

CHAPLAIN PROFESSIONAL EQUITY



THE CASE FOR EQUAL EMPLOYMENT OPPORTUNITY FAIR LABOR PRACTICES, AND CONTRIBUTION TO ALL OF THE TDCJ MISSION CRITICAL FUNCTIONS

First Presented in 2000
– and the copy used by
House Appropriations
Committee that led to
the First Pay Group
raise for Chaplains in
40+ years. Updated on
10-24-13 with only the
website and email
changed.

THE CONTRIBUTIONS OF STATE CHAPLAINS

Supporting Many of the Most Cherished
Values of Texas' Citizens and Clients

- ⊕ The “Equality” of Persons
- ⊕ The “Value” of Religion
- ⊕ The “Right” to Fair Labor Practices

HELP THOSE WHO FACILITATE HUMAN HISTORY'S
GREATEST RESOURCE FOR CHANGE

2000

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Though I wrote this,
in included Drum
and Simmons as we
met in Austin

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What is Chaplain Professional Equity?

It is Equal treatment for Equal education, experience, contribution and job scope and complication. And it is a business model that makes sense. Chaplains should have the same support given to them as to other major professions in Texas. Even with this solution, the Chaplaincy Services would have one of the lowest budgets, while they provide some of the greatest contributions to Texas’ Agencies, their clients and Texas’ citizens. TDCJ chaplains already recover their entire operating costs.

Help those who Facilitate Human History's Greatest Resource for Change

1. A Solution to Unfair Labor Practices for Chaplains

A Bill or Rider that accomplishes the following:

The chaplains will be reallocated to the new positions below, and TDCJ, MHMR and TYC will establish separate chaplaincy divisions within their agencies and establish the positions. The agencies will foster communication between the state's chaplains by funding an amount sufficient to fund an annual Professional State Chaplains Colloquium for a minimum of 3 days in Austin, Texas, to be coordinated by the three directors of the three chaplaincy divisions. The chaplaincy division directors will raise the standards to the current national standards similar to that indicated below, grandfather in those chaplains with lower qualifications and develop special considerations for the minority faith group chaplains. The first directors of each new division will be elected from among the chaplains of each agency. A combined biennial report will be made to the Texas Legislature for next 3 biennial sessions by the TDCJ Director of Chaplains.

Texas Chaplain Professional Equity			
Title	Classification	Pay Group	Minimum Requirements
Director TDCJ Chaplaincy	Chaplain VII	B-19	Same as below, w/ Publication, Doctorate Pref.
Dir.'s TYC & MHMR Chaplaincy	Chaplain VI	B-17	Same as Below, Doctorate Preferred
3 Deputy Dir.'s TDCJ	Chaplain VI	B-17	M.Div. + 6 yrs Instit.* exp + 3 Units CPE Clinical
Sen. Inst.* Chaplain Supervisor	Chaplain V	B-15	M.Div. + 6 yrs Instit. exp. + 3 Units CPE Clinical
Senior Institution Chaplain	Chaplain IV	B-14	M.Div./eqv. * + 6 yrs Instit. exp + 3 Units CPE
Senior Institution Chaplain	Chaplain III	B-13	M.Div./eqv. + 5 yrs Insitit. exp + 2 Units CPE
Institution Chaplain	Chaplain II	B-12	BA/eqv., 3 yrs Instit. or 1 yr Instit. + M.Div.
Entry Institution Chaplain	Chaplain I	B-10	BA/eqv. + 5 yrs. min. exp. or M.Div. + 3yrs
* "Instit." = "Institution"; "eqv." = equivalency			
All Chaplains I-VII start at the mid-range of their respective pay groups, topping out after 10 years of service with progressive promotion automatic to the Chaplain IV position given the minimum qualifications			
TDCJ Chaplaincy Division Additions			
3-4% increases to the current Chaplaincy Budgets for mailings, faith-based networking, computer/office upgrades and for travel for the chaplaincy leadership			
70 Secretary III's for each TDCJ Unit with 1300+ inmates			
TYC and MHMR Chaplaincy Departments:			
2 Admin. Tech. III and Office start up costs for the two offices of the Director of Chaplains for TYC and MHMR			

2. Extraordinary Contributions of Chaplains at a Glance: Superlatives

The clients of Texas' three agencies are among Texas' most needy persons, and Texas State Chaplains facilitate the **most Significant Resource for Change in Human History--Religion**.

Chaplains contribute enormously to every mission critical aspect of their agencies as will be documented in this brief. Yet they have been left far behind in compensation and logistical support and even out of the loop with respect to how their own profession can grow and develop. The chaplaincy service is full of superlatives that make this a true cause about "Value" of faith itself.

There are many Superlative that describe the Texas State Chaplains --

- Are highly trained and experienced persons with roots in some of the most esteemed schools on earth;
- Access and facilitate human history's and the *world's* most significant resource for change—Religion—networking across Texas, the nation and the world;
- Associate and network with scores of chaplaincy and religious associations;
- Train and supervise *thousands* of Texas' most esteemed persons—volunteers;
- Teach, create and can access *thousands* of curricula and programs, many free;
- Deal with the crises of Texas' *most needy* persons—the agencies' clients;
- Deal with the crises and struggles of agency staff and their families, victims and their families as well as volunteers and their families;
- Deal with the meanest, most dangerously disturbed persons in Texas;
- Reduce recidivism and recover their entire operating cost, then recover that cost again in their facilitation of volunteers who also reduce recidivism and then recover that cost yet again—*a third time over* in the of religious consumables chaplains resource from around Texas, the United States, Arabia and the world;
- Do all of this *without* the clerical or managerial support granted to other programs and professions; and
- Have done all of this loyally for forty years without the loyalty of regular compensation upgrades and without increased logistical help.

Chaplains deserve equity -- equality, based upon the "value" of their services as well as based upon their experience, education and contribution. The real question becomes: "Why" would someone "not" want equality among a group who has done so much for so long with so little in comparison to others?

3. Increasingly Poor Business Models

A. Oddities in Practice

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

- Chaplains had no pay group reclassification for chaplains in 35+ years, and they had to pursue it themselves to get the one they received
- Chaplains remain on the lowest end of their pay group, some for 10-17 years
- Prior to the chaplains organizing, the Director of Bingo Services make “8” pay groups more than the Head Chaplain for TDCJ – even a Librarian IV made more
- A Custodial Manager III makes the same as a Chaplain I
- TDCJ chaplaincy department not keeping statistics on the huge numbers of general and special programs and attendance, numbers of crisis calls, numbers of inmate family crisis notifications and the huge numbers of statewide chaplains’ supervision of volunteers and volunteer hours in its three-year records retention/destruction schedule (See Item 3 in back)
- How can chaplains network with hundreds of volunteers and learn more about extent volunteer networks if they have to go to statewide volunteer gatherings on their own time and at their own expense?
- How can Chaplains facilitate their own profession if they cannot meet with and learn from fellow state Chaplains in other state agencies?

A lot of what chaplains do cannot appear on a report, so top level administrators *cannot* see the intricate and delicate contributions of chaplains, not nearly as easily as they can see the contributions of engineers and of teachers of raw curriculum. Add the huge diversity of programs and broad spectrum of boundary spanning, only the professional chaplains themselves can evaluate some of their own services.

Four agencies in Texas employ state chaplains:

1. Chaplaincy in Texas

Four agencies in Texas employ state chaplains:

Texas Department of Criminal Justice – TDCJ, the largest
Mental Health and Mental Retardation – MHMR

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Texas Youth Commission – TYC
University of Texas Medical Branch - UTMB¹

Among these four, TDCJ has employed state chaplains by far greater numbers and for the longest time.² And the original Chaplain Core Group that began the Chaplain Professional Equity cause came from the TDCJ Chaplaincy Services.

The current Texas classification system has Chaplain I, II & III positions listed. No other degree bearing profession in an even remotely similar category has less than 6-7 levels. It has been this way from the beginning when the chaplaincy services were very small. At the beginning, the TDCJ Chaplains were paid equally with the other degree bearing professions – *equally*. We have not been able to get exact figures, just testimony that this was so as much as 35+ years ago.³ Since those long past decades, throughout the last half of the twentieth century, chaplains have been hired and retired with no adjustments – none. That is: there have been "no" adjustments comparable to the other professions – *none*.⁴

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

¹ This was all of the data we could get at this time. There maybe other agencies, however only TDCJ, MHMR and TYC use the State Classification System job descriptions.

² No official record has yet been obtained on the official origin and development of the beginnings of the Chaplaincy Services in these three.

³ As reported by Emmett Solomon in the Chapter ____, "History and Value of Chaplaincy."

⁴ This is shown most clearly in other places and in the examples from the Auditor's Proposed Classification Schedule from the last 3 legislative sessions; that is, in just the last "three" *many* professions and many with less basic requirements have had pay group adjustments.

⁵ See Item ____ on records retention _____

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participation in criminal justice, the law abiding families of clients and the care given to Texas' most troubled persons **MORE IMPORTANT** than money and numbers?⁶

The esteemed congresspersons of the 77th Legislature of Texas granted the first pay group adjustment in Texas State Chaplaincy history in 2001.⁷

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

At the close of the Twentieth Century, around January 2000, TDCJ Chaplains were at a pay rate that had remained the same for 35+ years, with *one* Chaplain III position and some Chaplain II's who had been at the *same* pay group and at the *low* end of that pay group for 17 years. Furthermore, as utterly strange as it may sound, there were no plans to change; that is, there were **NO PLANS** to change (by official memorandum from Director of Chaplains Don Kasper).⁸ Ironically, MHMR had 17 chaplains, with 11 Chaplain III's, compared to TDCJ's single Chaplain III. Worse still, the *average* salary of those 11 MHMR Chaplain III chaplains was *greater* than the single Chaplain III who had responsibility for entire TDCJ Chaplaincy corps. Even worse still, that greater average salary for those 11 MHMR Chaplain III chaplains *had been greater for many years*. Furthermore, within TYC, they were short and had been short 10 chaplain positions for a long time, and only maintained one Chaplain III who oversaw the TYC Chaplaincy corps as well as provided Chaplaincy services to 4 TYC facilities at the same time.⁹

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

⁶ But as usual, we are not saying the Actuary or the Financial gurus are making anything less than what they should, only that compensation should be comparable to the task and comparable to the "value" of the tasks to Texas as a whole.

⁷ Chaplain I, II and III positions were raised one pay group, to B-6, B-9 and B-11 respectively; very welcome; compare in the appendixes with the other professions.

⁸ Insert reference to Item on memorandum _____

⁹ By the way, this was and is being done with "no" office help.

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

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

The above state of affairs becomes even more difficult to understand when one crosses the street. The TDCJ Chaplain who worked at the UTMB Galveston facility was underpaid side-by-side with the other UTMB chaplains. At noted later in the UTMB Chaplain Salaries, all their chaplains were significantly higher and their Coordinator of Pastoral Care, in charge of 2 chaplains is compensated far, far ahead of the current TDCJ Program Administrator—Director of Chaplains. At UTMB, here is a Texas state facility that is *attempting* to fund on an equitable scale.¹⁰

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

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

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

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

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

¹⁰ Even UTMB could do better to bring their chaplains up to the national average.

2. Recent History of TDCJ Chaplaincy Services in Programs & Services

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

At the beginning, this began with an informal conversation with Representative Dan Ellis. One chaplain had put together a simple comparison among positions within TDCJ and how out-of-touch those positions were – *especially* with respect to chaplains. How can a Chaplain with 3 earned and accredited degrees responsible for the total pastoral care of a 1,300 inmate facility make \$12,000 LESS than the prison school teacher in charge of a rather regimented curriculum and rather static number of students?¹¹ THIS IS NOT EQUITABLE TREATMENT. Of course, no one in this Chaplain Equity cause thinks our teachers are overpaid. We need teachers and they provide a needed service. Yet with respect to chaplains and 40+ years distance since their last pay group adjustment – well,

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

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

Just as we began, a new slot was posted: Assistant Director for Religious Services.¹² It posted at a B-13, and about ten experienced chaplains placed applications. There were no interviews and Mr. Don Keil was hired. When an open records request was done on his current salary, he was on the high end of the B-14 pay scale. Here, TDCJ indicated the direction for Chaplaincy Services: they hired an honorable man, and Mr. Don Keil is an honorable TDCJ dedicated man, but they hired man without interviews who had no Chaplaincy experience at all.

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

At first, amazingly enough, it was very difficult to get answers. Part the problem was with the chaplains themselves in the asking. Where does one begin? Just learning

¹¹ You can still see this comparison in the “Chaplaincy Documents” section of www.preciousheart.net .

¹² Insert note on why on Keil --- ---- ----

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the questions was a sizeable task.¹³ We can only thank God for our many friends across the state.

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

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

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

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

Did the TDCJ Chaplaincy HQ terminate the Regional Meetings because several of the chaplains in each region had banded together to work the Chaplain Professional Equity Initiative? Of course, they would answer no. But to others of us, ad hominem suspicions are inescapable at best, certain at worst.

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

¹³ And we had to do all this without a full time lobbyist, without soft money funding (whatever that is) and struggling from the ground up. We are still not sure of ourselves in the political arena and most uncomfortable with the hierarchy as we value our positions so much.

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

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

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

- ✓ What are the **BEST ARGUMENTS AGAINST** simple “Chaplain Professional Equity”? What is the Best or the *most significant argument* that has not been *more* than adequately addressed and in the in the addressing does not then in return *more* than argue for equity?
- ✓ In similar words, easier to apprehend, What are the arguments against 6-7 levels of chaplains? Simpler still, Why does a chaplain have to give up being a Texas State Chaplain to move up into supervision over Chaplains? If ALL the other major professions have 7 levels, why not Chaplains?
- ✓ Why does division under Mr. Jefferies in particular think we do not need equal treatment, or not need professional options or not need exposure of our incredible cost savings or not need exposure of our broad contributions?
- ✓ Why does Mr. Jefferies feel we need secretaries at the expense of Professional Equity that has been left so very, very, very far behind for so very long? Why would Mr. Jefferies want to give us secretaries now instead of HELP us toward a true Professional Equity that has so many other precedents around the country?
- ✓ **WHAT IS WRONG WITH EQUALITY** for Chaplains in Texas State employment who have a larger claim to **MORE THAN TWICE THE RECOVERY** of their own operating costs than any other program by far within the Mr. Jefferies Programs and Services Division?
- ✓ **WHAT IS WRONG WITH EQUALITY** for Chaplains who manage programs that affect recidivism in a more demonstrable manner than any other single program under Mr. Jefferies' purview?¹⁴ And certainly Chaplains manage programs that more unilaterally affect *all* the other programs in the division in a manner that the other programs *do not* likewise affect Chaplaincy? And

¹⁴ This is particularly noteworthy, even crucial, since over the last decade some programs in the Programs and Services Division have been started, and funded with a larger budget than Chaplaincy and then cut simply and solely because of their negligible affect on recidivism. Everywhere one turns there are superlative that highlight the value of Chaplaincy.

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arguably Chaplains manage programs that affect recidivism *more* than most of the other programs in the division put together? ¹⁵

Flip the coin and some of the questions become:

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

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

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

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

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

One thing is clear and gets clearer, the more one looks the **BETTER** the TDCJ Chaplaincy Services look with respect to their contribution to the mission critical functions of their respective agencies. Sadly, the closer one looks at the history and the current state of affairs and indeed some of the recent actions – the attempt to side-track

¹⁵ Just because the full effects of the Chaplaincy Services is the hardest of all to statistically validate does not in the least decrease their value or decrease their obvious contributions to the reduction of recidivism. See section on "measuring complexity _____". Nor does the difficulty change the fact that Chaplaincy is facilitating HUMAN HISTORY's greatest resource of for change.

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the real issue of equality and to gloss over the claim to professional equity also grows larger.

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

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

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

Mr. Jefferies said he would not, then he made a remarkable statement that such money would go to “paying the light bill.” There were a few laughs. And then a minute or so later, Mr. Jefferies noted that he would like to see the chaplains get back their secretaries.¹⁶ There was a round of applause.

¹⁶ The TDCJ Chaplain Secretary position was deleted 3-4 years earlier during the TDCJ Reduction in Force. And not all chaplains had them at that time, only those units that had come on line 5-6 years prior to that. Worse still, the position was the lowest paid on the prison unit, which meant the secretaries at most farms moved on quickly to other positions, often only after 6 months, almost defeating the purpose of having a secretary when the chaplain could barely get one trained then have to train another.

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

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

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

A clear and unambiguous Official Memorandum Listing Questions and Answers of intent was made and distributed to all TDCJ Chaplains at the annual gathering in 2000, answering this question: "Are there other significant changes expected in the structure or direction of the TDCJ Chaplaincy Department?" The written answer was: "None at this time."¹⁷

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

During 2001

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

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

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

¹⁷ See item _____ dated Sept. 6, 2000.

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

3. H.B. 2460 & Equity Proposal Discussion

H.B. 2460 came up for review in the House Appropriations Committee. Several testified about the bill, including Dr. Mike Maness,¹⁸ Emmett Solomon¹⁹ and Suzii Paynter.²⁰ Juliet Torres spoke as a representative of the State Auditor's Office. Her two argument for maintenance of current chaplaincy salaries were low attrition and current market surveys. She had not seen the earlier proposal (most of which is included here, though revised). Also present were Carl Jefferies, Director of the TDCJ Programs and Services Division. Both were asked if they could meet with the chaplains present to discuss the proposal.

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

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

There was no comment on the 35+ year lack of adjustment in chaplaincy salaries. When we discussed at length the issues of "equal pay for equal work" and the sheer common sense of 6-7 levels of chaplains (as opposed to the current 3 levels), Juliet Torres simply and flatly stated: "I just don't see the need." There was no other rationale for her "not seeing the need" or in countering our claims to complexity and

¹⁸ TDCJ Prison Chaplain, Woodville, Texas.

¹⁹ President, Restorative Justice Ministry Network, Huntsville, Texas.

²⁰ Representative, Christian Life Commission, Baptist General Convention of Texas.

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fully professional nature of our profession (which certainly existed long before many of the current professions that we lay equitability claims to in this cause).

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

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

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

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

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

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

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

Moreover, the issue of “equal pay for equal work” was not entertained. The issue of education was unimportant and it did not matter at all that many of us had advanced degrees, accredited Masters and Doctorates: there was no comment. The issue of experience was irrelevant and it did not matter how many years of service we gave, some

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with 10 and 15+ years of experience at the same pay schedule as chaplain with 2 years: there was no comment. The issue of complexity and broad responsibility to huge numbers of persons from clients to staff to the families of all did not mean anything: there was no comment. The issue of cost savings as indicated in the proposal was not relevant: there was no comment.

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

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

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

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

At the close of the meeting, Imam Omar Shakir²¹ asked Juliet Torres directly, having listened to all what was presented, "how did she feel about it all?" Juliet Torres responded rather nonchalantly that she felt her classification proposal sufficiently reflected the market data, reiterating the validity of the market survey.

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

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

The REAL question becomes this:

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

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

²¹ TDCJ Islamic Chaplain, supervising the Islamic communities of the MANY prisons of an entire TDCJ region at a pay scale LESS than a prison school teacher.

