional Development & Spiritual Formation of Chaplains
  1. Ensure prison chaplains are encouraged:
    - a) to attend the SCB's annual In-Service
    - b) to have spiritual direction or spiritual companionship
    - c) to take self-care seriously and to "debrief" with a trusted colleague

- d) To meet regularly as a team to share their pastoral experiences and to grow in understanding of their mission
2. Provide prison chaplains with regular spiritual retreats
    - Performance & Behaviour of Chaplains
      1. Ensure that prison chaplains are:
        - a) Conversant with what they are expected to bring into their pastoral encounters from their religious and spiritual tradition
        - b) Attending the prisons on their due days (this is done via the attendance record provided to them by the SCB)
        - c) Providing ecumenical services on their rostered Sunday (this is done via the attendance record provided to them via the SCB)
        - d) Arranging relief for themselves (via the Relief Chaplain) when on holiday or when sick
        - e) Attending both chaplaincy team meetings and denominational team meetings
        - f) Participating in chaplaincy team-initiated services and events
        - g) Counselling when found wanting in matters of compliance with QCS rules (and if necessary, disciplined) or found wanting by not behaving civilly or cooperatively with other chaplains or by found wanting by bad-mouthing other chaplains or denominations or other faith traditions to prisoners.
        - h) Personal Relationship with Chaplains
      2. Meet with each prison chaplain at least once a year
      3. Attend a prison chaplaincy team meeting at least once a year
      4. Be readily available to the denominational team leader to discuss problems

## **SCB Members**

- Attend at least nine SCB meetings per year and provide a stand-in when absent on holidays or extended sick leave
- Be conversant with the papers
- Carefully vet personnel proposed for training and appointment
- Contribute constructively to debate on issues and policies
- Contribute constructively and in a timely way to draft policy and procedure documents
- Contribute constructively on the content and format of the annual In-Service
- Consult closely with prison chaplains on important issues and problems
- Be conversant with the day-to-day problems that prison chaplains encounter (ideally via first-hand experience)
- Advance the SCB's policy objective of having the prison system adopt the principle of ***restorative justice*** as well as the principles of rehabilitation, humane containment, and risk management
- Model the SCB's ecumenical and multi-faith objectives
- Ensure that the terms of the SCB's Agreement with QCS are delivered in full
- Manage conflict of interest issues sensitively (especially those involving interpersonal relationships across denominations)
- Attend at least once a year the team meeting of the prison(s) allocated
- Make a point of meeting and getting to know the management team of the prison(s) allocated
- Discharge the Chair role (on rotation) assiduously

## **Team Coordinators**

**The term of the Team Coordinator is 2 years any extension of this term would need to be approved by the State Chaplaincy Board with the assistance of the Board Representative of the centre.**

- Ensure that team meetings occur regularly (at least nine times per year) and are held at times and in locations that facilitate maximum attendance by prison chaplains. (The relevant SCB liaison person also needs to know this information so that they can attend some meetings.)
- Ensure that a management representative attends most meetings (at least six per year) and are aware of their obligation to do so
- Conduct meetings professionally
- Ensure that issues and problems are dealt with at the meeting and not dismissed or ignored.
- Ensure that interpersonal issues are not brought to the meeting without efforts to resolve them face-to-face between the affected parties first
- Ensure that summary minutes of meeting are taken, written up promptly, and copied to the SCB. (The SCB uses the minutes to identify emerging issues and problems across the prisons)
- Ensure that the team's money and assets are physically protected and properly accounted for
- Draw the attention of the relevant denominational team leader/SCB member/Head of Church to vacancies, long-term absences, poor or token attendance, non-provision of rostered ecumenical services, breaches of rules and regulations, and unacceptable behaviour. If the problem persists, refer it to the SCB Admin Officer for intervention
- Assist the Head of Prison Chaplaincy Mission and denominational team leader to ensure that trainees are being properly supervised and inducted by an experienced prison chaplain and that they undergo the formal induction to the prison in a timely way
- Ensure that, where possible, trainees meet the other prison chaplains and are invited to team meetings