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B. Helping Chaplaincy Is a Good Thing—Good for Everyone

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

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

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

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

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

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

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

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

4. Chaplain Profession Equity L O N G Overdue

Chaplains have not been reclassified in 35 years. Emmett Solomon, former Administrator of Chaplains for TDCJ, notes:

“I was employed by TDCJ from June 1, 1964 until September 30, 1993. On February 1, 1967, I was promoted to Chaplain II at a pay grade 16 [*same as B-8 today*]. Assistant Wardens were also at pay grade 16. Chaplains have not been reclassified since that time. Assistant Wardens have been reclassified several times and virtually every other job has been reclassified upward since that time.”²²

Many efforts have been initiated over the years to up-grade chaplains from within several of the agencies, but top level administrators have balked. Nevertheless, most other positions, but especially those requiring advanced degrees have been re-classified several times in the last four decades. Worse still, new positions with much less entry requirements have been initiated at several pay grades above chaplains with master's, doctorates and decades of experience.

In the early '90's, unit chaplains were allocated secretaries (at the lowest pay grade for secretaries); then after several years even those secretaries were removed. Even Unit Project Rio Coordinators have secretaries. Even under the Programs and Services Division, many program positions have been instituted over the last five years—positions requiring less education and experience than entry level chaplains: like the Tier Program Coordinator and the Assistant Director of Religious Services. Currently, Texas state chaplains serve in several agencies, but they have no ability to coordinate professional interests or learn from each other. The benefits of professional development and cohesion of the State Chaplaincy Profession need greater attention, not just to compensation but to the benefit of Texas' agencies' missions.

Chaplains more than recoup their entire operating costs, especially within TDCJ.

Even within TDCJ, the Deputy Director has placed in writing that the Chaplaincy Department has grown and become complicated. An Assistant Director for Religious Services was hired who has never been a chaplain, hired at four (4) pay groups above the chief chaplain; that same document states that there are “no significant changes expected.”²³ That's good news for status quo. For what—another 30 years?

Chaplains have a profession that can *Only and Truly* be developed if they have some kind of say in the development of their own “skill” and “efficiency.” Within the missions of the Texas' agencies, the time has come to help the chaplaincy profession

²² Emmett Solomon, President, Restorative Justice Ministries, 1232 Avenue J, Huntsville, TX 77340, 936-291-2156, e-mail: esolomon@txucom.net.

²³ See Item 1, Inter-Office Communication dated September 6, 2000, in the back.

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truly enter the twentieth century with compensation and logistical support—time for professional equity.

5. TDCJ Chaplains Recover Operating Costs and Reduce Recidivism

They *More* Than Recover Their Entire Operating Costs

- **Religion & Health Care Costs:** Health care costs have risen faster than any other correctional costs.ⁱ Prisoners are adversely affected beyond the intentions of prison mission goals, often developing more severe emotional problems added to their own criminal behavior problems and outside the realm of abnormal diagnosis in DSM IV.ⁱⁱ
- **Religion gives Faith, Hope, Meaning:** Religion gives optimism, self-worth and security to persons, impacting the well-being of persons and their ability to handle stress.ⁱⁱⁱ In a review of over 200 articles,^{iv} religious commitment indicated a positive impact on morbidity and mortality, with over 80% of the studies indicating longer life.^v Prisoners are at a risk for suicide, and “Published studies consistently have shown that religious commitment is inversely related to suicide rates.”^{vi} Furthermore, given the ever-increasing cost of health care to corrections, Johnson and Larson state, “there is considerable empirical evidence concerning the beneficial effect of religious practices and commitment upon various health-care issues.”^{vii}
- **Religion & Institutional Adjustment:** Religion helps inmates deal with criminal behavior and issues of denial, helping them cope with the deprivations of prison life and understand the issues inherent in the loss of freedom; religion provides them with the opportunity to start a new life while in prison.^{viii} No one doubts that religion fosters coping skills in prison.^{ix}
- **Religion & Recidivism:** Given the above, reduced recidivism is a by-product, clearly the more healthy and well-adjusted inmates are the ones who stay out. Every chaplain (and regular volunteers) know several inmates who have stayed out as a direct result of their programming. Moreover if two ex-inmates do not return, such offsets more than *entire* TDCJ monetary cost for a single chaplain in a given fiscal year. For example, Senior Chaplain Gerald Saffel of the Ferguson Unit tracked inmates baptized in three months (12-91 to 2-92) to July of 2000 and found a 7.7% recidivism rate; 13 did not return; Senior Chaplain Saffel more than recovered the entire cost of his own salary for *seven plus* years in three to six months.^x With the volunteers supervised, the facts and vision go far beyond expectations; Texas’ full time chaplains reduce recidivism and recover more than their entire operating cost several times over. *WHY* are superlatives like these not blazoned in the sky?
- **Chaplain’s Own Initiative:** Add to the above, each chaplain on their own, as part of their mission and job description resources the community, the state and the nation at large. Chaplain M. G. Maness of the Lewis Unit in Woodville has kept records of the incoming religious material for the last four years: religious literature

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like Bibles, Qurans, study material, greeting cards, religious library books, tens of thousands of tracts—all at no cost to TDCJ. These records average out to a conservative value of upwards of \$30,000 dollars a year. In just the religious consumables alone, Chaplain Maness has returned to TDCJ nearly his own operating cost.

- **TDCJ Need --Good News:** from 1990 to 1997 the total crime rate dropped 30%; from 1988 to 1998, the crime rate has dropped significantly in direct proportion to TDCJ's increase in inmate population.^{xi}

Greater Needs Coming to TDCJ: from 1970 to 1999 the mental health system has increasingly de-institutionalized its services, down from 12,413 in state hospitals in 1970 to 2,309 in 1999.^{xii} “Between 1988 and 1998, while the TDCJ incarcerated population increased by 262%, the number of mentally ill offenders in prison receiving outpatient mental health services increased by 429%.”^{xiii} Work's increasing.

- **Chaplains Supervise a Multi-Religious Environment:** ^{xiv}

- Christians	104,481	- Jehovah's Witness	1,206
- Muslims	9,151	- Jewish	871
- Native Americans	1,277	- Buddhist	458

Major Faith Adherents: 117,733 of 141,758 = 83.5%

The Christian category comprises 73.7%, including 43,651 Baptists, 27,534 Catholics, 2,080 Methodists, 4,018 Pentecostals and 535 Lutherans.

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- **Point Question: with 83.5% in categories of major faith groups and 120+ other categories of adherents, do the Religious Constituents of Texas have a vested interest in the Professional Chaplains charged with supervising Faith issues?**
-

- **145 Chaplains Supervised in One Month, July 2000**^{xv}

- Employee Volunteers	65	w/ 552 hrs	- Mentor Volunteers	1,729
- Hospitality Volunteers	150	w/ 853 hrs	- Voyager Volunteers	328
- Volunteer Chaplains	403	w/ 7,192 hrs	- Marriage Sem. Volunteers	41
- General Volunteers	10,697	w/ 41,897 hrs	- Contract Chaplain Hours	926

- **145 Chaplains Led or Did in One Month, July 2000**^{xvi}

- Primary Worship Services	2,158	- Chaplain Classes Taught	705
w/ Volunteers	2,859	- Chaplain Counseling Groups	465
Total # of Inmates Attending ...	150,190	- Individual Counseling Interviews ...	5,126
- Additional Services	1,701	- Family Death Messages to Inmates ...	931
w/ Total # Inmates	69,192	- Inmate Crisis Calls Supervised	2,066
- Spiritual Growth Classes	1,734	- Inmate Deaths Worked	59

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w/ Total # Inmates 73,102 - Hours of Off-Unit Staff Ministry 692
- Community Service Hours 699 - Community Speaking Promotions 194

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- **State Chaplaincy:** the only department that supervises, facilitates & instructs inmates in the finer aspects of family values rooted in faith.

- **Religion: Human History's Most Significant Source for Change:**

Harvard Professor Gordon Kaufman said addressing the ultimate questions of life is a necessity for thinking persons.^{xvii} Professor John Newport of Fort Worth's Southwestern Theological Seminary (the largest in the world) said this necessity is built into human nature and "has been true through the ages; as long as humans have existed, we have asked ultimate and crucial questions."^{xviii} "Religion has existed in every society, from the most primitive to the most culturally advanced."^{xix} All of the major religions have always spoken to and provided interpretations about existence and influenced every aspect of human behavior, thought, feelings, family, culture, life, death and afterlife.^{xx} There is no more complex a profession.

Chaplains are part of a profession that has origins in the beginnings of human history. They are part of a heritage within the most significant source of human change on the planet: **Religion**. Their profession has roots in the most esteemed schools on earth. They access and supervise a hundredfold more volunteers than all the other inter-agency programs combined. Chaplaincy is not just another program but a profession that has access to **literally thousands of programs** with many hundreds as complicated and substantial as any "program" in TDCJ. Utilizing the most respected sources for character development in human history—the religious literature—with not one or ten kinds of curriculum, but chaplains with their extensive training are able to teach and supervise thousands of religious curricula.

- **Religion & Texas Chaplaincy: Full of Superlatives:**

How can a 22 year old **entry** level Programmer or Engineer make more than a fully credentialed chaplain? How can a Teacher's Aid make the same as an **entry** level chaplain that should have degrees and experience?

Most Texas Chaplains have decades of experience and graduate degrees, supervise older volunteers, counsel Texas' most troubled persons, impact general inmate morale and reduce recidivism in a hugely cost effective manner. With the cost savings and superlatives like "**Human History's**" most powerful source of change" and a "no more complex a profession," the superlatives show a clear case and need for Parity and Professional Equity for Texas Chaplains. Let's empower Texas' Chaplains to do **more** of what they already do and grant Chaplains parity with the other professions—Chaplains **more** than earn it. They deserve it.

Professional Equity and Parity for the Chaplaincy Profession would increase the "skill" and "efficiency" and thereby increase their already great contributions. Such aid would help to consolidate the varied interests and specialties of chaplaincy including the facilitation of cross-agency learning and networking as well as the statewide collation, preservation and publication of statewide chaplaincy data. The result: an increase in the "skill" and "efficiency" with which Chaplains resource Human History's greatest resource for change—all for the benefit of Texas in general—some of which is seen in the following pages.

6. TDCJ Chaplaincy & the Recidivism Benchmark:

Miniscule in Budget, Huge in Programs

- A. Chaplaincy "Profession" vs. "Programs" = Low Budget, High on Programs
- B. Chaplaincy Reduces Recidivism
- C. Chaplaincy & Other TDCJ Program Funding
- D. Chaplaincy's Impact Upon the Positive Statistics of Other Programs
- E. Chaplaincy's Reduction of Recidivism the Greatest of All (?)
- F. Chaplaincy Has the Smallest of Budgets with the Largest Number of Programs
- G. The Contribution to Recidivism Alone Justifies Professional Equity

Chaplaincy "Profession" vs. "Programs" = Low Budget, High on Programs

Within the Programs and Services Division, compare the "programs." All of them are high on bureaucracy and low on programs compared to the Chaplaincy Department that is so high on programs and so low on bureaucracy. The reason, undoubtedly, is that all of the other programs are so intricately tied to the inmate's release/work/good time parole-release classification status. And Chaplaincy has to be "chosen" by the inmate on a volunteer basis to be truly effective, and the need for bureaucracy is less for that reason. With all of that, the Chaplaincy services make a substantial contribution to the reduction of recidivism, if not a greater contribution. And *all of that* indicates *the greater* need to fairly compensate and grant equal logistical support.

No one is questioning the need of a single program currently in TDCJ. They all have enormous value--certainly. But the question arises in how the Programs and Services Division has undervalued Chaplaincy for so long when their contribution is so great—even equal to if not so much more than the other programs. This comparison is just one more reason for professional equity and not the most substantial reason, the greatest reason for parity remains the same—chaplains facilitate Human History's greatest resource—*Religion*.

To the Point: Is reduction of recidivism important? Seems so. Many TDCJ programs have been started and deleted because of their impact upon recidivism. We could have listed them and how those cancelled programs had greater budgets than chaplaincy—than the chaplaincy program that had preceded and has succeeded them.

One reason for overlooking this, undoubtedly, is *because* "Chaplaincy" is not just a "Program," not just another "idea" with a few curricula—but *because* "Chaplaincy" is a profession with thousands of curricula impacting not only recidivism but *so very much more*. Spend some time with that. Many programs have been started with greater budgets, smaller curricula, and cancelled simply because of their

impact upon recidivism (just recidivism), while chaplaincy preceded and succeeded those programs, has been lower in budget, continues to impact recidivism and impact other areas as well as recidivism—note, *not simply recidivism*, but *also impacts so many other areas*.

Chaplaincy is *not just another* “program” but in many ways brought to TDCJ the *first programs* that are *now* funded tenfold and more above their progenitor. Not to mention the salaries of those program leaders. Chaplaincy is a profession. Chaplaincy fills unique needs and makes a unique contribution that stand out from among all “programs.” One instance of this, outside but not totally outside the religious framework, is that for chaplaincy to be truly effective, it has to be open to all. In very small terms, the institutional “Chaplain” is by and large “available” to all, open to all *because* the profession at its roots is one that “values persons” and “faith” and “goodness.” Having a person on staff that forwards the highest values of the human race as a profession—in a non-sectarian fashion—fills a unique role in any institution. And reduction of recidivism is just one of many by-products.

So to the Point of Again—*Is Reduction of Recidivism Important?*

B. Chaplaincy Reduces Recidivism. This Chaplaincy does, enormously, even though the Chaplaincy has elements that proceed without respect to recidivism, like religious practice and supervision because inmates have a constitutional entitlement and someone needs to supervise the vast numbers of volunteers. Yet impact recidivism, chaplaincy certainly does do that too. Enormously and from several points as pointed out in the previous chapter. Sometimes is ways very hard to determine. And TDCJ chaplains reduce recidivism in such an extraordinary sense that they more than recover their entire operating costs (see the previous chapter).

C. Chaplaincy & Other TDCJ Program Funding. Many programs in TDCJ, like the programs on Substance Abuse, Sex Abuse and other education programs are funded in the hundreds of millions of dollars. They are powerful and valuable. Not a single chaplain wants to take away a single program.

Windham teaches how to read. While some chaplains can access some volunteers to do that too, no one is better prepared to teach like Windham's credentialed teachers. And they are worthy of their salary and more. Yet chaplains who have many more degrees and experience and manage curricula and a huge diversity of programs--many more than teachers--are *NOT* compensated even equal to teachers nor the chief chaplain even equal to a principal. This is backward.

D. Chaplaincy's Impact Upon the Positive Statistics of Other Programs. Without a doubt, some of the Chaplaincy Services actually contribute to the other programs; that is, Chaplaincy contributes to the reduction of recidivism statistics in the non-religious mandatory programs like Substance Abuse, Sex Abuse and even

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Windham School. How? Whether conscious or not, to the extent that inmate clients in those non-religious programs utilize their roots in faith to overcome their problems and stop the cycle, well, therein is certainly another portion of the Chaplaincy's contribution to recidivism reduction. Impossible to measure, certainly, but there nevertheless.

Also, the chaplaincy and faith resources impact the attitude of the student. Every major faith encourages learning, studentship, citizenship, growth, responsibility and general good behavior. To this paragraph can be added--literally--ten million volumes.

E. Chaplaincy's Reduction of Recidivism the Greatest of All (?). What about recidivism? With respect to reduction of recidivism, perhaps, just *perhaps*, the total chaplaincy program--*alone*, contributes to the reduction of recidivism to a greater degree than *ALL* of the other programs. The chaplains themselves, and through the volunteers they facilitate, contribute enormously to the reduction of recidivism--irrespective of constitutional religious entitlements. And if not greater than all together, at least, at the very minimum, chaplaincy contributes more to the reduction of recidivism in a greater way on a dollar for dollar basis when compared to the budgets of the other programs.

F. Chaplaincy Has the Smallest of Budgets with the Largest Number of Programs. Compared to ALL of the programs in the Programs and Services Division with hundreds of millions of dollars budgeted, the Chaplaincy Department is miniscule. Comparatively, the Chaplaincy Department is miniscule in budget requirements and huge in programs. Even with the proposed Texas State Chaplaincy Commission, it would *still* be miniscule in budget requirements and facilitate leadership in adding to its already huge resources in programming.

Certainly it is impossible and not fiscally responsible to attempt to fully recover and statistically quantify the full impact of Chaplaincy itself or the impact of Chaplaincy programming upon the positive statistics of other agency programs. Even the records that TDCJ does keep on the Chaplaincy speak volumes. And the nature and contribution of the Chaplaincy Services is one of the few programs that most reasonable persons just "intuitively" value. Even those who do not practice their faith would assent to the value of "religion" in general.

G. The Contribution to Recidivism Alone Justifies Professional Equity. The Chaplaincy Services' reduction of recidivism *alone* justifies compensating chaplains according to their contribution to recidivism. The Chaplaincy does this to a degree second to no other program. The Chaplaincy does this with a comparatively miniscule budget. Even with full compensation, as outlined in the Texas State Chaplaincy Commission proposal, that compensation increase and the total budget allocations for a Commission and for separate divisions within each agency would *STILL BE MINISCULE* compared to the others--debatably--doing less with respect to recidivism.

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In other words, Chaplains are contributing more to the reduction of recidivism with much less funding and much less logistical support. But that is not all, as outlined in the preceding chapter, chaplains *also* contribute to unit peace and help staff and help the inmate's families. And they have done this loyally for 40+ years without the loyalty of compensation adjustments given to the other programs and professions.

Chaplains facilitate human history's most significant resource--religion. And they reduce recidivism in the process. And they positively impact the recidivism statistics of OTHER non-religious programs. And they positively impact staff. And they positively impact the families of inmates. And they supervise volunteers who do all of that too.

Why, **WHY** in heaven are they compensated less? Why are chaplains compensated less, though they generally have more education, more experience and so greatly impact every mission critical function of their agencies? Why is a Senior Chaplain with several degrees and 17 years in TDCJ making the same salary as a Programmer II with a HS/GED and one (1) year's experience. And why has this gone along so long?

Professional Equity and Parity can help redress the above and guard against future neglect and facilitate the development and growth of the Chaplaincy Profession as a whole--further empowering the Chaplaincy to make even more enormous contributions at such a cost-effective rate. Texas' interests are at the heart of Professional Equity for chaplains.

Professional Equity and Parity for the Chaplaincy Profession would increase the "skill" and "efficiency" and thereby increase their already great contributions. Such aid would help to consolidate the varied interests and specialties of chaplaincy including the facilitation of cross-agency learning and networking as well as the statewide collation, preservation and publication of statewide chaplaincy data. The result: an increase in the "skill" and "efficiency" with which Chaplains resource Human History's greatest resource for change—all for the benefit of Texas in general—some of which is seen in the following pages.

7. Chaplaincy Mission—Huge, Indefinable, Capable of More

- A. TDCJ Mission Statements
- B. Chaplaincy Mission Implications
 - 1. Correctional Mission Implications
 - 2. Method of Delivery
 - 3. The Challenge: Beyond Full Definition
- C. The Application of the TDCJ Chaplain's Mission
 - 1. Prison Chaplain Network Flowchart
 - 2. Prison Chaplain Pastoral Care Direct Delivery
 - 3. Prison Chaplain Pastoral Care Volunteer Delivery Supervision

A. TDCJ Mission Statements

Texas Department of Criminal Justice Mission Statement: Why We Exist

The mission of the Texas Department of Criminal Justice is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime.

TDCJ Web Site, January 2000

Philosophy Statement: Core Values & Guiding Principles

The Texas Department of Criminal Justice will be open, ethical and accountable to our fellow citizens and work cooperatively with other governmental entities. We will foster a quality working environment free of bias and respectful of each individual. Our programs will provide a continuum of services consistent with contemporary standards to confine, supervise and treat criminal offenders in an innovative, cost effective and efficient manner.

TDCJ Quality Control Council
TDCJ Newsletter, Revised March/April 1994

TDCJ-ID Chaplaincy Department Mission Statement

The mission of the Chaplaincy Department of the Texas Department of Criminal Justice: Institutional Division is to positively impact public safety and the reduction of recidivism through rehabilitation and re-integration of adult felons into society through

- (a) Pastoral Care,
- (b) Quality Program Management and a
- (c) Therapeutic Community.

TDCJ Chaplaincy Strategic Plan

B. Chaplaincy Mission Implications

1. The Correctional Mission Implications
 - (a) Pastoral Care
 - (b) Program Management
 - (c) Therapeutic Community
2. The Method of Delivery
2. The Challenge: Beyond Full Definition

1. The Correctional Mission Implications: to provide quality (a) Pastoral Care, (b) Program Management, and (c) a Therapeutic Community that promotes public safety, produces change in criminal behavior and reintegrates offenders into society.

(a) Pastoral Care: doing what it takes to encourage someone toward a higher level of living, especially within a Faith Context and struggling with that person in mutual growth. Quality Pastoral Care is care and a relationship delivered in a religious context with the purpose of determining and developing the vital issues of ultimate concern in life. This developing is growth--growth that enriches meaning in life and fosters change toward a higher degree moral living as defined by a chosen faith, the essence of religion.

What are his or her vital issues of ultimate concern in faith, life, heart and soul? How can they come to terms with their vital issues? How can they work through their vital issues in their community of faith, in their family, in the hostile environment of prison and in society as a whole?

(b) Program Management: delivers Pastoral Care through the inter-religious service of the chaplain, through the chaplain's own religion and through the chaplain's resources and associates in other religions. The theology, philosophy, beliefs and practices of every religion address innumerable *Vital Issues of ultimate concern*. These vital issues include all the concerns of heart and soul, every aspect of whatever makes up the personhood and being of each person as they relate to the rest of the universe. A few of these *Vital Issues are:*

God, Supreme Being &/or Spirit,	Existence--Being--Non-Being,
Life Crises & Goals,	Identity & Sexuality,
Eternity & Annihilation,	Nature of Growth & Death,
Universal Forces,	Origin--Beginning--Ending,
Purpose Pain & Pleasure,	Purpose of God & Humankind,
Derivation & Purpose of Law,	Sources of Authority,
Destiny of Humankind,	Coping with Life & Prison,
Scripture Interpretation,	Transcendence,
Truth--Dignity--Honor--Love,	Cycles & Stages of Life,
Moral & Social Accountability,	Family--Marriage--Separation,

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Wisdom & Life Skills, Essence of Good--Evil,
Essence of Humankind & Principles, Purpose--Meaning in life.

(c) **Therapeutic Community:** the chaplains and team as they relate to the inmates, the staff, the community and each other in the delivery of quality pastoral care. This delivery is within the context of the entire treatment and correctional team.

2. Method of Delivery: in the context of sustained religious programming, the needs of persons determine the allocation of available resources. The closed nature and the close quarters of the system force the creation of unique and intense relationships. Though a preponderance of delivery is directed toward the inmates, effective delivery has a focus that includes all persons: staff, inmates, volunteers, chaplains and the families of all. Only by being available to all of the needs and vital issues of every person in the system—regardless of faith—will the highest possible level of pastoral care be available to any one person.

3. The Challenge: Beyond Full Definition. The caregivers are only mortal. At times the best effort is a fragile struggle between two people, two souls, two sets of vital issues: one is as available as he or she is able, the other is on the brink of collapse into a lower level of living or destruction. So the history of every religion brings a confidence that if anyone takes a seed of faith there is in that seed a hope--a hope in a destiny of significance, worth and purpose. The seed sown has power in itself, far beyond the limitations of the mortal sower.

This is the job, *in part*, of the TDCJ Unit Chaplain making the same salary as an entry level TDCJ Programmer II whose minimum qualifications ask for a HS/GED & 1 year of experience; *However, No* experience in any field is required if that person has BS with a smidgeon of computer hours (see Item 2: Job Requirements for Programmer II, in the back). Does not everyone, inside and outside of TDCJ, intuitively understand the kind of education and experience it takes to do the above within the interpersonally hostile environment of a prison? No one anywhere would expect a 20-25 year old to be truly effective to the above tasks of a chaplain.

Professional Equity and Parity for the Chaplaincy Profession would increase the “skill” and “efficiency” and thereby increase their already great contributions. Such aid would help to consolidate the varied interests and specialties of chaplaincy including the facilitation of cross-agency learning and networking as well as the statewide collation, preservation and publication of statewide chaplaincy data. The result: an increase in the “skill” and “efficiency” with which Chaplains resource Human History’s greatest resource for change—all for the benefit of Texas in general—some of which is seen in the following pages.

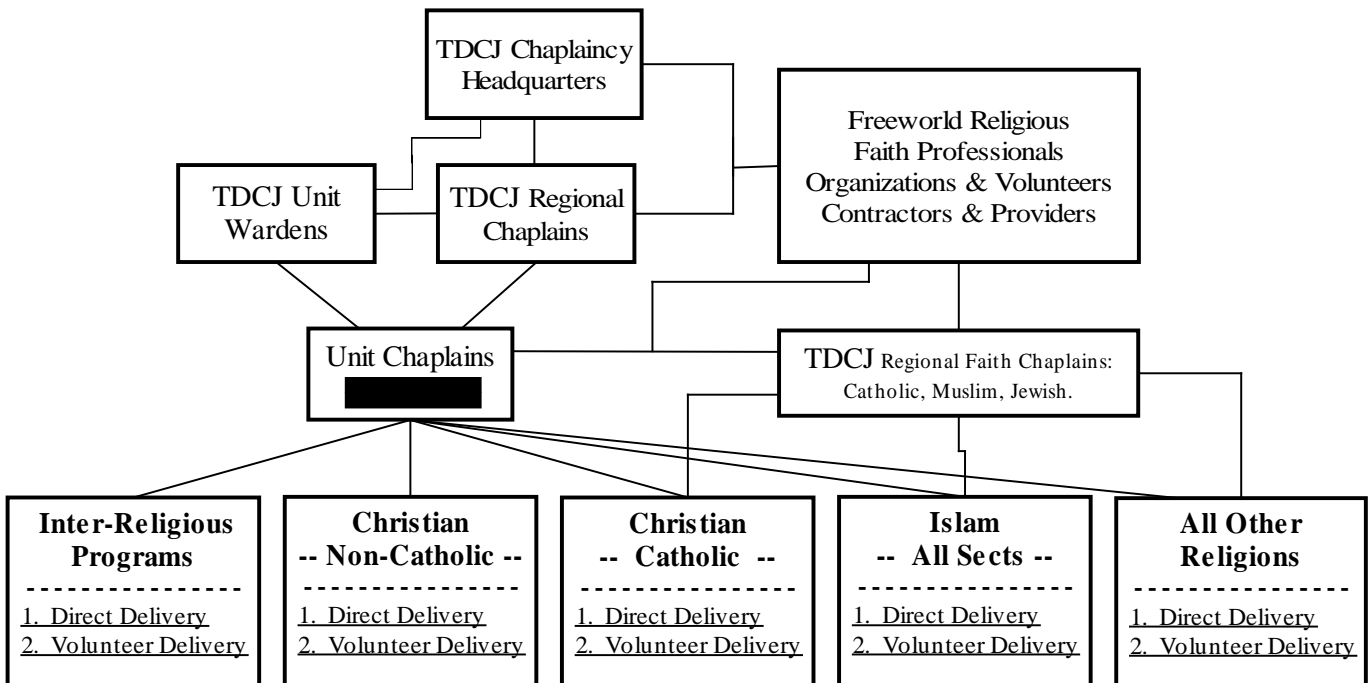
C. The Application of the TDCJ Chaplains Mission: Unlimited Opportunity

1. Prison Chaplain Network Flowchart
2. Prison Chaplain Pastoral Care Direct Delivery
3. Prison Chaplain Pastoral Care Volunteer Delivery Supervision

The following is *only part* of the multi-faceted work and network and spectrum of tasking involved in Criminal Justice Chaplaincy. It is far from complete, far from comprehensive, for each TDCJ Chaplain has something uniquely specific going on, on their units. And of course, while similar, there would be whole categories that would need to be added to fully understand the multi-faceted nature of TYC and MHMR chaplaincy work.

Notice how in each category of faith delivery there are two levels: Direct Delivery and Volunteer Delivery. This indicates the broad spectrum and variety of a Unit Chaplain's leadership and network and supervision. The following sections explain further the breadth of the networking.

1. Prison Chaplain Network Flowchart



This is just part of the network. See Appendix 2: Texas Chaplain's Professional Network which shows a larger picture of another part of the networking chaplains do.

2. Prison Chaplain Pastoral Care Direct Delivery

Direct delivery is the delivery of quality pastoral care by the Unit Chaplain to the following three (3) categories, including the chaplain's supervision of Volunteer Chaplains who also give limited direct delivery to Category 1 and help with Categories 2 and 3. And chaplains regularly network with local and national clergy and with other volunteers in the organization and delivery of pastoral care in some aspect within all

To:	
<u>Inmates</u>	<u>Staff</u>
Emergency/Crisis Counseling Individual Counseling Family/Faith Cohesion Holiday/Religious Emphases Religious/Faith Literature On-Call Support	
<u>Inmate Networking</u>	<u>Staff Networking</u>
Small Groups	Unit Faith Resourcing
Music/Study Groups	Marriage/Funerals
Worship Services	

To & With:
<u>Volunteer</u>
Volunteer Networking Orientation/Screening In-Servicing On-Call Support Developing/Communication Policy & Structure Supervision/Solicitation

To & With:
<u>Community</u>
Religion Networking Ecumenical Support Church Involvement Chaplain's Own Faith Network Local Ministerial Alliance Local Faith Groups as Needed

three categories.

Category 1

Category 2

Category 3

3. Prison Chaplain Pastoral Care Volunteer Delivery Supervision

Chaplains supervise both the direct & indirect delivery of quality pastoral care to Inter-Religious Programs. In such programs inmate clients from potentially all faith/religious persuasions are allowed participation. This is just one aspect of many of how chaplains supervise the volunteer delivery of pastoral care. The following is just one example of one chaplains initiative to expand current volunteer programming. Many chaplains have other organized efforts to resource the community, and to a great degree such accessing of the community depends upon the community itself.

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8. Some of the Indefinable, Finer Aspects of Chaplaincy

A. Carol Vance on Chaplaincy, former TDCJ Board Chairman

B. Senior Chaplain M. Mantooth: Desert Storm & Prison Chaplaincy

A. Carol Vance on Chaplaincy:

Former Chairman of the TDCJ Board, former Harris County District Attorney

1. The Chaplain's Unique Job:

The chaplain has a unique role, and there is not a good progressive warden out there that does not appreciate that role. The morale of the unit is two fold. It depends upon the collective morale of the staff and the general contentment level of the inmates. The chaplain is the only person who nearly always has total credibility with the inmate.

In times of collective trouble the chaplain is invaluable. For individual problems such as suicides, notices of death in the family, divorces and other problems the chaplain is the outlet to try to sooth the hurt and keep individual and collective eruptions down and to a minimum. Also chaplains have generally been available to comfort staff at times of deep need which is very important to the operation of the unit. The chaplain is the prisoner's messenger to the warden and the warden's messenger to the prisoners. His unique qualifications and experience permit him to occupy a role on the unit that is most helpful in keeping down suicides and calming anger that can easily turn to violence. This story needs to be told.

2. The Recidivism Rate:

Every study in America shows the importance of religion and an active spiritual life to the happiness and prosperity of the individual and the individual family. Both Presidential candidates are campaigning about faith based ministries. Studies prove kids active in church are much less likely to go to prison. Prison studies show the r-rate [recidivism] is much less if inmates are engaged in spiritual programs even if it is only a once a week Bible study. Mentoring and other programs by volunteers are a big help to society, and these cannot exist without a good and active chaplain with admin skills and who knows what he is doing. AA is based on the fact God can and does change human behavior even in the worst cases of addiction.

All of the spiritual programs at a unit are helpful to saving tax dollars and getting the inmate to change and want to take advantage of other TDCJ opportunities and to go straight on the outside. Chaplaincy holds the key to that.

B. Senior Chaplain M. Mantooth: Desert Storm & Prison Chaplaincy

"What do you suppose General Schwarzkopf would have told President George Bush if he was given the order to use unpaid volunteers to fight Desert Storm? And also he would have to raise his own money to buy equipment and ammunition. This may sound silly, but the job we have to do as chaplains is so huge that it is inconceivable that the state would expect us to do it with the budget and resources allocated to the chaplaincy. Everybody seems to agree that the chaplaincy is providing a needed service, but so far no one wants to equip us to do the kind of job that our mission calls for us to do....

"In order to effectively fill the chaplaincy ... the agency is going to need to offer compensation to the demands.... The military has equipped its chaplaincy in such a fashion. They would have six chaplains, each with a chaplain assistant, to do the job that two or three chaplains and one SSI are faced with in the agency. We need to begin the new millennium with a task force that is fully equipped to meet the challenges of correctional chaplaincy. You have my full support."

*** Chaplain Mantooth has a 220 hour Bachelor of Science in animal science, a 90 hour Master of Divinity from TCU, 2,000 hours of clinical pastoral education, 18 years as a Army Chaplain, 5 years in TDCJ (making the same salary that a potential 19 year old with a GED & 1 year exp. in programming [see Item 2 in the back]).

*** We can hardly add to that, but this: the Army is populated today with of our brightest and healthiest persons. On the other hand, a "Prison" Chaplain faces some of the most needy individuals on earth, some of which are in fact the meanest, nastiest, most violent and troubled on earth, who themselves are not free to access free-world sources, who are in a more controlled and interpersonally hostile and paperwork driven environment.

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9. History and Value of Chaplaincy: by Emmett Solomon

- A. Chaplains Were the First Treatment Providers
- B. Chaplains as Government Employees
- C. Role of Correctional Chaplaincy Is a Difficult Role
- D. Need for Chaplaincy Has Increased

Rev. Emmett Solomon, President, Restorative Justice Ministry Network,
-Retired Chaplaincy Administrator for TDCJ,
-Publisher of *Restorative Justice News* (formerly, *INFORMS*),
-Nationally recognized expert & lecturer in the field of Criminal Justice Ministry
Restorative Justice Ministries, 1232 Avenue J, Huntsville, TX 77340, 936-291-2156,
e-mail: esolomon@txucom.net.

A. Chaplains Were the First Treatment Providers

The Faith Community was first to send people to dungeons and jails to tend to the needs of prisoners. In the early 20th century those people came to be known as "chaplains." That word was popularized in the military services. Usually, a chaplain was a "clergy" who was charged with overseeing a chapel. The word eventually broadened to be a person who ministers to people in specialized settings.

B. Chaplains as Government Employees

When the government sent its troops to "out-of-the-way" places, it was charged with the responsibility to care for them, physically, mentally and spiritually. The chaplains were supplied by the government as were medical and mental health professionals. Using that same understanding, when governments incarcerate individuals in "out-of-the-way" lock ups, the governments also supply Correctional Chaplains for the same reasons the military does.

Following World War II, Correctional Chaplaincy became a recognized profession. Its primary professional organization is the American Correctional Chaplains Association. It is an affiliate of the American Correctional Association. The ACA has developed standards for correctional institutions which include Correctional Chaplains to provide Pastoral Care and oversee the religious programming for an institution. Clergy are a part of modern institutional life as are doctors and lawyers.

C. Role of Correctional Chaplaincy Is a Difficult Role

The role of the Correctional Chaplain is not fully understood by some of the prison staff. One of the difficulties is that some staff think it to be an "easy job." Chaplaincy requires the absorption of pain in its personal interactions with the people who live and work in a "suffering system." That is precisely why chaplaincy brings "healing." The criminal justice system does not general bring much healing, because the

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professionals who administer it try to do it in a very impersonal manner to avoid "the great pain" which is endemic to the system.

Henry G. Covert is the author of "Ministry to the Incarcerated" published by the Loyola Press in 1995. He says that in his 19 years in law enforcement before becoming a Correctional Chaplain, he never had a job that was as difficult as that of being a chaplain at a major prison.

Emmett Solomon, Former Director of Chaplains for TDCJ reports that in the early 70's when Billy McMillan was promoted from Assistant Warden to Warden of the Eastham Unit, he began his first staff meeting by saying, "I want you to know that the most difficult job at this unit is being chaplain." He paused for about 20 seconds for emphasis and then moved on to other issues.

D. Need for Chaplaincy Has Increased

Correctional Chaplaincy has grown in importance year by year. Chaplains interface with the community at a much greater rate than any other person on an institution's staff, therefore, the chaplain should be an adequate and well trained professional, who is appropriately compensated.

In the early 60's Texas chaplains were classified in the State Classification System at a similar level as Assistant Wardens because of the high educational requirements associated with the position. In the early 80's the leadership of TDC quit using the State Classification System as it was designed. Step raises were no longer used as merit increases. People employed after that time were kept at step one of the pay group in which they were classified. Of course it was only a matter of time until, wholesale reclassification became necessary. Most departments of the agency have gone through major reclassification; however, Chaplaincy has not yet been granted theirs.

Emmett Solomon, President of the Restorative Justice Ministry Network,
Former Chaplaincy Administrator for TDCJ,
Publisher of Restorative Justice News (formerly, INFORMS),
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10. Attrition: NOT the BEST Reason to Raise Salaries

1. Basic Argument: "Value & Equality" over "Attrition"
2. Why Professionals Stay: Rootedness
3. What is "Value and Equality"?
4. Reason and Where to Go!

1. Basic Argument: "Value and Equality" over "Attrition"

Thankfully, the state has begun to address some of the pay issues for officers. While indeed many are asking for raises for officers to reduce attrition, attrition alone is not the best argument for a pay raise. The argument from "attrition" is crisis management.

This applies to chaplains. You should NOT keep salaries down because chaplains stay. Fair employers reward contribution and loyalty, and the chaplaincy contribution is not just intuitively understood but documented in many cases and just so obvious in most others. And that chaplaincy contribution is so much greater than most of the other programs in TDCJ Programs and Services on a dollar for dollar basis. But that is not what has happened.