- Maintain close and cordial relations with prison management and try to resolve difficulties amicably. (But do not propose or agree to operational changes without first consulting the team)
- Ensure that there is always readily available to prison chaplains and prison officers an up-to-date list of contact numbers for prison chaplains, visiting clergy, and clerics of other faiths
- Ensure that there are always readily available to prison chaplains and prison officers the handbooks on how to behave in a culturally sensitive way with indigenous peoples and peoples of other faiths
- Ensure that there is always readily available to prison chaplains and prison management and prison officers the full suite of documentation regulating prison chaplaincy services. Any refusal by prison management or by individual prison officers to abide by the currently prescribed legislative, regulatory, and/or operational regime is to be notified to the SCB Admin Officer immediately
- Ensure that prison chaplains are properly recording their attendances. (The payments to the Churches by SCB are made on the basis of this data)
- Ensure that attendance data, accounting data, and team meeting minutes are provided to the SCB Admin Officer on time
- Identify and groom your successor

### **Prison Chaplains**

- Offer pastoral care to all prisoners and for staff when requested. (irrespective of their Faith tradition)
- Be conversant with what their Church or Religious Group expects them to bring from their religious and spiritual tradition into their pastoral encounters
- Maintain a close connection with their sponsoring Church or Religious Group
- Sustain their mission spiritually via regular theological reflection on their pastoral encounters and via spiritual direction or companioning and via retreats
- Adopt self-care strategies

- Take advantage of the professional development opportunities on offer from the SCB's annual In-Service and from within their Church or Religious Group
- Undertake formal training in the skills and disposition required to offer pastoral care to others in institutional settings like prisons
- Attend chaplaincy team meetings (or ensure that at least one person from the denominational team attends)
- Attend denominational team meetings
- Provide Sunday services on roster
- Adhere strictly to the security rules and protocols of the particular prison (especially the "nothing in-nothing out" rule)
- Offer pastoral care; do not proselytize
- Don't bad-mouth other Christian denominations or other faith traditions or QCS staff to prisoners
- Work cooperatively and ecumenically with other chaplains
- Assist prisoners of other faiths to practice their religion

## **CONDUCT OF BOARD MEMBERS.**

### **ROLE OF THE BOARD**

The State Chaplaincy Board is not an incorporated body, nor is it part of Queensland Corrective Services. The Board is simply a convenient mechanism through which the Churches and other religious bodies:

- (a) coordinate the pastoral care services that they offer into the prison system; and
- (b) negotiate and administer the funding agreement that they have with Queensland Corrective Services to provide chaplaincy services.

The State Chaplaincy Board, in its dealings with Queensland Corrective Services (and its contracted service providers) stands in loco parentis for the Churches and other religious bodies. The members of the Board are nominated by the Churches and other religious bodies and answerable to them.

On behalf of the Churches and other religious bodies, the State Chaplaincy Board is responsible for supervising the nomination, induction, ethical performance, policy and procedural compliance, and continuing professional development of prison chaplains. The Board also assists the Churches and other religious bodies to recruit, trial, and train potential chaplains.

On behalf of Queensland Corrective Services, the State Chaplaincy Board ensures that reasonable efforts are made to facilitate the meeting of the spiritual and religious needs of inmates, whatever their faith tradition. The Board also ensures that chaplains are conversant with and comply with, the operational policies and procedures of Queensland Corrective Services. The Board also advises Queensland Corrective Services on policy development and policy implementation issues relevant to the pastoral care of inmates.

### **ROLE OF THE CHAIR**

The role of the Chair of the Board is to ensure that the Board functions effectively as a deliberative and decision-taking group, operates ecumenically, transparently, and justly in its dealings with QCS, the Churches/Faith Groups, and chaplaincy teams, and is careful and transparently accountable in its use of the available resources.

## **ROLE OF THE LIAISON OFFICER**

The Liaison Officer is accountable to the Chair/Deputy Chair. In conjunction with the Board, the role is to develop, circulate and implement appropriate chaplaincy policies as necessary. To Liaise with Queensland Corrective Services through regular meetings, and with heads of stakeholder religious bodies as necessary. To build relationships with Correctional Centres through visits with General Managers, as approved by the Board.