The need for pay raises for TDCJ Unit employees is so very obvious to any fair-minded person. Most have been stuck at the low end of their pay group for ten years or more—chaplains too. Some single parent officers actually qualify for federal aid. That is shameful, and shameful because other "State" officials with jobs requiring similar skills make so much more. To "Exclude" one group as one TPEA official did simply because some CO's are leaving--*this* is actually prejudicial against the CO's who are staying as well as certainly prejudicial against the excluded supervisors. It is prejudicial against the loyal employees.

Why "Value" the ones who are leaving over the ones who stay? If none of them would have left, would there have been any consideration? Does "love" for one's job somehow disqualify an employee from a raise? Do we need to always cater to _____ you know?

Many CO's will be here, as a team, and not quit; will be here and retire from TDCJ regardless of a pay increase? Chaplains too. Many love their profession, desire to excel. Some retired officers are returning? Many will stay regardless of pay because it is a profession, it is a family.

Certainly, "attrition" has reason: it has brought a crisis. We NEED officers. But the real reason and prior reason and MOST important reason to lift TDCJ officers and unit employee salaries *ought* to be because of their value and contribution. Not because some leave.

2. Why Professionals Stay: Rootedness

It takes grit and strength and some officers will "NOT" stay for "ANY" amount of money. Because you either have what it takes or you do not. Not everyone for any amount of money can deal with some of the roughest, most manipulative and meanest people in the land for eight or twelve hours, every single workday and go home a happy person. You either cultivate a professional attitude, become corrupt or quit.

The main reason some officers will "NOT" leave or even go for promotion to other cities is "because" of their rootedness. They are staying in the localities because of the stability of their families. Should we not "Reward" stability and rootedness? Such rootedness is clearly one of the most significant components of reliable and loyal employees.

To argue exclusively from "attrition" is rather backward, in a way placing MORE "value" upon the "less-rooted" than upon the "rooted." The only reason the argument for attrition arose is because of the crisis, but the need in salary increase has been there for many decades.

3. What Is "Value and Equality"?

All of the staff in each TDCJ Unit need a raise to come up to the national average, sure. But that is not quite as substantial a rationale as this: how about giving a raise to equal employees in other Texas agencies. Anything other than a career ladder, compensating for education "AND" experience is just another prejudicial blow to morale. It is unjust to offer career paths and excellent pay for contractees like Windham School and UTMB (which they deserve, btw), but to leave out TDCJ's own staff--not just leave out, but repress and hold them back in the face of unrelenting inflation. Of the TDCJ dedicated, we do in fact ask for more years of experience and education than do the contractors themselves ask of the contractees. Is that equal or fair?

In the chaplaincy department, how is it that the director of chaplains with several degrees makes LESS than the directors of the Tier Program, Substance Abuse, Sexual Abuse, Post Trauma Treatment. How is it that the Chief Chaplain for one of the largest penitentiaries in the world makes "8" pay groups below the Director of Bingo Operations. This is all the more unjust when the director of chaplains, by and large, has twice the number of degrees and experience.

When viewed from the perspective of the Texas 2000 Re-Classification proposal (See Appendixes 7 & 8), we see how unfair TDCJ is treated. Bear in mind that in Appendix 7 where demographics are given, Texas Classification has proposed raising the limits of the maximum end of the A and B Pay Schedules. Since most persons on TDCJ Units—on the Unit Level—are on the *lowest* end of the pay scale and below B-13, how much more prejudicial is that? What really needs to be done is raise the lower end, raise

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the lower third of the A and B schedules by about 25% and skip raising the upper end or on a vastly reduced percentage.

Bear in mind, we all think the principals and teachers are making what is normal and can use more. What is "NOT" normal is that the chief law enforcement officers and TDCJ staff of multi-million dollar environments have been ignored for so long. In the mean time, other state offices and professionals have kept up somewhat with inflation (including education, medical and DPS).

Some mid-level positions within TDCJ Huntsville start with a higher salary for less experience than is commonly asked for unit sergeants and lieutenants and degreed staff. The engineers start at the mid-ranges of their pay groups.

Does anyone find it strange still that a 25 year old ex-felon-inmate can leave TDCJ with a GED and an air-conditioning maintenance certificate and start off at a job making MORE than the CO who supervised him for the last five years?

Strangest of all – how on earth did we chaplains come to the point where a 19 year old with 1 year experience and a HS/GED with no work history whatsoever can enter into TDCJ and make the same salary at a 17 year veteran TDCJ Chaplain with three degrees. How is it that chaplains have not been reclassified in 30 years while most of the positions have been reclassified many times in 30 years.

4. Reason and Where to Go!

Without a pay raise worth much in the last 15 years, with inflation an economic constant, with RIF cuts throughout in belt-tightening (causing heavier work loads), and given other state agencies' pay increases and comparative contractor pay inequity--all this hurts each **TDCJ Unit Staff** as we have been ignored for so long. Reason for being ignored? The "reason"—I believe—is in part because TDCJ employees have been quietly doing their job and taking care of their families and each other.

Definitely – against the Texas 2000 Classification proposal seen in part in Appendixes 7 and 8, there is a need to look at raising the “lower end” of the pay groups of the “lower” half of the A and B schedules. That should be addressed first. Remember, most unit staff have been on the *low end of their pay groups for decades*.

Compared to other "Texas State Agencies," how do TDCJ employees fair? It is clear. We are the recipients of the scraps from the economic table, tossed a hundred dollar bill every now and then to appease. Not truly invited to sit at the table as an equal. All the while we endure the rigors of jobs with no fewer challenges than anyone else around the table. Don't forget, either, that the peace around the table is in a large part due to the scrap takers below. A CO should not have to wait fifteen (15) years before reaching the high end of the pay scale.

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Why should we give raises to TDCJ? We should do this because of THEIR VALUE to Texas, first and foremost. Because TDCJ incarcerates more with fewer escapes and fewer incidents than most any other state penitentiary in the nation. Why? Because they do a better job. They need a raise NOT because some leave, but BECAUSE SO MANY STAY, because so many DO love their job, because so many have been dedicated for so long and are even returning. Chaplains too.

But most of all, we should not remain on the low end of the pay scale forever, for 15-20 years like we have.

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11. Comparing Pay Groups: Disparity & Inequity

Div. Director Progs & Sers	Director IV	B-20	8,000/month
Deputy Dir. Progs & Sers	Director III	B-19	6,250/month
2 Assistant Directors	Manager IV	B-16	5,305/month
Assistant Dir. Progs & Sers	Director III	B-19	6,600/month
Director Substance Abuse	Manager III	B-15	4,655/month
Therapeutic Comm. Sup.	Prog. Admin. V	B-13	3,630/month
Asst. Dir. Religious Services	Manager II	B-14	4,655/month
** Not a credentialed chaplain**			
Dir. Substance Ab. Treatment	Manager III	B-15	4,655/month
Therapeutic Comm.	Progr. Admin. V	B-13	3,630/month
Dir. Sex Offender Treatment	Manager II	B-14	4,655/month
? Under	Progr. Admin. V	B-13	3,518/month
Dir. Volunteer Coordination	Progr. Admin. V	B-13	3,630/month
? Under	Progr. Admin. IV	B-12	3,309/month
Tier Program Director	Progr. Admin. V	B-13	3,518/month
Regional Directors	Director II	B-18	5,483/month
Assistant Directors	Progr. Admin. IV	B-12	3,412/month
Dir. Laundry/Food Services	Manager IV	B-16	5,305/month
Dir. Classification & Records	Manager IV	B-16	5,305/month
Dir. Emergency Action Center	Progr. Admin. III	B-11	3,209/month
Entry Level Engineer	Engineer I	B-9	3,109/month
Entry Level Engineer	Engineer II	B-10	3,418/month
Engineer	Engineer III	B-13	3,644/month
Entry Level Programmer	Programmer II	B-8	min. HS/GED + 1 yr exp
Entry Level Programmer	Programmer III	B-10	min. HS/GED + 2 yrs exp

-- Current Chaplain Pay Groups --

Dir. Volunteer Coordination	Chaplain III	B-10	2,925/month
--AKA Director of Chaplaincy			
Reg. Chap. Supervisor	Progr. Admin. I	B-9	2,749/month
Unit Senior Chaplains	Chaplain II	B-8	2,589/month
Unit Chaplains Entry	Chaplain I	B-5	2,161/month

Each "B" schedule pay group has a pay range; see Appendix 5: Texas State Classification Salary Schedules A & B. The disparity between the two groups is glaring. But what makes the disparity even worse is that most of those above are in the mid-range to high-range of the respective pay grade--including the new Assistant Director for Religious Services in TDCJ who is not a credentialed chaplain. But the Chief Chaplain and Regional Chaplains and most all of the Texas State Chaplains are on the lowest end

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in their respective pay groups. And they have been on the low end of the pay groups for decades.

That is not just a disparity anymore, but a gross inequity. Even the Tier Program Director (B-13) did not have to have the education and experience of an entry level chaplain (B-5). There are no schools across the nation with graduate programs in Tier Program management. The Chaplaincy Department has been left far behind in pay structure and development of their profession in the last 40 years, in spite of repeated efforts to up-grade chaplains from within, repeatedly ignored with respect to the economy and with respect to their required experience and education and most importantly with respect to the contribution that the Chaplains make to every mission critical aspect of TDCJ.

That is not all. Compare the following with Chaplaincy:

Parole Division	Director	B-19
	Deputy Director.....	B-16
	Special Program	B-16
	Staff Development.....	B-13
	Ombudsman	B-9
Victim Services	Director	B-15
	Asst. Director.....	B-13
	Victim Offender Mediation	B-12
	Office Manager	B-11
	Technical Writer.....	B-10
	Victim Impact Panel	B-9

The disparity is glaring, especially when one looks at the appendixes at the close of this proposal. We are not saying the compensation for these positions is outside the normal. But when compared with Chaplain compensation, education, experience and the overall contribution of chaplaincy services—the disparity is unfair at least, at worse far from fair and professional employment practices. That attempts have been made over the last decades to lift chaplains causes one to question. Why?

How can the “Technical Writer” or “Office Manager” for the Victim Services Division make the same salary as the Chief Chaplain for TDCJ? It certainly has NOT been because the previous leaders of the chaplaincy department have not tried.

Chaplain Services make a significant contribution. They deserve and need parity. They have families too. They have exhibited loyalty. They love their jobs. That is why they stay, because they love what they do so much. They deserve compensation and have been purposefully overlooked, unfairly overlooked. And for the most part, it is “love for the job” itself that inhibits comment or complaint.

At the very minimum, Staff Chaplains need a significant compensation adjustment. Between TDCJ, TYC and MHMR, they could do so much more and their profession itself could grow to make their already great contributions more significant.

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Soon after this proposal went public in mass e-mails and posted at www.PreciousHeart.net an e-mail was sent to all TDCJ Chaplains on 11-21-00, a few days before Thanksgiving (see Item 4: Chaplaincy HQ E-Mail—11-21-00 in the back). For the first time in 30 years—as far as anyone knows—they have initiated a re-classification. *The great fear of chaplains* is that this is an attempt at appeasement of some sort and *no real attempt at parity*. The point is that the re-classification *without* the ominous overtones should have been initiated *30 years ago and every 5 years* thereafter, like the other positions in TDCJ Programs and Services that do NOT make the same level of contribution to the critical aspects of the TDCJ mission or to recidivism. *Should have been done 30 years ago* instead of at this late hour, after chaplains themselves have had to go to great lengths and to others and certainly not after the chaplaincy records of its own growth in numbers of programs and volunteers and volunteer hours have been destroyed. **Chaplains deserve Parity, Professional Equity, and Programs & Services should join us in the this proposal.**

While we can use any reclassification, let it be noted that many times in the past 20 years there have been many attempts by the previous Directors of Chaplains to initiate re-classification from the normal protocols. Chaplains have education and experience and make contributions—as outlined—that are now couched in terms of superlatives. And their own bureaucracy is miniscule while their programs are high in number, and it has been this way for a very long time. And they are not compensated for their education or experience or their contributions—not even close to the degree of other programs.

Professional Equity and Parity for the Chaplaincy Profession would increase the “skill” and “efficiency” and thereby increase their already great contributions. Such aid would help to consolidate the varied interests and specialties of chaplaincy including the facilitation of cross-agency learning and networking as well as the statewide collation, preservation and publication of statewide chaplaincy data. The result: an increase in the “skill” and “efficiency” with which Chaplains resource Human History's greatest resource for change—all for the benefit of Texas in general—some of which is seen in the following pages.

12. State Chaplains Endorsing Professional Equity--Parity

The following list is not, not at all comprehensive. Not all of the data was able to be collected, either, on all of the chaplains below in time for this proposal. This just represents those chaplains willing to “publicly” support parity. For a variety of reasons, many are supportive in private. And we are still getting the word out. For this is a grass roots effort, and those of us helping also have to work.

The importance of this list should not be underestimated. *Just a glance should indicate the enormous potential for professional development.* In TDCJ alone, and just from those below, we have thousands of clinical hours, hundreds of years of TDCJ experience and many hundreds of years to total ministry experience. A glance at all of the degrees is most impressive too.

Is it reasonable that such an esteemed group would be kept out of the loop of development of their own profession? It is time to fully access the diversity and breadth of this experience.

1. Rev. Ernest Alexander, Chaplain, Gatesville Unit; A.A.
800 hrs CPE, 3+ years TDCJ, 17+ years experience
2. Rev. Bob Ayers, Chaplain, Glossbrenner Unit;
1+ years TDCJ, 12+ years ministry experience
3. Rev. "Joe" A.C. Camero, Chaplain, Dominguez State Jail;
800 hrs CPE, 5 years TDCJ, 27 years ministry experience
4. Rev. Charles Bailey, Chaplain, Travis State Jail; B.A., M.S.,
Ret. USAF Colonel, 1,200 hrs CPE, 3+ yrs TDCJ, 22+ yrs ministry exp.
5. Rev. Sylvester Ballard, Chaplain, Jester III Unit; B.A., M.Div.,
800 hrs CPE, 6+ years TDCJ, 29+ years ministry experience
6. Rev. James Beach, Chaplain, Beto Unit; B.A., M.A. Pastoral Counseling
6+ years TDCJ, 20+ years ministry experience, former Mayor City of
Como
7. Rev. George Bell, Chaplain, Stiles Unit; B.A., M.Div.,
800 hrs CPE, 7+ years TDCJ, 27+ years ministry experience
8. Rev. Jeanetta Brewster, Chaplain, Holliday Unit; B.S., Lib. Arts, B.S. Min.
8 years TDCJ, 38 years ministry experience
9. Rev. Douglas Brown, Chaplain, Dalhart Unit; B.A., M.Div
800 hrs CPE, 6+ years TDCJ, 21 years ministry experience, ex-Army
Chaplain
10. Rev. Ernest Brown, Chaplain, Tulia Unit; B.A.
800 hrs CPE, 2+ years CPE, 18+ years ministry experience

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11. Rev. Fred D. Broussard, Chaplain, Central Unit; A.A., B.S.,
4+ yearts TDCJ, 16+ years ministry experience
12. Rev. Robert Burton, Chaplain, Hilltop Unit; B.A., M.Div.,
800 hrs CPE, 3+ years TDCJ, 20+ years ministry experience
13. Rev. Hurley Clayton, Chaplain, LeBlanc Unit; M.Div., Master Music
800 hrs CPE, 6+ years TDCJ, 20+ years ministry experience
14. Rev. Harry Davis, Chaplain, Larry Gist State Jail; BBA Business Manag.
800 hrs CPE, 6.5+ years TDCJ, 20+ years ministry experience
15. Rev. Susan Densman, Chaplain, Texas City; B.A., 1/2 Masters,
5+ years TDCJ, 10+ years ministry experience
16. Dr. Vance Drum, Chaplain, Eastham Unit; B.A., M.T.S., D.Min.
800 hrs CPE, 16+ years TDCJ, 20 years ministry experience, Published
President American Protestant Correctional Chaplain's Association
17. Imam Eugene Farooq, Chaplain, Ramsey 3; Certified Islamic Studies
17+ years TDCJ, 28+ years ministry experience
18. Rev. Karon Featherston, Chaplain, Murrall Unit;
12+ TDCJ, 13+ years ministry experience
19. Rev. G.J. Garcia, Chaplain, Darrington Unit; Associate of Arts
6+ years TDCJ, 20+ years ministry experience
20. Rev. David Goad, Chaplain, Clements Unit; B.A., M.Div., D.Min.
800 hrs CPE, 6+ years TDCJ, 40+ years ministry experience
21. Dr. Benny Hindmon, Chaplain, Wynne Unit; B.A., M.Div., D.Min.
Deceased
22. Rev. Mike Hubbard, Chaplain, Garza West Unit
23. Rev. Tommy Ingle, Jr., Chaplain, Mireles Training Academy & W6 Trustee
Camp; B.S., M.R.E., M.A.R.E; 1000 hrs CPE, 8+ years TDCJ, 42+
years ministry experience
24. Rev. Cecil James, Chaplain, Segovia Unit; B.A.
2+ years TDCJ, 15+ years ministry experience
25. Rev. Robert Kibbe, Chaplain, Jester Unit; B.A., M.Div.
10+ years TDCJ, 20+ years ministry experience
26. Rev. Willard Kiper, Chaplain, Baten ISF; B.A. in Business
800 hrs CPE, 6.5+ years TDCJ, 20+ years ministry experience
27. Rev. Paul Klein, Chaplain, Robertson Unit; B.S.
1,600 hrs CPE, 7+ years TDCJ, 25+ years ministry experience
28. Rev. Chris Kutin, Chaplain, Clements; B.A., M.Div.
800 hrs CPE, 10+ years TDCJ, 25+ years ministry experience
29. Rev. Donald Lacy, Michael Unit; Associate Degree
800 hrs CPE, 5.5+ years TDCJ, 20+ years ministry experience

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30. Rev. Brent Larsen, Chaplain, Central Unit; B.A.
6 years TDCJ, 9+ years ministry experience
31. Rev. Leonard Lee, Chaplain, Torres Unit; B.A., Th.M., D.Min.
1,600 hrs CPE, 4+ years TDCJ, 36+ years ministry experience
32. Rev. Samuel Longoria, Chaplain, Clemens Unit; B.A.
7+ years TDCJ
33. Rev. Ernest Lucio, Chaplain, Dolph Briscoe Unit; A.A., B.A.
800 hrs CPE, 4+ years TDCJ, 22+ years ministry experience
34. Dr. M.G. Maness, Chaplain, Lewis Unit; B.A., M.Div., D.Min.,
1,600 hrs CPE, 8.5+ years TDCJ, 25+ years ministry experience,
published, webmaster
35. Rev. Michael Mantooth, Chaplain, Connally Unit; B.S., M.Div.
2,000 hrs CPE, 6+ years TDCJ, 28+ years ministry experience, 24 years
military, Retired Military Chaplain (Major)
36. Rev. Craig McAlister, Chaplain, Hutchens State Jail;
800 hrs CPE, 6+ yrs TDCJ, 7 yrs MHMR, 21+ years ministry
experience
37. Rev. Glenn Mitchell, Chaplain, Robertson Unit;
800 hrs CPE, 9+ years TDCJ, 36+ years ministry experience
38. Rev. Llyod Morris, Chaplain, Ramsey 3; B.A., M.Div.
1,600 hrs CPE, 11+ years TDCJ, 30+ years ministry experience
39. Rev. Mark Munson, Chaplain, Goree Unit; B.A., M.Div.
1,200 hrs CPE, 8+ years TDCJ, 25 years ministry experience
40. Rev. Wallace Nelson, Chaplain, Mountain View Unit; B.A., M.Div.
800 hrs CPE, 7+ years ministry experience
41. Rev. Hugh Panky, Chaplain, Montford Unit; B.A., M.Div.
1,200 hrs CPE, 6+ years TDCJ, 16+ years ministry experience
42. Rev. Ted Podson, Chaplain, Clements; B.A., M.A
800 hrs CPE, 6+ years TDCJ, 26+ years ministry experience
43. Rev. Paul Polk, Chaplain, Hightower Unit; B.A., M.Div.
10+ years TDCJ, 23+ years ministry experience
44. Imam O. A. Rakeeb, Regional Islamic Chaplain;
10+ years TDCJ, 20+ years Islamic ministry experience
45. Rev. Charles Raley, Chaplain, Kegans Unit; B.A., M.Div., M.A.
800 hrs CPE, 10+ years TDCJ, 30+ years ministry experience
46. Rev. Paul Ransberger, Chaplain, Daniel Unit;
5+ months TDCJ, 25+ years ministry experience
47. Rev. Edward Riley, Chaplain, Wallace Unit; B.A., M.Div.
800 hrs CPE, 6+ years TDCJ, 27+ years ministry experience

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48. Rev. Gerald Saffel, Chaplain, Ferguson Unit; B.A., M.Div.
13+ years TDCJ, 20+ years ministry experience, Cert. Police Officer
49. Dr. Timothy Simmons, Chaplain, Ramsey 1 Unit; B.A, M.Div., D.Min, Ph.D.
1,600 hrs CPE w/ Supervisory, 16+ years TDCJ, 23+ years min. exp.
50. Imam Akbar Shabbaz, Regional Islamic Chaplain, Wynne Unit;
25+ years TDCJ, Retired
51. Rev. Glory Siller, Chaplain, Plane State Jail; B.S.E. Education
800 hrs CPE, 6.5+ years TDCJ, 30+ years ministry experience
52. Rev. William Snidow, Chaplain, Powledge Unit; A.A., B.A.
400 hrs CPE, 1 year TDCJ, 25 years ministry experience
53. Rev. Helen Spalding, Chaplain, Lopez Unit; B.A., M.Div.
800 hrs CPE, 1 year TDCJ, 19+ years ministry, Retired Navy Chaplain
54. Rev. Duane Spikes, Chaplain, Smith Unit; B.A., M.Div.,
1,600 hours CPE, 13+ years TDCJ, 31+ ministry years, experience,
Published
55. Rev. John Stutz, Chaplain, TYC; B.A., M.Div.
1,600 hours CPE, 13+ years TYC
56. Imam Haywood S. Talib, Regional Islamic Chaplain
800 hours CPE, 6 years TDCJ, 20+ years in Islamic Ministry
57. Rev. Gary Thibodaux, Chaplain, Michael Unit; B.S.
800 hrs CPE, __+ years TDCJ, 20+ years ministry experience
58. Rev. Jackie Thomison, Chaplain, Halbert Unit; B.S.
800 hrs CPE, 5+ years TDCJ, 19+ years ministry experience
59. Rev. Daniel Valenzuela, Chaplain, Smith Unit; Deaconate Training
6+ months TDCJ, 8+ years ministry experience
60. Rev. Joe Vitela, Chaplain, Ellis Unit
61. Rev. Barney Walker, Chaplain, Michael Unit; B.S. Church Ministries
2+ years TDCJ, 31 years ministry experience
62. Rev. Alton Whittaker, Chaplain, Darrington Unit; B.S.
3+ years TDCJ, 30+ years ministry experience
63. Dr. Raymond Woodruff, Chaplain, Dominguez Unit; B.A., M.Div., D.D.
1,600 hrs CPE, 10+ years TDCJ, 38+ years ministry experience
64. Rev. Jack Yates, Chaplain, Joe Ney Unit; B.A., M.Div., M.A.
5+ years TDCJ, 10+ years ministry experience

13. Legal and Church–State Issues

Just in case there is any doubt, there are many substantiations for a Chaplaincy Corp funded by the state. Because of constitutional protection, there is an obligation for the state to allow clients and inmates under its custody to practice their faith. That has never been disputed, though certainly cases are filed from time to time by clients wanting to expand upon their rights or claiming infringement upon their rights.

The religious practice of clients is established. The question is *how*. There will **ALWAYS** be staff assigned to supervise the religious practice of clients and inmates. If any agency in Texas is seriously attuned to their own mission statements, then having a specialist in religion with specialized training is a given to help clients and inmates practice their faith of choice and administrate programs and help develop competent institutional protocols. Furthermore, especially within TDCJ, since Texas religious volunteers have an entitlement (TDCJ is owned by Texas citizens) to visit those of their own faith and participate to some extent in the treatment process, it goes without saying that having a specialist supervise and coordinate volunteer activities is the higher side of quality control and proactive management.

The legitimacy of hiring chaplains for prisons has never been litigated to a significant degree, but other types of chaplaincy services have been scrutinized a little. Those provide almost sure precedents for maintaining and even augmenting the state chaplaincy services.

- Theriault v. Silber, 547 F.Supp. 1279 (5th Cir., 1977): held without much analysis that hiring a prison chaplain did not violate the establishment clause.
- Katcoff v. Marsh, 755 F.2d 223 (2d Cir., 1983): in the case of military chaplains, when the state takes a person away from their ability to freely exercise religious beliefs, then the state has a power (if not duty) to accommodate the religious needs of the individual, and spend government funds to do so.
- Carter v. Broadlawn Medical Center, 857 F.2d 448 (8th Cir., 1988): a public hospital's hiring of chaplains was upheld, that such actually compared to prison chaplains, that such was valued in following a Clinical Pastoral Education (CPE) approach the client defines the need that the chaplain attempts to meet and the chaplain did not proselytize. And paid chaplains helped oversee volunteer chaplains. Since the hospital has to deal with patients' religious concerns anyway, in all, paid chaplains lessened, not increased, the hospitals entanglements with patients' religious concerns.
- Marsh v. Chambers, 103 S.Ct. 3330 (1983): the opening of the Nebraska Legislative sessions with prayer using state-paid clergy was upheld. The practice was "deeply imbedded in history and tradition," showing intent of framers of Constitution to permit.

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In July 1991, the California Department of Corrections (CDC) completed a comprehensive *Chaplain Staffing Study*. That staffing study substantiated the validity of state paid chaplains through the general value of chaplains to the mission of the CDC as well as in reference to the military precedent and California's own Penal Code (PC) 5009, which notes: "It is the intention of the Legislature that all prisoners shall be afforded reasonable opportunity to exercise religious freedom."²⁴ There was no significant conflict, and furthermore there existed a kind of legal as well as a managerial obligation of sorts to sustain California's continual funding of state paid chaplains.

California's *Chaplain Staffing Study* indicated the substantial and positive role of chaplains in general and the need for greater logistical support. Overall, California not only substantiated their use of their chaplaincy core, they recommended, among other things, an increase in chaplaincy staffing, a greater need for chaplains to interface directly with management and decreasing some aspects of work that could be delegated to others, like general office work with the recommendation for additional clerical help.

Of particular interest to the establishment of a Texas State Chaplaincy Commission, the California *Chaplain Staffing Study* indicated the issue of "Boundary Spanning" as another factor in "role" overload. Significantly, the California chaplains identified "55 organizational entities that they must interact with to do their job."²⁵

When the Chaplaincy Profession is viewed as a non-sectarian "needs-based" facilitator of religion in general, there is no conflict and only great benefit. The Chaplaincy Profession, again, facilitates human history's most significant resource for change. Since the clients are entitled to practice their faith and religion of choice, there is a greater need—because of the client's entitlement—for the Chaplaincy Profession to help the client get those needs met in the highest tradition of that client's faith and religion. In a way, **because of the client's entitlement, there is more of a substantiation for the state to fund the Chaplaincy Profession than there is for the state to fund any other program.** This includes all of the treatment programs in all of the agencies, since *none* of them can make a claim to addressing the client's constitutional entitlements.

More than that, beyond the religious entitlement of clients (substantiating chaplaincy services), there is **human history** that has shown that religion is the most powerful source of change since the beginning. Of all the programs, some very well funded, there is a moral obligation if not a kind of legal obligation to provide professional equity, parity to a profession with such a contribution and potential. This support becomes all the more important given that chaplains and the profession have not been up-graded in 30 years. That is, for the millenniums of recorded human history, there has not even been a close second. Religion—bar none—has been humankind's most significant source for change. With a constitutional entitlement to practice their

²⁴ *Chaplain Staffing Study*, Department of Corrections, California (Dept. of Corrections, P.O. Box 942883, 1515 S. Street, Sacramento CA, 94283-0001): p. 4.

²⁵ *Ibid.*, p. 40.

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religion, it is most definitely in the best interests of Texas' future that Texas' agencies and clients get and support the best trained persons available to help them with their Vital Issues of Ultimate Concern in life.

Professional Equity and Parity for State Chaplains can help do that.

14. More Resources on Chaplaincy Professional Equity—Parity

For more resources go to www.PreciousHeart.net where you will find:

- Several hundred links to chaplaincy resources around the world;
- *History of Prison Programming* in America, part of a recent doctoral dissertation documenting the development of in-prison programming in America and part of the development TDCJ's own in-prison programming;
- Several hundred links to crisis and grief resources—*some* of the network of professional chaplains;
- About hundred links to religious resources of all the major religions of the world—*some more* of the network of professional chaplains;
- About a hundred links to on-line theological reference books and on-line libraries of theological works around the world—*some more* of the academic network of professional chaplains;
- Working bibliography of *everything* written in English on Crisis, Grief, Death and divorce in world;
- Text of *Would You Lie to Save a Life*, an ethical treatise dealing with the complication of ethics in general; a pertinence for the Chaplaincy Initiative is that there are several sections that articulate how “theological” ethics is more complicated than the medical and physical science fields;
- Text of *PreciousHeart—BrokenHeart*, a chronicle of the grief peculiar to divorce in contrast with the grief encountered in bereavement; a pertinence for the Chaplaincy Initiative is that it rather clearly shows the delicate and unique intricacies of grieving, grief work and grief facilitation peculiar to divorce, which just *one* kind of grief among many that chaplains *regularly* deal with as a natural part of the their profession.

The challenge is immense. The time is right. The chaplains are deserving and contribute to every mission critical aspect of their. Chaplains have given their lives to their profession. They have families too.

Professional Equity and Parity for the Chaplaincy Profession would increase the “skill” and “efficiency” and thereby increase their already great contributions. Such aid would help to consolidate the varied interests and specialties of chaplaincy including the facilitation of cross-agency learning and networking as well as the statewide collation, preservation and publication of statewide chaplaincy data. The result: an

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increase in the “skill” and “efficiency” with which Chaplains resource Human History’s greatest resource for change—all for the benefit of Texas in general—some of which is seen in the following pages.

Appendix 1

Chaplain I, II & III – Texas State Classification Job Description

- A. Chaplain I -- B-5
- B. Chaplain II -- B-8
- C. Chaplain III -- B-10

A. Chaplain I – B-5 pay group – Class No. 5081

GENERAL DESCRIPTION

Performs routine ministerial clergy work. Work involves conducting regular and special religious services, providing pastoral care and counseling to clients, supervising religious education classes, and counseling members of clients' families. Works under moderate supervision with moderate latitude for the use of initiative and independent judgment.

EXAMPLES OF WORK PERFORMED

Conducts and/or supervises religious education programs and/or services. Conducts regular and special religious services for clients. Provides sacramental ministry in accordance with the practices and customs of the chaplain's faith. Makes pastoral visits to new and existing clients and individuals who are critically ill. Counsels clients on religious problems and institutional adjustment; and counsels relatives and families of clients. Arranges for sacramental services for clients of other religious backgrounds. Visits outreach centers to promote a better understanding of the clients ministered to. May train and/or supervise volunteers who are working in chaplaincy programs. Performs related work as assigned.

GENERAL QUALIFICATION GUIDELINES

Experience and Education

Experience as an ordained minister in a parish setting or chaplaincy, including satisfactory completion of some Clinical Pastoral Education (CPE) in an accredited Clinical Pastoral Education Center. Graduation from an accredited four-year college or university with a Bachelor of Divinity, Master of Divinity, Master of Theology, Master of Religious Education, or degree in a related field, including ordination and current written endorsement is generally preferred. Experience and education may be substituted for one another.

Knowledge, Skills, and Abilities

Knowledge of the religious beliefs and practices of various faiths, groups, and denominations. Skill in counseling clients and families of clients. Ability to supervise others effectively; to provide sacramental services; and to communicate effectively.

B. Chaplain II – B-8 pay group – Class No. 5082

GENERAL DESCRIPTION

Performs moderately complex ministerial clergy work. Work involves conducting regular and special religious services, providing pastoral care and counseling to clients, supervising religious education classes, and counseling members of clients' families. May supervise other chaplaincy staff. Works under general supervision with moderate latitude for the use of initiative and independent judgment.

EXAMPLES OF WORK PERFORMED

Conducts and/or supervises religious education programs and/or services. Conducts regular and special religious services for clients. Provides sacramental ministry in accordance with the practices and customs of the chaplain's faith. Makes pastoral visits to new and existing clients and individuals who are critically ill. Counsels clients on religious problems and institutional adjustment; and counsels relatives and families of clients. Counsels institutional staff and conducts group seminars to communicate the religious needs of clients. Arranges for sacramental services for clients of other religious backgrounds. Participates in outreach activities making similar contributions to clients, families, staff, civic leaders, and the local clergy. Communicates the agency or institution's religious program to the community's religious and civic groups and members of the local clergy. Recruits, trains, and supervises volunteers working in chaplaincy programs. May supervise religious educators or chapel musicians. Performs related work as assigned.

GENERAL QUALIFICATION GUIDELINES

Experience and Education

Experience as an ordained minister in a parish setting or chaplaincy, including satisfactory completion of some Clinical Pastoral Education (CPE) in an accredited Clinical Pastoral Education Center. Graduation from an accredited four-year college or university with a Bachelor of Divinity, Master of Divinity, Master of Theology, Master of Religious Education, or degree in a related field, including ordination and current written endorsement is generally preferred. Experience and education may be substituted for one another.

Knowledge, Skills, and Abilities

Knowledge of the religious beliefs and practices of various faiths, groups, and denominations; of the needs of the particular diagnostic category of individuals served; and of the professional literature in the field. Skill in counseling clients and families of clients. Ability to supervise others; to provide sacramental services; to develop new programs in conjunction with members of the agency or institution's staff; to participate in community religious and welfare organizations; and to communicate effectively.

C. Chaplain III – 10 pay group – Class No. 5083

GENERAL DESCRIPTION

Performs complex ministerial clergy work. Work involves supervising, directing, and planning activities, programs, and in-service training for chaplaincy services staff; conducting regular and special religious services; providing pastoral care and counseling to clients; supervising religious education classes; and counseling members of clients' families. May supervise other chaplaincy services staff. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

EXAMPLES OF WORK PERFORMED

Conducts and supervises religious education programs and/or services. Conducts regular and special religious services for clients. Provides sacramental ministry in accordance with the practices and customs of the chaplain's faith. Makes pastoral visits to new and existing clients, individuals who are critically ill, and relatives and families of clients. Counsels clients on religious problems and institutional adjustment; and counsels relatives and families of clients. Counsels institutional staff and conducts group seminars to communicate the religious needs of the clients. Arranges for sacramental services for clients of other religious backgrounds. Participates in outreach activities making similar contributions to clients, families, staff, civic leaders, and the local clergy. Communicates the agency or institution's religious program to the community's religious and civic groups and members of the local clergy; and conducts clergy orientation programs for members of the local clergy. Communicates the emotional and spiritual dimensions of the problems which confront institutional clients to theological seminaries and groups of local pastors. Coordinates programs for the recruitment, training, and supervision of chaplaincy volunteers. May conduct seminars on the religious and personality needs of clients for local Clinical Pastoral Education programs. May supervise members of the chaplaincy staff. Performs related work as assigned.

GENERAL QUALIFICATION GUIDELINES

Experience and Education

Experience as an ordained minister in a parish setting or chaplaincy, including satisfactory completion of some Clinical Pastoral Education (CPE) in an accredited Clinical Pastoral Education Center. Graduation from an accredited four-year college or university with a Bachelor of Divinity, Master of Divinity, Master of Theology, Master of Religious Education, or degree in a related field, including ordination and current written endorsement is generally preferred. Experience and education may be substituted for one another.

Knowledge, Skills, and Abilities

Knowledge of the religious beliefs and practices of various faiths, groups, and denominations; of the needs of the particular diagnostic category of individuals served; and of the professional literature in the field. Skill in counseling clients and families of clients; and in public speaking. Ability to supervise others; to provide sacramental services; to develop new programs in conjunction with members of the agency or institution's staff; to participate in community religious and welfare organizations; to interpret the religious needs of clients; and to communicate effectively.

Appendix 2: Texas Chaplains Professional Network

Of course, the network would include all of the major faith groups in Texas, including the larger churches specifically and the church associations and denominational headquarters. In Texas, the numbers of associations are staggering. It should go without saying that an individual chaplain cannot fully access many at a time, but prioritize the solicitations at their offices according to the needs of their clients.

The following is a partial listing of the faith groups and faith organizations with which chaplains have a concern and with whom they have to deal:

Advent Christian	Independent Baptist
African Methodist Episcopal America	Independent Fundamental Churches of America
African Methodist Episcopal Zion	Islam
American Baptist Association	Jewish
American Baptist Churches USA	Lutheran Church Missouri Synod
American Indian	Mennonite
Anglican	Moravian
Apostolic Faith Churches	National Assoc. of Congreg. Christian
Assembly of God	National Baptist Convention
Association of Unity Churches	Nazarene
Baptist	North American Baptist
Baptist General Conference	Pentecostal Assemblies of the World
Baptist General Convention of Texas	Presbyterian Church of East Africa
Buddhist	Presbyterian Church USA
Christian and Mission Alliance	Progressive National Baptist
Christian Church/Church of Christ	Reformed Church in America
Christian Methodist Episcopal	Reformed Judaism
Christian Reformed	Roman Catholic
Church of Christ	Salvation Army
Church of God	Satanism
Church of Jesus Christ of Latter-Day Saints	Southern Baptist Convention
Church of the Brethren	Seventh Day Adventists
Church of the Nazarene	Shintoism
Cooperative Baptist Fellowship	Taoism
Conservative Congregational Christian Conference	United Church of Christ
Cumberland Presbyterian	United Church of Christ/Philippines
Disciples of Christ	United Methodist Church
Eastern Orthodox	Unitarian-Universalist
Episcopal	Wesleyan Church
Evangelical Covenant	Wicca
Evangelical Lutheran Church in America	
Free Methodist	
Friends	
Full Gospel	
Greek Orthodox	
Hindu	

Professional Equity for Texas State Chaplains -- Parity

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Bear in mind that many of the major denominations and faith groups have many more subdivisions, factions and variations with major and minor doctrinal and cultural idiosyncrasies.