## **ROLE OF ADMINISTRATION ASSISTANT:**

The Administration Assistant is accountable to the Liaison Officer for the efficient day-to-day operations of the Board. The timeliness, accuracy, and reliability of chaplain records, financial transactions, appointment processes, and Board communications is a critical element of the responsibilities of the Administration Assistant position.

## **ROTATIONAL ORDER FOR CHAIR:**

ANGLICAN	2008
SALVATION ARMY	2009
UNITING CHURCH	2010
INSIDE OUT	2011
CATHOLIC	2012
PRISON FELLOWSHIP	2013

## **CONDUCT OF CHAPLAINS**

### **REQUIREMENTS AND GUIDELINES**

#### **Security**

##### **The first rule – nothing in – nothing out!**

Inmates will try to manipulate you into taking items in and out for them. Any queries regarding this can be referred to an officer. You can offer to speak to an officer on the inmate's behalf if lack of funds is a real problem for the inmate.

There is a procedure in place for legitimate bringing in or taking out of goods:-

Use proper 'hand in' or 'hand out' forms where items are inspected, forms completed and approval given.

Most centres no longer permit the purchase of inmate work or handing out of inmate art.

Religious material and items may be provided for inmates as part of the Chaplain's ministry but no money is to be accepted for this.

##### **Phone Calls**

To comply with the monitoring for security reasons, inmates will not use the Chaplain's phone.

If, for compassionate reasons, a phone call is requested, the Chaplain will do so in the absence of the inmate, disregarding any wording he/she may have provided. Such a call should not be made if a Court Order is in process.

##### **System Security**

To comply with system security Chaplains need to:-

Be sure everything coming into the centre is approved, e.g. all items used in ministry.

Leave mobile phones outside centre.

Provide list of items to be used for Eucharist Services, Ecumenical Services.

Obtain permission for carrying prescription medicines and be very discreet in its use in centre

Regard confidential inmates' affairs in accordance with signed Security Sheet

Be judicious in any involvement in inmate/staff disputes

Support staff whenever possible

Seek advice from Team Leader and State Chaplaincy Board in matters of deep concern

Maintain close communication with team members so as to avoid manipulation or confusion.

Work with a tolerant and ecumenical spirit recognising that theological differences do exist and take care not to set up or encourage friction.

## **Interpersonal Security**

### **Confidentiality**

Chaplains enjoy the confidence of inmates and staff in the matter of confidentiality.

Chaplains should acquaint themselves with the:

Code of Conduct of the State Chaplaincy Board

Code of Conduct of the Queensland Corrective Services.

Inmates should be aware that serious disclosures may need to be reported, e.g. issues around riots, killings, rapes, suicide, escape, drug deals.

If necessary check with team and/or sponsoring organisation for clarification on confidential requirements.

### **Personal Security**

Chaplains should not go into inmates cells

Try to remain in clear view of an officer when in units

Interview rooms are available if needed

Be aware of operation and location of duress alarms

Observe total vigilance with regard to centre keys

Use lanyard and belt if supplied

Personal details should not be revealed to inmates, e.g. address, phone number, make of car, etc.

Discretion should be used in any meeting of inmates post release.

## **Prison Culture**

### **Hierarchy**

Crimes against children – sexual or violent crimes against children are considered to be at the bottom of the hierarchical list.

Rape is more a power crime than sexual harassment.

Homosexual liaisons formed in prison seldom last.

Protection prisons or units are segregated from the mainstream – including child molesters, crown witnesses, high profile persons and the like.

### **Language**

Keep language simple but not patronising.

### **Drugs**

Heroin – smack, hammer – injected into the bloodstream

Amphetamines – speed – taken orally or intravenously

Ecstasy – E – taken orally as tablets

Cocaine – crack – highly addictive

Marijuana – grass, weed – normally smoked

Testing done by chemical tests on blood or urine – Uts

Prescription drugs also abused especially Serepax, Valium, Rohypnol and especially if taken with alcohol

Cigarettes are usually of the ‘roll your own’ variety because of the expense.