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The following includes most of the major national association and organizations that deal with professional chaplaincy and religious services. Many institutional chaplains maintain on-going lists of local, state and national ministries from which they draw for special needs and consultations. One service of a Texas State Chaplaincy Commission would be to keep an on-going data base of such ministries for all the agencies' chaplains. Within TDCJ alone, who accessed 10,000 plus volunteers in July 2000 alone, the network is staggering and encompasses 120+ individual faith-groups that TDCJ's 140,000+ inmates ascribe to—with a preponderance in the Christian category.

The following highlight the diversity and breadth of chaplaincy and religion in Texas. The following alone should indicate the need to help state chaplains resource and develop their own profession.

AAB -- American Academy of Bereavement -- Tucson, AZ
AAMR -- American Association of Mental Retardation-Religious Division -- Washington, DC
AAPC -- American Association of Pastoral Counselors -- Fairfax, VA
ABCUSA National Ministries Chaplaincy -- Valley Forge, PA
ACA -- American Correctional Association -- Laurel, MD
ACCA -- American Correctional Chaplain's Association -- Olympia, WA
ACCCA -- American Catholic Correctional Chaplain's Association --
ACE -- Advisory Council on Ethics -- TDCJ, Austin, TX
ACLU -- American Civil Liberties Union -- National Prison Project -- Washington, D.C.
ACPE -- Association of Clinical Pastoral Education -- Decatur, GA
 -- SW Regional ACPE office -- Houston, TX
ACT -- Association of Chaplains of Texas -- Houston, TX
ACTS -- American Chaplaincy Training School -- Milligan College, TN
ADEC -- Association for Death Education & Counseling -- Hartford, CT
ADL -- Anti-Defamation League -- Houston, TX
Adventist Chaplaincy Ministries -- Silver Spring, MD
AEGA -- Association of Evangelical Gospel Assemblies Ministries International -- Monroe, LA
Alliance of Baptists Pastoral Counseling Center -- New Orleans, LA
Allied Projects -- Dallas Baptist Association -- Dallas, TX
Alston Wilkes Society -- Columbia, SC
American Bible Academy -- Joplin, MO
American Bible Society -- New York, NY
American Cancer Society -- Austin, TX
American Ministries International -- Rapid City, SD
American Rehabilitation Ministries -- Joplin, MO
American Society of Military Pastoral Education -- Park Ridge, IL
Amnesty International -- New York, NY
Anderson Prison Ministry -- Milwaukee, WI
Anderson Prison Ministry -- Naples, FL
Answer Prison Ministry -- Galena Park, TX
APC -- Association of Professional Chaplains -- Schaumburg, IL
APCCA -- American Protestant Correctional Chaplain's Association, Tulsa, OK
Apostolic Faith Church -- Portland, OR
Ark Ministries -- Chandler, AZ
ARM -- American Rehabilitation Ministries -- Prison Outreach -- Joplin, MO
Aurora Ministries, Bible Alliance -- Bradenton, FL
Austin Presbyterian Theological Seminary -- Austin, TX
Austin Tabernacle -- Apostolic Harvest (MG) -- Austin, TX
Baptist Home Mission Board -- Atlanta, GA
Barber -- Mike Barber Ministries -- Houston, TX

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Baylor University & George W. Truett Theological Seminary -- Waco, TX
BGCT -- Baptist General Convention of Texas -- Dallas, TX
BGCT -- Christian Life Commission -- Dallas, TX
Billy Graham Evangelistic Association -- Minneapolis, MN
BJS -- Bureau of Justice Statistics Clearinghouse -- Annapolis Junction, MD
Buddhist Network -- Tucson, AZ
Calvary Bible Institute -- Pasadena, TX
Calvary Commission -- Lindale, TX
Campus Crusade -- Orlando, FL
CAPPE -- Canadian Association for Pastoral Care and Education -- Toronto, Ontario
Carlin Ministries, Paul Carlin -- Crockett, TX
CATO Institute -- Washington, D.C.
CEGA -- Contact Publishers -- Lincoln, NE
Cell to Cell Ministries -- Kilgore, TX
Chapels of Hope Ministries, Inc. -- Dallas, TX
Chaplain Ray -- Dallas, TX
Chaplaincy Commission, HMB, SBC -- Atlanta, GA
Chaplaincy Full Gospel Churches -- Dallas, TX
Chaplaincy Today -- Federal Bureau of Prisons Update -- Washington, D.C.
CHARIS -- Center for Life Management -- Beaumont, TX
Christ for the Nations -- Gordon Lindsay -- Dallas, TX
Christian Broadcasting Network -- Virginia Beach, VA
Christian Church (Disciples of Christ) -- Indianapolis, IN
Christian Faith Advocate -- Ft. White, FL
Christian Life Commissions -- BGCT -- Dallas, TX; & SBC -- Nashville, TN
Christian Light Foundation -- Jacksonville, FL
Christian Reformed Church in North America -- Grand Rapids, MI
Christian Renewal Center -- Dickinson, TX
Christian Science Monitor -- Boston, MA
Christian Solidarity International -- Washington, D.C.
Christians in Action -- Columbus, IN
Christopher News Notes -- New York, NY
Church of Christ South -- Corpus Christi, TX
CIMAD -- Concerned Individuals Making a Difference -- Alief, TX
CJCMC -- Criminal Justice Ministry Center -- Belton, TX
CJMN -- Criminal Justice Ministries Network of North Texas -- Plano, TX
College of Chaplains -- Schaunburg, IL
Commandos for Christ Ministries -- Houston, TX
Congregational Christian Churches -- Oak Creek, WI
Cooperative Baptist Fellowship -- Atlanta, GA
COPE -- Coalition of Prison Evangelists -- Fort Smith, AZ
Copeland -- Kenneth Copeland Ministries -- Fort Worth, TX
CORE Ministries -- Royal Oak, MI
Correctional Peace Officers Foundation -- Sacramento, CA
Corrections Alert -- Aspen Publishers -- Caithersburg, MD (Mag/Jour)
Corrections Cost Control & Revenue Report -- Fredrick, MD (Mag/Jour)
CPF -- Christ's Prison Fellowship -- Malakoff, TX
Criminon -- West U.S. -- Glendale, CA
Crossing Ministry -- Houston, TX
Crossover Ministries -- Houston, TX
Crossways International -- Minneapolis, MN
Crow, John David, Evangelistic Association -- Brownsboro, TX
Dallas Baptist Theological Seminary -- Dallas, TX
Dallas Christian Video -- Richarson, TX
Dayton Prison Ministries -- Dayton, TX
Derek Prince Ministries -- Ft. Lauderdale, FL

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Eagle Ministries -- Baytown, TX
Encounter Ministries -- Memphis, TN
Episcopal Theological Seminary of the Southwest -- Austin, TX
ETCJNM -- East Texas Criminal Justice Network Ministries -- Woodlands, TX
Exodus Ministries -- Dallas, TX
Faith, Prayer, Healing Center -- San Antonio, TX
Families Who Care -- San Antonio, TX
Family Upreach -- Dallas, TX
FCN -- Family & Corrections Network -- Palmyra, CA
Fellowship Christian Believer's Church -- Graford, TX
FHL -- Faith, Hope, Love -- Peoria, IL
First Baptist Church Prison/Jail Ministry -- Dave Umfreville -- Dallas, TX
Focus on the Family -- Colorado Springs, CO
Follow Up Ministries -- Castro Valley, CA
Forgotten Man Ministries -- Grand Rapids, MI
Forward Movement Publications -- Vancouver, Canada
Foundation of Praise -- Escondido, CA
Free But Doing Time Ministry -- Goodrich, TX
Free Tract Society -- Los Angeles, CA
Freedom Within Prison Ministry -- Nederland, TX
Friends of Israel Gospel Ministry -- Deptford Township, Westville, NJ
Full Gospel Business Men's Fellowship International -- Costa Mesa, CA
Full Gospel Missionary Endeavors -- Donahue, IA
Gary & Beth Hays Prison Ministries -- Ft. Smith, AR
Gentle Dove Ministries -- Marvin & Sharon Applin -- Synder, TX
Gideons International -- in every major city in Texas with representatives in most towns
Global Evangelism Television -- San Antonio, TX
Glory to God Ministry -- Mel Turner -- Pensacola, FL
God's Gladiators -- Wyatt Matthews -- Humble, TX
Gospel Express Evangelistic Team -- Gordonville, PA
Gospel Films, Inc. -- Muskegon, MI
Gospel Services -- Houston, TX
Gospel Tracts Society -- Independence, MO
Grace to You -- John MacArthur -- Santa Clarita, CA
Graham -- Billy Graham Evangelistic Association -- Minneapolis, MN
Greenwich Baptist Church -- Greenwich, NJ
Guidepost Magazine -- Carmel, NY
Gulf Coast Bible Institute and Seminary -- Ft. Walton, FL
Healing Ministry -- Weston, MA (Mag/Jour)
Hillery Motsingers Ministry -- Huntsville, TX
Home Mission Board, SBC -- Atlanta, GA
Hope for All In Jesus Prison Ministry -- Conroe, TX
Hospitality House -- Huntsville, TX
Hospitals -- Texas: Most Hospitals in Texas have chaplains, these are just the one's known to have full-time fully funded chaplaincy directorates with multiple chaplains and clinical programs: Austin State Hospital, Austin; Baptist Health System, Dallas; Baylor University Medical Center, Dallas; Brooke Army Medical Center, Fort Sam Houston; Children's Medical Center, Dallas; Covenant Health System, Lubbock; Department of Veterans Affairs, Dallas; Ecumenical Center for Religion and Health, San Antonio; Good Shepherd Medical Center, Longview; Harris County Hospital District Ben Taub-Lyndon B. Johnson Community Health Center, Houston; Harris Methodist Health System, Fort Worth; Memorial Hermann Healthcare System, Houston; Methodist Health Care System, Houston; Methodist Hospital, San Antonio; Methodist Hospitals of Dallas, Dallas; Parkland Memorial Hospital, Dallas; Saint Luke's Episcopal Hospital, Houston; Scott & White Memorial Hospital, Temple; South Texas Veterans Healthcare System, Audie L. Murphy Division, San Antonio; CHRISTUS Spohn Hospital Memorial, Corpus Christi; St. Joseph Regional Health Center, Bryan; Terrell State Hospital, Terrel;

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UT-M.D. Anderson Cancer Center, Houston; Valley Baptist Medial Center, Harlingen; Wiliford Hall
Medical Center, Lackland AFB, TX
House of Yahweh -- Abilene, TX (Jewish Christians)
Human Rights Watch -- New York, NY
IAJV -- International Association of Justice Volunteerism -- St. Paul, MN
IBS -- International Bible Society -- Colorado Springs, CO
ICPSR -- Inter-university Consortium for Political and Social Research -- Ann Arbor, MI
ICR -- Institute for Creation Research -- El Cajon, CA
IDF -- Inmate Discipler Fellowship -- SWBTS -- Fort Worth, TX
In Touch Ministries -- Charles Stanely -- Atlanta, GA
Indian Life -- Winnipeg, MB, Canada
Inmate Family Support Group -- Duncanville, TX
Inside/Outside -- DeSoto, TX
Insight for Living -- Chuck Swindoll -- Anaheim, CA
Institute for Narrative Therapy -- Cabin John, MD
Institute of Biblical Preaching -- Stephen Olford, Memphis, TN
Institute of Creation Research -- Santee, CA
Intercessors International -- Bulverde, TX
International Bible School -- Goldendale, WA
IPCA -- International Prison Ministry Association -- Quebec, Canada
ISGH -- Islamic Society of Greater Houston -- Houston, TX
Jack Van Impe Ministries -- Troy, MI
Jacob's Ladder (Full Gospel) -- Boling, TX
JAIL Ministry -- Belton, TX
Jakes, T.D. -- Dallas, TX
Jim Fullingim Ministries -- Dallas, TX
Jim Johnson -- Clifton, TX
Joy House Ministries -- Carol Morgon -- Alexandria, LA
Joy Prison Ministry -- Gertha Rogers -- Woodlands, TX
Joyful News Prison Ministry -- San Jose, CA
Justice Fellowship -- Prison Fellowship Sponsored -- Washington, D.C.
Justice Link -- Sharpsburg, GA
KAIROS -- Winter Park, FL
KAIROS Outside -- Mesquite, TX
Kenneth Copeland Ministries -- Fort Worth, TX
Kings College -- London, Ontario, Canada (Annual Conference Death/Bereavement)
Lamp & Light Publishers -- Farmington, NM
Liberty Counsel -- Orlando, FL
Liberty in Christ Prison Ministry -- Lubbock, TX
Life Purpose Ministries -- Redding, CA
Lifeway Outreach Ministries -- Fort Worth, TX
Literacy Agencies -- many throughout the state and nation
LOOPS -- Loved Ones of Prisoners -- Ducanville, TX
Lost Sheep Ministry -- League City, TX
Love Press -- Tarpon Springs, FL
Lutheran Church-Missouri Synod, Board for Human Care Ministries -- Saint Louis, MO
Marilyn Hickey Ministries -- Denver, CO
Mid-America Prison Ministries -- Tulsa, OK
MOM -- Ministries of Mercy -- Utopia, TX
Moody Bible Institute -- Chicago, IL
Mount Carmel, Inc. -- Leavenworth, WA
Mount Zion Church -- Pensacola, FL
My Father's House Ministries -- San Antonio, TX
NACC -- National Association of Catholic Chaplains -- Milwaukee, WI
NACJD -- National Archive Criminal Justice Data -- Ann Arbor, MI
NAJC -- National Association of Jewish Chaplains -- Whippany, NJ

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NCIA -- National Center on Institutions and Alternatives -- Mansfield, MA
NCJRS -- National Criminal Justice Reference Service -- Rockville, MD
New Day Church Prison Ministry -- Houston, TX
New Foundations -- Chesterville, OH
NIBIC -- National Institute of Business and Industrial Chaplains -- Houston, TX
NIC -- National Institute of Corrections -- Washington, D.C./Longmont, CO
NOBTS -- New Orleans Baptist Theological Seminary -- New Orleans, LA
NOCP -- National Office of Citizen Participation -- Federal Bureau of Prisons -- Washington, D.C.
NTCJMN -- North Texas Criminal Justice Ministry Network -- Plano, TX
NVC -- National Victim Center -- Arlington, VA
Offender/Victim Ministries -- Newton, KS
Operation Restoration Prison Ministries -- Dallas, TX
Orthodox Christian Street and Prison Ministry -- Hollywood, CA
Osteen -- John Osteen Ministries -- Houston, TX
PACT -- Parents and Children Together -- Fort Worth, TX
Paulist National Catholic Evangelization Association -- Wash., D.C.
Peale Center for Christian Living -- Pauling, NY
Person to Person -- Friendswood, TX
Perspectives Study Program -- U.S. Center for World Missions -- Pasadena, CA
Point of View -- Dallas, TX
Power Team -- Dallas, TX
Praise to Praise -- CJM -- First Baptist -- Dallas, TX
Prayer-Life Seminars -- Corpus Christi, TX
Presbyterian Church USA -- Louisville, KY
Prison Evangelism Outreach -- Ocean Springs, MI
Prison Life -- New York, NY
Prison Outreach International -- Jim Scalise -- Houston, TX
Prison Outreach Ministry -- John Simon -- Bay City, TX
Prison Visitor Express -- Dallas, TX
Prisoners Bible Crusade -- Picayune, MS
Prisoners for Christ Outreach Ministries -- Kirkland, WA
Probe Ministries -- Richardson, TX
Promise Keepers -- Denver, CO
Quest International -- Hardin, TX
Racial Ethnic Multicultural Network -- Olympia, WA
Randy Coward Ministries -- Silsbee, TX
RBC -- Resources for Biblical Communication -- Grand Rapids, MI
Reaching the Lost for Jesus -- New Carey, TX
Refined by Fire Ministries -- Baker, LA
Reformed Church in America -- New York, NY
Restorative Justice Ministries Network -- Emmett Solomon, President -- Huntsville, TX
RHEMA -- Tulsa, OK
Rock of Ages Prison Ministry -- Center, TX (& Cleveland, TN)
Saint Mary's Seminary -- Houston, TX
Saints of the Living Word Ministry -- Wichita Falls, TX
Salvation Army -- Dallas, TX
San Diego Bible College -- National City, CA
Savelle -- Jerry Savelle Ministries -- Crowley, TX
SBC -- Southern Baptist Convention -- Nashville, TN
Set Free Ministries -- Riverside, CA
Set Free Prison Ministries -- Riverside, CA
Seventh Day Adventist -- Silsbee, TX
Sheron Kaye Ministries -- La Porte, TX
Showers of Blessing -- Marion, IL
SMU -- Southern Methodist University & Perkins School of Theology -- Dallas, TX
Society for the Right to Die -- New York, NY

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Son Shine Gospel Singers -- Haysville, TN
SonShine Ministries -- Sara Seablom -- Abilene, TX
Souled Out Ministries -- Houston, TX
Source of Light Schools -- Madison, CA
Southern Baptist Alliance -- Washington, D.C.
Southeast Texas Prison Ministry -- Jerry & Tommie Hatfield -- Iraan, TX
Southwestern Assemblies of God College -- Waxahachie, TX
Stonecroft Ministries -- Kansas City, MO
Student Aid Matching Services -- Sacramento, CA
Sumrall -- Lester Sumrall Evangelistic Association -- South Bend, IN
Sunset School of Preaching -- Lubbock, TX
SWBTS -- Southwestern Baptist Theological Seminary -- F.W., TX
Tabernacle of Faith Ministries -- Inmate Mike Washington -- Gatesville, TX
Tadlock, Wayne -- Wolfe City, TX
TAX -- Texas Association of X-Offenders -- Crockett, TX
TBI -- Texas Baptist Institute -- Houston, TX
TCU -- Texas Christian University & Bright Divinity School -- Fort Worth, TX
Texas Adult Literacy Clearinghouse -- College Station, TX
Texas Baptist Conservative Fellowship -- Fort Worth, TX
Texas Baptist Men's Association -- Dallas, TX
Texas Baptist Prison Family Ministry Foundation -- Huntsville, TX
Texas Baptists Committed -- San Angelo, TX
Therapon Institute -- Crockett, TX
Thru The Bible Radio -- Pasadena, CA
Toastmasters International -- Mission Viejo, CA
Trans-World Bible Society -- Memphis, TN
Tribe of Judah -- Humble, TX
Trinity Broadcasting Network -- Tustin, CA
United Church of Christ -- Cleveland, OH
United Methodist Church, Division of Chaplains & Related Ministries -- Nashville, TN
United Prison Ministry International -- Verbena, AL
Unity Prison Ministry -- Jim Lamb -- Corsicana, TX
Upper Room -- Nashville, TN
USCC/CCA -- U.S. Catholic Conference Commission on Certification and Accreditation -- Milwaukee, WI
Victim's Library -- Austin, TX
Victory Life Ministries -- Nacogdoches, TX
Video Resources -- General
Voice of Jesus -- Orange, TX
Voices of the Martyrs -- Bartlesville, OK
Volunteer Today -- US Department of Justice -- FBP (Mag/Jour)
Volunteers of America -- Alexandria, VA
Warm Place -- Child Grief -- Fort Worth, TX
Watchtower -- Brooklyn, NY
Wells Special Ministries -- New Ulma, MN
Word of Praise Prison Ministry -- John & Wilma Lazenby -- Buna, TX
World Bible School -- Austin, TX
World Challenge, Inc. -- David Wilkerson -- Lindale, TX
Worldwide Voice in the Wilderness -- Dallas, TX
Write-Way Prison Ministries -- Garland, TX
X-Factor -- Arlington, TX
Yachad Immanuel Ministries -- Bradenton, FL

Remember: this is only a partial listing and does not include all of the hundreds of churches and associations and many other prison and benevolent ministries throughout Texas and the Nation.