Alcohol is only permitted as sacramental wine during celebration of Masses

Brews can be made from any matter which ferments.

### **Officers**

Derogatory terms for officers are generally fading out with new educational policies and improvements within the system.

### **Sentence Management**

Prisoners are classified as High, Medium, Low and Open. Initially given Sentence Management Review and classified according to needs – education, courses for addressing of offending behaviour – and risk to community.

### **Inmate Behaviour**

Chaplains do not handle legals, bail or money for prisoners.

Stressful times for prisoners include:

While awaiting trial, sentencing

Times of family crisis

Pre- and post-release time

Chaplains are often called in to be of support during this time and help prisoners remain calm and clear-headed. It is necessary for Chaplains to be aware of suicide assessment procedures. (See Interpersonal Security.)

Difficulties prisoners can face on release:-

Crowds

Public transport

Inability to choose for themselves

Fear of sleeping unless locked up

Families have adjusted to life without them

Possibility of forming inappropriate or reckless relationships because of fear of being alone.

Chaplains need to be very wary of contact with prisoners after release.

## **Internal Discipline**

Detention Unit is used for breach offenders –

Chaplains may visit if required

Bibles and a copy of regulations are usually permitted

Mutual respect is expected between Detention Unit Officers and Chaplains.

## **Breach offences dealt with via system can be given for:-**

Criminal offences

Insolence

Failure to obey lawful instructions

Failure to appear at musters etc.

## **Detention Unit is also used for prisoner protection**

Observation cells are also in units, Health Centre for prisoners needing constant observation

Inmates risking self-harm usually wear a safety garment like a dress and no underwear

Inmates are deprived of anything which could be used in a suicide attempt.

Chaplains need to be aware of grief and trauma counselling procedures for dealing with these prisoners and be aware of own personal safety, e.g. keep hands and arms out of reach when talking with them.

## **What Chaplains Do**

### **Role**

To help staff and inmates

To provide pastoral care

To assist and encourage faith development, regardless of faith or denomination – this does not include Satanism as stated in Departmental and Board Policy

To provide religious visits for prisoners whose beliefs are not represented by Chaplaincy Team, e.g. Jehovah's Witnesses, Seventh-Day Adventists, Muslims, Buddhists, etc.

General Manager, in consultation with Team Co-ordinator facilitates this.

To provide all facilities of faith tradition, studies, worship, masses, prayer

To make arrangements for an authorized person to provide certain sacraments when there is no one on team available for this, e.g. a priest to celebrate mass, reconciliation, etc.

### **General approach**

Chaplains provide pastoral care. Proselytising is to be avoided – this extends to religious visitors as well.

All religious groups, non-Christians and religious sects have the right to have their religious needs met.

Inmates genuinely seeking a return to, or searching for spirituality should be treated with sensitivity and compassion.

Usually Chaplains are required to provide for the faith the prisoner declares on admission.

### **Community**

Inmates are encouraged to be associated with a worshipping community of their own faith on the outside.

### **Listening**

It is about reflecting the teachings and person of Christ in the centres. It is important:-

To listen – without interrupting – this is a healing experience

To pray – with the prisoner once trust is established

To love – unconditionally

To study – and research ways to work effectively

### **System Improvement**

Chaplains do not undertake personal campaigns for the system.  
Chaplains need to:-

Discern ways to improve prison systems

Discuss at team meetings

Pass on to State Chaplaincy Board

Attend annual training In-Services where proposals can be raised.

### **Self-Care**

Prison ministry can be demanding and exhausting. Chaplains need to have some of the following in place:

Provision for own spiritual and pastoral care

Debriefing with co-workers or someone understanding of the system

Have a form of peer to peer support

Have a spiritual director/ confessor / mentor

Pray and talk with team members

Speak with Church or Board representatives

Have daily prayer and/or Bible Study

Plan for regular professional supervision

## RENEWAL OF CHAPLAINS' EXPIRED QCS IDENTIFICATION CARDS

Queensland Corrective Services have agreed to the following process.