Appendix 3: Federal Bureau of Prisons – Entry Level Chaplain

Federal Bureau of Prisons Entry Level Chaplain

Salary: GS 12 – 46,955 to 61,040

<http://www.fedstats.gov/index20.html>

With locality adjustments, e.g., Dallas/FW, 50,988 to 66,283

Chaplain - GS-060-12.

Chaplains administer, supervise, and perform work involved in a program of spiritual welfare and religious guidance for inmates in a correctional setting.

Qualifications: GS-12:

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

Call 1-202-514-9740 for instructions on how to apply for a chaplain position in the Federal Bureau of Prisons.

Federal Bureau of Prisons Chaplaincy Service Mission Statement

The mission of the Religious Services Department is to provide pastoral care to all Federal inmates and facilitate the opportunity to pursue individual religious beliefs and practices in accordance with the law, Federal regulations and Bureau of Prisons policy. The staff chaplain shall provide religious worship, education, counseling, spiritual direction, support and crisis intervention to accommodate the diverse religious needs of inmates. When appropriate, pastoral care and subject matter expertise may be extended to staff.

Appendix 4: Salary.com -- Market Survey

Salary.com -- Market Survey

Chaplain

Provides spiritual guidance and support during illness, injury and/or an emergency. May require an associate's degree or its equivalent and 2-4 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a supervisor or manager. A certain degree of creativity and latitude is required.

Director, Religious Activities and Education

Develops, plans, and implements policies and procedures to support religious and educational activities. May require a bachelor's degree in a related area and at least 7 years of experience in the field. Generally manages a group of exempt and/or nonexempt employees. Relies on experience and judgment to plan and accomplish goals. Typically reports to a senior manager.

A typical Chaplain working in the United States is expected to earn a median base salary of \$43,410. Half of the people in this job are expected to earn between \$36,871 and \$51,128 (i.e., between the 25th and 75th percentiles). *(This data is as of November, 2000)*. A typical Chaplain working in metro Texas -- Houston is expected to earn a median base salary of \$45,146. Half of the people in this job are expected to earn between \$38,346 and \$53,173 (i.e., between the 25th and 75th percentiles). These numbers are based on national averages adjusted by geographic salary differentials. *(This data is as of November, 2000)*

Chaplain	Low	Median	High
United States Average	\$36,871	\$43,410	\$51,128
Houston – Texas	\$38,346	\$45,146	\$53,173
Dallas – Texas	\$37,682	\$44,365	\$52,253
Galveston – Texas	\$36,281	\$42,715	\$50,310
El Paso – Texas	\$33,294	\$39,199	\$46,169

Appendix 5: Texas Classification Salary Schedules B & C

- A. Texas Classification Salary Schedule B
- B. Texas Classification Salary Schedule C

A. Texas Classification Salary Schedule B

(Effective September 1, 1999 through August 31, 2001)

SALARY GROUP		MINIMUM	MAXIMUM
B-5	Annual	\$25,932	\$32,988
	Monthly	\$2,161	\$2,749
B-6	Annual	\$27,540	\$35,100
	Monthly	\$2,295	\$2,925
B-7	Annual	\$29,232	\$37,332
	Monthly	\$2,436	\$3,111
B-8	Annual	\$31,068	\$39,708
	Monthly	\$2,589	\$3,309
B-9	Annual	\$32,988	\$42,216
	Monthly	\$2,749	\$3,518
B-10	Annual	\$35,100	\$44,928
	Monthly	\$2,925	\$3,744
B-11	Annual	\$37,332	\$49,560
	Monthly	\$3,111	\$4,130
B-12	Annual	\$39,708	\$52,766
	Monthly	\$3,309	\$4,397
B-13	Annual	\$42,216	\$56,160
	Monthly	\$3,518	\$4,680
B-14	Annual	\$44,928	\$59,820
	Monthly	\$3,744	\$4,985
B-15	Annual	\$47,820	\$63,720
	Monthly	\$3,985	\$5,310
B-16	Annual	\$50,952	\$67,956

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	Monthly	\$4,246	\$5,663
B-17	Annual	\$54,264	\$72,420
	Monthly	\$4,522	\$6,035
B-18	Annual	\$57,816	\$77,220
	Monthly	\$4,818	\$6,435
B-19	Annual	\$65,352	\$90,540
	Monthly	\$5,446	\$7,545
B-20	Annual	\$73,920	\$102,528
	Monthly	\$6,160	\$8,544
B-21	Annual	\$93,360	\$129,744
	Monthly	\$7,780	\$10,812
B-22	Annual	\$118,092	\$164,376
	Monthly	\$9,841	\$13,698

NOTE: Salary Schedule B levels reflect the \$100.00 monthly salary increase granted by the 2000-2001 General Appropriations Act, Article IX, Section 9-11.06

**Texas State Classification Salary Schedule
Schedule B**

B-3	23,052 - 29,232		B-13 ...	42,216 - 56,160
B-4	24,432 - 31,068		B-14 ...	44,928 - 59,820
B-5	25,932 - 32,988		B-15 ...	47,820 - 63,720
B-6	27,540 - 35,100		B-16 ...	50,952 - 67,956
B-7	29,232 - 37,332		B-17 ...	54,264 - 72,420
B-8	31,068 - 39,709		B-18 ...	57,816 - 77,220
B-9	32,988 - 42,216		B-19 ...	65,352 - 90,540
B-10	35,100 - 44,928		B-20 ...	73,920 - 102,528
B-11	37,332 - 49,560		B-21 ...	93,360 - 129,744
B-12	39,708 - 52,766		B-22 .	118,092 - 164,376

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B. Texas Classification Salary Schedule C

(Effective September 1, 1999 through August 31, 2001)

Salary Group	Class Title	Years of Service				
		<4	4	8	12	16
C1	Department of Public Safety, Probationary Trooper (2 nd 6 months) Department of Public Safety, Probationary Capitol Police Officer (2 nd 6 months) Texas Parks and Wildlife Department, Probationary Texas Alcoholic Beverage Commission, Trainee	\$32,000				
C2		\$35,000				
C3			\$37,400			
C4				\$39,800		
C5					\$42,200	
C6						\$44,600
C7			\$43,400	\$45,800	\$48,200	\$50,600
C8			\$49,400	\$51,800	\$54,200	\$56,600
C9			\$55,400	\$57,800	\$60,200	\$62,600
C10	Department of Public Safety, Assistant Commander; Department of Public Safety, Chief Pilot Investigator; Texas Parks and Wildlife Department, Assistant Commander; Texas Alcoholic Beverage Commission, Assistant Commander; Texas Department of Criminal Justice, Internal Affairs, Deputy Division Director (12 years of service)		\$66,600	\$66,600	\$66,600	\$66,600
C10	Department of Public Safety, Major/Commander; Texas Parks and Wildlife Department, Commander; Texas Alcoholic Beverage Commission, Major; Texas Department of Criminal Justice, Internal Affairs, Deputy Division Director (12 years of service)		\$70,600	\$70,600	\$70,600	\$70,600

NOTE: Salary Schedule C levels were increased to the above levels by the 2000-2001 General Appropriations Act, Article IX.

Appendix 6: 1999 State of Texas Compensation System Overview

Section 1: <http://www.sao.state.tx.us/hrroot/geninfo/classificationplan/overview.html>

Effective September 1, 1999, the State of Texas' Classification Plan will have continued its changes to increase efficiency, effectiveness, and salary growth potential, while holding agencies accountable for their pay-related decisions. The first step in this process was the creation of three classified salary schedules: A, B, and C. The new salary schedules encompass the salaries of the employees formerly subject to the single classified salary schedule and all formerly exempt employees, with the exception of certain executive positions.

Salary Schedule A primarily includes administrative support, maintenance, service, technical, and paraprofessional positions.

Salary Schedule B primarily includes professional and managerial jobs, it covers most of the formerly exempt positions. This schedule has 22 salary groups with minimum and maximum salary rates that encompass all formerly exempt positions' salaries. Salary Schedule B does not have any designated steps.

Salary Schedule C covers the majority of Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) certified law enforcement positions at the four primary law enforcement agencies. This schedule has ten salary groups and was created in order to assist the State in achieving its long-term goal of providing equal pay for the State's licensed peace officers.

All salary schedule changes are effective for classified positions at State agencies and do not apply to positions at institutions of higher education.

The maintenance of the Classification Plan (Plan) is accomplished through two mechanisms. First, the State Classification Office has the final responsibility for the content of the official state job descriptions. These class descriptions are reviewed by user agencies on an annual basis for content revisions that may be needed. The appropriate revisions are then made, and copies of any revised descriptions are distributed each September to state agencies.

Other changes to the Plan require approval of the Legislature to become effective. Requests to create new classes, delete those no longer appropriate, reallocate salary group assignments of existent classes, and change class numbers can originate either in the State Classification Office or in any of the state agencies. If a request originates in one of the agencies, the State Classification Office is expected to review the request and make a recommendation to the Legislature either concurring with, modifying, or not concurring with the agency's proposal.

As the Plan was originally established, all classes were ranked and slotted into salary groups based on internal relationships and external market data. The State Classification Office continues to take the whole-job approach (1) when recommending salary group changes to the Legislature and (2) leave when auditing individual jobs or groups of jobs. The determination as to proper classification **is primarily based on the comparison of the duties and responsibilities being performed to the official job description for the classification assigned to the position.** Individual agencies have the

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first-line responsibility, under the law, for ensuring proper classification. [Emphasized underline added.]

Appendix 7: Salary Demographics Comparing Texas with Other States

- A. Overall Conclusions from Texas Classification Report 01-701
- B. Salary Structure Changes Over the Past Ten Years
- C. State Employee Salaries Fall Significantly Behind
- D. Texas Classification 2000 Proposal for Schedule B

A. Overall Conclusions from Texas Classification Report 01-701

October 2000 -- Report Number 01-701

1. Overall Conclusion

The State of Texas faces new challenges in recruiting, developing, and retaining a qualified workforce. The changing demographics and availability of the labor force are already affecting the State's ability to recruit and retain qualified workers. A qualified workforce enables the State to provide appropriate services to the public. The State's salary schedules, as well as actual salaries, have not kept pace with those of the private sector or even other public sector entities. While this has been the case for several years, we believe that continuing to lag behind the market places the State in a position that could affect overall services. The issue of pay needs more attention given both the strong Texas economy and the forecast of a significant labor shortage. Any change to a compensation system must take into account the overall salary structure, the relative position of individual jobs compared to similar jobs in the market, and actual employee pay. This proposal deals with salary schedule increases needed to place the State in a more competitive position.

2. Key Facts and Findings

We recommend that the salary range spreads of both Salary Schedules A and B be adjusted to reflect industry recommendations for specific job types. This adjustment would give agencies more flexibility to pay employees at higher rates within the adjusted ranges. It would also increase the midpoints of the salary ranges and thereby reduce to 7 percent the State's lag behind benchmark jobs as of September 1, 2001.

Increasing the midpoints would not eliminate the need for an overall salary schedule increase that would affect all state employees. Therefore, we also recommend applying a flat dollar increase of \$200 per month to Salary Schedule A and a 10 percent increase to Salary Schedule B effective September 1, 2001. To keep up with market increases, an additional \$50 per month increase would need to be applied to Salary Schedule A and a 3 percent increase to Salary Schedule B effective September 1, 2002. This adjustment would cost approximately \$945 million for the biennium.

We also recommend that Salary Schedule C be increased by \$50 per month effective September 1, 2001, and \$50 per month effective September 1, 2002. We estimate that this increase to Salary Schedule C would cost approximately \$7 million for the biennium. [Emphasis and box added.]

[Note: the above is excessive, compared to TDCJ unit/line staff and especially for chaplains; why not just give the lower quarter of the A and B schedule a 25% raise, the 2nd quarter a 15% raise and leave the upper half alone? Does the upper half NEED it like the lower half? NO.

The following is only a "selection" of the data used to justify the proposed State's Position Classification Plan. For a full description go to

<http://www.sao.state.tx.us> and click the 01-701 Report or just go straight to
<http://www.sao.state.tx.us/reports/report.cfm?report=2000/01-701>

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Then scroll down to see the link to the html or Acrobat version.

Remember – an entry level Chaplain I is B-5, a Chaplain II a B-8 and a Chaplain III a B-10.

And there is no central office for the coordination of a profession that facilitates human history's most significant source of change and chaplains themselves have not been up-graded in 40 years. And chaplains are generally required to have a Master's or equivalent.]

B. Salary Structure Changes Over the Past Ten Years

<http://www.sao.state.tx.us/reports/2000/01-701.pdf#page5>

Texas salary structure increases have lagged behind increases for all other comparison points: Selected Texas City Governments Average 24%; State Government Average 27%; Nationwide (All Industries) Average 33%; Austin Metropolitan Area 42%; and State of Texas (as of August 31, 1999) 15%

National Trends

The American Compensation Association reports that salary structures nationwide have increased 33 percent for all industries in the past ten years.¹ As Figure 1 shows, the State's salary schedules have increased only 15 percent over the same period. Nationwide trends show a steady increase, while the State of Texas has not given salary increases for 6 of the past 10 years.

¹ American Compensation Association, *Report on the 1998-1999 Total Salary Increase Budget Survey*, Survey Highlights-United States, pg. 7.

State Government Trends

State government surveys show that Texas' annual salary increases trail the average of other state government salary increases over the past 10 years (see Figure 2). The average increase for all other state governments surveyed was 27 percent. Nine of the ten most populous states (Texas is one of the ten most populous states) showed salary structure increases of 27 percent. The average increase of the central and southeastern states was 26 percent. (See Appendix 4 for actual increases of the other states surveyed.) As stated earlier, the average of the other states shows a steady upward trend that contrasts with Texas' average.

Texas City Governments Trends

The State Auditor's Office surveyed several Texas city governments for salary schedule increases. The

City of Fort Worth experienced the highest increase at **41 percent**; the City of Austin also had significant structure adjustments at **32 percent**; the City of Dallas experienced an **18 percent** increase; the City of San Antonio a **17 percent** increase; and the City of Houston an **11 percent** increase (see Figure 3).

On average, the major Texas city governments surveyed experienced a 24 percent increase in their salary structures.

**C. State Employee Salaries Fall Significantly Behind
-- Both Private & Public Sector Salaries**

In the past ten years salaries in Travis County, the region that contains the largest percentage of the State's full-time classified employees, increased by more than 115 percent. The greater Austin area, benefiting from strong technology industry growth, has had a tremendous increase in salaries. Additionally, per capita income across Texas has increased almost 58 percent in the past ten years. By comparison, average salaries for state employees increased by only 28 percent 4 (see Figure 5). When we examine state government employee average salaries in the ten most populous states, we see a similar trend (see Table 2). As of August 31, 1999, Texas salaries were more than \$7,000 below the average for the nine other most populous states. It would take a 26 percent increase to align Texas salaries with the average of the other states.

The 28 percent figure includes the legislatively mandated structure increases of 15 percent plus increases of 13 percent due to merit raises and promotions. The average salary for state employees was \$23,316 in 1990 and \$29,829 in 1999.

Table 2

Average Salaries for the Ten Most Populous States Over the Past Decade

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
CA	35,484	38,064	38,436	38,880	40,680	42,648	42,672	42,852	43,344	46,140
NY	30,440	31,354	31,417	32,210	33,877	35,021	35,306	35,702	36,972	N/ A
FL	N/ A	N/ A	N/ A	N/ A	22,841	24,389	24,832	25,943	27,287	29,287
PA	27,442	28,155	28,618	30,105	30,509	32,004	33,643	34,752	36,110	37,406
IL	28,828	28,401	27,580	31,137	31,560	33,272	34,235	35,264	37,769	36,755
OH	26,416	27,664	28,746	30,576	31,928	33,613	35,027	36,109	37,773	38,917
MI	31,426	33,565	34,952	34,917	35,029	35,740	36,950	37,825	38,824	40,204
NJ	N/ A	N/ A	34,320	35,056	36,949	39,116	39,546	40,113	41,395	42,949
GA	23,784	23,965	23,777	23,997	23,754	25,046	25,046	26,154	27,350	28,219
<u>Aver.</u>	<u>29,117</u>	<u>30,167</u>	<u>30,981</u>	<u>32,110</u>	<u>31,903</u>	<u>33,428</u>	<u>34,140</u>	<u>34,968</u>	<u>36,314</u>	<u>37,485</u>
Texas	23,316	23,842	24,285	25,257	25,364	25,661	26,107	27,503	27,961	29,829

Although it is the second most populous state behind California, in 1999 Texas' average state employee salary was \$7,656 (26 percent) less than the average salary for the nine other most populous states.

D. Texas Classification 2000 Proposal for Schedule B

Salary Schedule B Salary Range Spread Modification

Proposal by State Classification

This schedule DOES NOT reflect any across the board increase, but only shows an increase in the maximum range for certain salary groups.

	Minimum	Current ... Maximum	Proposed ...	Maximum		Minimum	Current	Proposed	Maximum
B1 20,592	25,932	27,799		B12 39,708	52,766 57,577
B2 21,744	27,540	29,354		B13 42,216	56,160 61,213
B3 23,052	29,232	31,120		B14 44,928	59,820 65,146
B4 24,432	31,068	32,983		B15 47,820	63,720 74,121
B5 25,932	32,988	35,008		B16 50,952	67,956 78,976
B6 27,540	35,100	37,179		B17 54,264	72,420 84,109
B7 29,232	37,332	39,463		B18 57,816	77,220 89,615
B8 31,068	39,708	41,942		B19 65,352	90,540 101,296
B9 32,988	42,216	44,534		B20 73,920	102,528 114,576
B10	... 35,100	44,928	50,895		B21 93,360	129,744 144,708
B11	... 37,332	49,560	54,131		B22 118,092	164,376 183,043

Compensation experts state that salary spreads for FLSA exempt (professional and administrative jobs) positions range from 30 percent to 50 percent and that spreads for managerial jobs range from 40 percent to over 50 percent. (Source: Society for Human Resource Management (SHRM), *The SHRM Learning System, Module Four: Compensation and Benefits*, pg. 24.)