- Application should be made for a new card approximately 2 months **before the Card expires.**
- Complete the "Administrative Form (Application to visit). Post **directly** to Human Resource Services Branch, Queensland Corrective Services, GPO Box 1054, BRISBANE, Q. 4001. (You need only fill in the **first 3** pages of the **Administrative Form** – Application to Visit) This form is available on QCS Website [www.correctiveservices.qld.gov.au](http://www.correctiveservices.qld.gov.au) see your Co-ordinating Chaplain.
- **Always keep a copy of everything you send.**
- Address the envelope: Attention: Olivia Elder
- You need **not** send a photo, as they will have the original photo on file and will use that one.
- If you have not received your new ID within 5-6weeks, please ring Olivia (3239 0552 – Human Resource Services Branch).
- When the new ID has been received, you will need to return your old ID card to the reception area of your Correctional Centre who should send it on to QCS.

## TRAINING PROGRAM FOR PRISON CHAPLAINS

In 2005 the State Chaplaincy Board introduced a new training program for prison chaplains.

It is mandatory for new chaplains and optional for existing chaplains.

It is free of charge to trainees.

The content of the training program is offered progressively at the Annual In-Service so that all chaplains can access the materials.

The Theory part of the course has 8 subjects:

- The praxis implications of the policies and procedural requirements in the Prison Chaplain's Handbook<sup>1</sup>
- Loss & Grief<sup>2</sup> and Human Suffering<sup>3</sup>
- Theories of Spirituality and Health<sup>4</sup>
- Mental Health: understanding how mental health problems are diagnosed and treated and the implications for pastoral carers working with prisoners with mental health problems<sup>5</sup>
- Ethics<sup>6</sup>
- Pastoral care in multi-faith settings<sup>7</sup>
- Indigenous culture and spirituality<sup>8</sup>
- Scripture as a resource in pastoral care<sup>9</sup>

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<sup>1</sup> See the Website section "*Chaplain's Handbook*" and the document "*DOs and DON'Ts of Good Chaplaincy*" under the Website section "*Professional Development*" subsection "*Key Training Resources*"

<sup>2</sup> See the paper by Dr. Judith Murray on "*Understanding Loss & Grief*" in Website section "*Professional Development*" section "*Key Training Resources*" sub-subsection "*Publications..*"

<sup>3</sup> See the paper by Fr. John Flader on "*Human Suffering*" in Website section "*Professional Development*" subsection "*Key Training Resources*"

<sup>4</sup> See the paper by the Canadian academics on "*Spirituality*" in Website section "*Professional Development*" subsection "*Key Training Resources*" sub-subsection "*Publications..*".

<sup>5</sup> See the presentation by Dr. Pam Waters at Website section "*Professional Development*" subsection "*2006 In-Service*" sub-subsection "*Key Paper 1*". This is very large file (2.8mb)!!

<sup>6</sup> See the paper on "*Ethical Principles*" in Website section "*Professional Development*" subsection "*Key Training Resources*"

<sup>7</sup> See the nine papers in Website section "*Professional Development*" subsection "*Key Training Resources*"

<sup>8</sup> See the paper on "*Indigenous Peoples*" in Website section "*Professional Development*" subsection "*Key Training Resources*"

<sup>9</sup> See the Handbook on applied biblical hermeneutics with an introduction to the Old Testament and see the reading aid for Book of Job in Website section "*Professional Development*" subsection "*Key Training Resources*"

The content of the theory subjects is offered in Distance Learning mode via the Board's website [www.statechaplaincyboard.com](http://www.statechaplaincyboard.com). The relevant sections of the website are "Chaplain's Handbook" and "Professional Development – Key Training Resources".

Trainees are also expected to have a "buddy" chaplain for the duration of their training. The role of the "buddy" chaplain is to journey with the trainee through the ups and downs of the process of learning to become a pastoral carer.