[NOTE: Please – since most of TDCJ’s personnel is and has been on the lower end of their respective pay groups, why add a high end that will mostly benefit those who do not NEED it. At least for now, it would be more reasonable to focus on the lower quarter and lower half with only minimal adjustments at the higher end. I would bet ten-to-one that most of the designers of this schedule proposal are on the high end in their respective pay groups. Till you know that, you will not know how fair this actually is to those on the lower end who really need it across the board adjustments.]

Appendix 8: Texas Classification Plan Recommendations for 2000, 1998 & 1996

A. 2000 Texas Recommended Changes to Classification Plan

B. 1998 Texas Recommended Changes to Classification Plan

C. 1996 Texas Recommended Changes to Classification Plan

A. 2000 Texas Recommended Changes to Classification Plan

October 2000 -- Report Number 01-702

Overall Conclusion

The Position Classification Plan (Plan) should be changed to ensure that it meets the needs of the State. The Plan should adequately cover the jobs state employees perform and provide internal consistency between jobs. It is important that the Plan be broad enough to cover similar jobs at different agencies while maintaining an appropriate number of classes. Fewer classes make the Plan easier and less expensive to manage. The number of classes in Texas' Plan is among the lowest in the nation, as *Governing* recognized in its February 1999 issue.

Overview

We recommend changing the State's Position Classification Plan (Plan) to ensure that it meets the needs of state agencies (and others that voluntarily follow the Plan) and provides internal consistency between jobs. The cumulative effect of these changes reduces the number of classes in the Plan from 927 to 906. The February 1999 issue of *Governing* identified the Classification system as the most recognizable statewide human resources function. Specifically, the low number of classes in the Plan was noteworthy.

[Note: the following is only a "selection" of the 906 positions in the Proposed State's Position Classification Plan. For a full description go to

<http://www.sao.state.tx.us> and click the "01-702 Report" or just go straight to

<http://www.sao.state.tx.us/reports/report.cfm?report=2000/01-702>

Then scroll down to see the link to the html or Acrobat version.

Remember – an entry level Chaplain I is B-5, a Chaplain II a B-8 and a Chaplain III a B-10. And there is no central office for the coordination of a profession that facilitates human history's most significant source of change and chaplains themselves have not been up-graded in 40 years. And chaplains are generally required to have a Master's or equivalent.]

This is only a small selection of relevant position grades and their order of presentation has been
adjusted

Where tabbed dots appear, that means one position has changed to the one on the right

The "**bold**" in the following indicate some selected recommended changes for 2000

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No Change for Selected Positions

5081 B5 Chaplain I	
5082 B8 Chaplain II	
5083 B10 Chaplain III	
1600 B13 Manager I	1620 B17 Director I
1601 B14 Manager II	1621 B18 Director II
1602 B15 Manager III	1622 B19 Director III
1603 B16 Manager IV	1623 B20 Director IV
1604 B17 Manager V	1624 B21 Director V
3510 B9 Assistant Attorney General I	3520 B13 General Counsel I
3511 B11 Assistant Attorney General II	3521 B15 General Counsel II
3512 B13 Assistant Attorney General III	3522 B17 General Counsel III
3513 B15 Assistant Attorney General IV	3523 B19 General Counsel IV
3514 B17 Assistant Attorney General V	3524 B20 General Counsel V
3515 B19 Assistant Attorney General VI	
3516 B20 Assistant Attorney General VII	
0239 B6 Programmer I	1729 B5 Human Resources Specialist I
0240 B8 Programmer II	1731 B7 Human Resources Specialist II
0241 B10 Programmer III	1733 B9 Human Resources Specialist III
0242 B12 Programmer IV	1735 B11 Human Resources Specialist IV
0243 B14 Programmer V	1737 B13 Human Resources Specialist V
0244 B16 Programmer VI	
2580 B3 Sanitarian I	7401 B5 Librarian I
2581 B5 Sanitarian II	7402 B7 Librarian II
2582 B7 Sanitarian III	7403 B9 Librarian III
2583 B9 Sanitarian IV	7404 B11 Librarian IV
2584 B11 Sanitarian V	
2585 B13 Sanitarian VI	

Proposed Changes for Selected Positions

1100 B5 Financial Examiner I	1100 B6 Financial Examiner I
1102 B7 Financial Examiner II	1102 B8 Financial Examiner II
1104 B9 Financial Examiner III	1104 B10 Financial Examiner III
1106 B11 Financial Examiner IV	1106 B12 Financial Examiner IV
1108 B13 Financial Examiner V	1108 B14 Financial Examiner V
1110 B15 Financial Examiner VI	1110 B16 Financial Examiner VI
1112 B17 Financial Examiner VII	1112 B18 Financial Examiner VII
2141 B9 Engineer I	
2142 B10 Engineer II	
2143 B11 Engineer III	2150 B11 Engineer I
2144 B12 Engineer IV	2151 B12 Engineer II
2145 B13 Engineer V	2152 B13 Engineer III
.....	2153 B14 Engineer IV
2146 B15 Engineer VI	2154 B15 Engineer V
.....	2155 B16 Engineer VI
2147 B17 Engineer VII	2156 B17 Engineer VII

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.....	2650 B5 Environmental Specialist I	
.....	2651 B7 Environmental Specialist II	
.....	2652 B9 Environmental Specialist III	
.....	2653 B11 Environmental Specialist IV	
.....	2654 B13 Environmental Specialist V	
.....	2655 B15 Environmental Specialist VI	
2681 B5 Natural Resources Specialist II	2681 B5 Natural Resources Specialist I	
2682 B7 Natural Resources Specialist III	2682 B7 Natural Resources Specialist II	
2683 B9 Natural Resources Specialist IV	2683 B9 Natural Resources Specialist III	
2684 B11 Natural Resources Specialist V	2684 B11 Natural Resources Specialist IV	
2685 B13 Natural Resources Specialist VI	2685 B13 Natural Resources Specialist V	
.....	2686 B15 Natural Resources Specialist VI	29
2760 B6 Rescue Specialist I		
2761 B8 Rescue Specialist II	2761 B8 Rescue Specialist I	
2762 B9 Rescue Specialist III	2762 B9 Rescue Specialist II	
2763 B11 Rescue Specialist IV	2763 B11 Rescue Specialist III	
2815 B11 Actuary I	2801 B11 Actuary I	
2816 B12 Actuary II		
2817 B13 Actuary III	2802 B13 Actuary II	
2818 B15 Actuary IV	2803 B15 Actuary III	
2819 B17 Actuary V	2804 B17 Actuary IV	
2820 B19 Actuary VI	2805 B19 Actuary V	
2821 B20 Actuary VII	2806 B21 Actuary VI	
2822 B22 Chief Actuary	2808 B22 Chief Actuary	
3557 B8 Hearings Reporter I		
3558 B10 Hearings Reporter II		
3559 B12 Hearings Reporter		
4014 B3 Nutritionist I		
4015 B5 Nutritionist II	4015 B5 Nutritionist I	
4016 B7 Nutritionist III	4016 B7 Nutritionist II	
4017 B10 Nutritionist IV	4017 B10 Nutritionist III	
4018 B12 Nutritionist V	4018 B12 Nutritionist IV	
4490 B10 Pharmacist I		
4491 B12 Pharmacist II	4491 B12 Pharmacist I	
4492 B14 Pharmacist III	4492 B14 Pharmacist II	
4493 B16 Pharmacist IV	4493 B16 Pharmacist III	
5107 B8 Veterans Assistance Counselor III	5107 B8 Veterans Assistance Counselor III	
5108 B9 Veterans Assistance Counselor IV	5108 B10 Veterans Assistance Counselor IV	
5109 B10 Veterans Assistance Counselor V	5109 B12 Veterans Assistance Counselor V	
6050 B8 Criminalist I		
6051 B9 Criminalist II	6051 B9 Criminalist I	
6052 B10 Criminalist III	6052 B10 Criminalist II	
6053 B11 Criminalist IV	6053 B11 Criminalist III	
6054 B12 Criminalist V	6054 B12 Criminalist IV	
6055 B13 Criminalist VI	6055 B13 Criminalist V	
6056 B14 Criminalist VII	6056 B14 Criminalist VI	
6057 B15 Criminalist VIII	6057 B15 Criminalist VII	
C019 C2 Corporal I, DPS	9930 C2 Corporal I	
C018 C3 Corporal II, DPS	9931 C3 Corporal II	

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C017	C4	Corporal III, DPS.....	9932	C4	Corporal III
C016	C5	Corporal IV, DPS.....	9933	C5	Corporal IV
C161	C6	Corporal V, DPS.....	9934	C6	Corporal V
T051	C6	Trooper V, DPS	9927	C6	Trooper V
		9940	C7	Sergeant, Public Safety
		9942	C9	Captain, Public Safety
		9941	C8	Lieutenant, Public Safety
A104	C10	Assist. Com. Game Warden, P&W	9993	C10	Asst. Com., Game Warden
C232	C10	Com. Game Warden, P&W	9994	C10	Commander, Game Warden
M002	C10	Major, Game Warden, P&W	9995	C10	Major, Game Warden

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B. 1998 Texas Recommended Changes to Classification Plan

Report Number 98-706 -- May 1998

<http://www.sao.state.tx.us/reports/1998/98-706.pdf>

Overall Conclusion

The Position Classification Plan (Plan) should be changed in order to ensure it adequately meets the needs of state agencies and properly compensates the State's classified employees. Implementation of these changes would also make the Plan more equitable and achieve greater salary parity among agencies statewide. The estimated cost of implementing these changes would range between \$8,184,431 and \$30,032,819 for the biennium.

Key Facts and Findings

These recommendations are the vital next step needed in achieving salary parity among agencies statewide. The process of achieving parity was started with the creation of Salary Schedules A, B, and C last session.

While some of the recommendations will have a fiscal impact, the initial costs incurred appear to outweigh the higher costs associated with turnover. The cumulative effect of the recommended Plan changes would be a reduction in the number of classes in the Plan from 1,607 to a more manageable 902. The creation of a general Manager and Director class series would allow the deletion of a significant number of agency-specific titles and foster the establishment of a foundation for salary parity among managerial positions statewide.

The "**bold**" print indicates the changes in 1998

Sometimes "**bold**" means a new position altogether, but I don't know which

5081 B5 Chaplain I	5078 A9 Chaplaincy Services Assistant I
5082 B8 Chaplain II	5079 A11 Chaplaincy Services Assistant II
5083 B10 Chaplain III	5080 A12 Chaplaincy Services Assistant III
	Note: A13 is the same as B5
	Only one Chap. Ser. Asst. is on any unit

694 T024 A6 Teacher Aide I, Youth Comm.	8021 A11 Custodial Manager I
694 T039 A9 Teacher Aide II, Youth Comm.	8023 A13 Custodial Manager II
694 T040 A13 Teacher Aide III, Youth Comm.	8025 A15 Custodial Manager III

A-13 is equivalent to B-5 – same as entry level Chaplain

7401 B3 Librarian I	7401 B5 Librarian I
7402 B5 Librarian II	7402 B7 Librarian II
7403 B7 Librarian III	7403 B9 Librarian III
7404 B8 Librarian IV	7404 B11 Librarian IV
0239 B4 Programmer I	0239 B6 Programmer I
0240 B6 Programmer II	0240 B8 Programmer II
0241 B8 Programmer III	0241 B10 Programmer III
0242 B10 Programmer IV	0242 B12 Programmer IV
0243 B12 Programmer V	0243 B14 Programmer V
0248 B15 Programmer VI	0244 B16 Programmer VI
0281 B4 Telecommunications Specialist I	0281 B6 Telecommunications Specialist I
0282 B6 Telecommunications Specialist II	0282 B8 Telecommunications Specialist II
0283 B8 Telecommunications Specialist III	0283 B10 Telecommunications Specialist III
0284 B10 Telecommunications Specialist IV	0284 B12 Telecommunications Specialist IV
0285 B12 Telecommunications Specialist V	0285 B14 Telecommunications Specialist V

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6070 B8 Criminalist I	6050	B8 Criminalist I
6071 B9 Criminalist II	6051	B9 Criminalist II
6072 B10 Criminalist III	6052	B10 Criminalist III
6073 B11 Criminalist IV	6053	B11 Criminalist IV
6074 B12 Criminalist V	6054	B12 Criminalist V
6075 B13 Criminalist VI	6055	B13 Criminalist VI
6077 B14 Criminalist VII	6056	B14 Criminalist VII
6078 B15 Criminalist VIII	6057	B15 Criminalist VIII
4490 B8 Pharmacist I	4490	B10 Pharmacist I
4491 B10 Pharmacist II	4491	B12 Pharmacist II
4492 B12 Pharmacist III	4492	B14 Pharmacist III
4493 B13 Pharmacist IV	4493	B16 Pharmacist IV
4460 B12 Psychologist I	0660	B15 Governor's Advisor I
4462 B14 Psychologist II	0662	B18 Governor's Advisor II
4464 B16 Psychologist III	0664	B20 Governor's Advisor III
4475 B19 Psychiatrist I	0666	B21 Governor's Advisor IV
4476 B20 Psychiatrist II		
4477 B21 Psychiatrist III		
4478 B22 Psychiatrist IV		
4442 B6 Nurse II	4442	B6 Nurse I
4444 B8 Nurse III	4444	B8 Nurse II
4446 B10 Nurse IV	4446	B10 Nurse III
4448 B12 Nurse V	4448	B12 Nurse IV
4450 B13 Nurse VI	4450	B13 Nurse V
4081 B7 Epidemiologist I	4081	B9 Epidemiologist I
4082 B9 Epidemiologist II	4082	B11 Epidemiologist II
4083 B11 Epidemiologist III	4083	B13 Epidemiologist III
4084 B13 Epidemiologist IV	4084	B15 Epidemiologist IV

362 A167	B14	Assistant Director for Bingo Operations, Lottery Commission
362 L029	B14	Lottery Operations Supervisor, Lottery Commission
362 L035	B14	Lottery Security Supervisor, Lottery Commission
362 L039	B14	Lottery Financial Administration Supervisor, Lottery Commission
362 L026	B17	Systems Administrator, Lottery Commission
362 L033	B17	Lottery Marketing Assistant Director, Lottery Commission
362 L030	B18	Lottery Communications Director, Lottery Commission
362 L038	B18	Lottery Financial Administration Director, Lottery Commission
362 L042	B18	Lottery Audit Director, Lottery Commission
362 L043	B18	Lottery Bingo Operations Director, Lottery Commission
362 L074	B18	Lottery Information Systems Director, Lottery Commission
362 L075	B18	Lottery Marketing Director, Lottery Commission
362 L076	B18	Lottery Security Director, Lottery Commission

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4125 B11 Veterinarian I 4125 **B14** Veterinarian I
4127 B13 Veterinarian II 4127 **B16** Veterinarian II

201 C068 B14 Chief Deputy Clerk, Supreme Court
211 C066 B14 Chief Deputy Clerk, Court of Criminal Appeals
226 C227 B14 Clerk, Sixth Court of Appeals
229 C147 B14 Clerk, Ninth Court of Appeals
234 C168 B14 Clerk, Fourteenth Court of Appeals
201 C154 B15 Clerk, Supreme Court
211 C156 B15 Clerk, Court of Criminal Appeals
227 C159 B16 Clerk, Seventh Court of Appeals

3630 B13 Chief Deputy Clerk

3635 B17 Clerk of the Court

221 C162 B13 Clerk, First Court of Appeals
222 C163 B13 Clerk, Second Court of Appeals
223 C164 B13 Clerk, Third Court of Appeals
224 C165 B13 Clerk, Fourth Court of Appeals
225 C226 B13 Clerk, Fifth Court of Appeals
228 C067 B13 Clerk, Eighth Court of Appeals
230 C151 B13 Clerk, Tenth Court of Appeals

3510 B9 Assistant Attorney General I
3511 B11 Assistant Attorney General II
3512 B13 Assistant Attorney General III
3513 B15 Assistant Attorney General IV
3514 B17 Assistant Attorney General V
3515 B19 Assistant Attorney General VI
3516 B20 Assistant Attorney General VII

3520 B13 General Counsel I
3521 B15 General Counsel II
3522 B17 General Counsel III
3523 B19 General Counsel IV
3524 B20 General Counsel V

3534 B6 Attorney I
3535 B7 Attorney II
3536 B9 Attorney III **3501 B9 Attorney I**
3537 B10 Attorney IV
3538 B11 Attorney V **3502 B11 Attorney II**
3539 B13 Attorney VI **3503 B13 Attorney III**
3540 B15 Attorney VII **3504 B15 Attorney IV**
..... **3505 B17 Attorney V**

2805 B11 Actuary I **2815 B11 Actuary I**
2807 B12 Actuary II **2816 B12 Actuary II**
2809 B13 Actuary III **2817 B13 Actuary III**
..... **2818 B15 Actuary IV**
..... **2819 B17 Actuary V**
..... **2820 B19 Actuary VI**
..... **2821 B20 Actuary VII**

2661 B3 Chemist I 2661 **B5** Chemist I
2662 B5 Chemist II 2662 **B7** Chemist II
2663 B7 Chemist III 2663 **B9** Chemist III
2664 B9 Chemist IV 2664 **B11** Chemist IV
2665 B11 Chemist V 2665 **B13** Chemist V
2667 B13 Chemist VI **2666 B15** Chemist VI

Professional Equity for Texas State Chaplains -- Parity

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2670 B3 Sanitarian I	
2671 B5 Sanitarian II	
2672 B7 Sanitarian III	1870 B7 Technical Writer I
2673 B9 Sanitarian IV	1871 B9 Technical Writer II
2674 B11 Sanitarian V	
2675 B13 Sanitarian VI	
2256 B9 Architect I	2356 B9 Geologist I
2258 B10 Architect II	2358 B10 Geologist II
2260 B11 Architect III	2360 B11 Geologist III
2262 B12 Architect IV	2362 B12 Geologist IV
2264 B13 Architect V	2364 B13 Geologist V
2141 B9 Engineer I	
2142 B10 Engineer III	
2143 B11 Engineer III	
2144 B12 Engineer IV	
2145 B13 Engineer V	
2146 B15 Engineer VI	
1150 B18 Investment Fund Director I	1880 B15 State and Federal Relations Rep. I
1152 B20 Investment Fund Director II	1881 B17 State and Federal Relations Rep. II
1154 B22 Investment Fund Director III	1882 B19 State and Federal Relations Rep. III
1600 B13 Manager I	1620 B17 Director I
1601 B14 Manager II	1621 B18 Director II
1602 B15 Manager III	1622 B19 Director III
1603 B16 Manager IV	1623 B20 Director IV
1604 B17 Manager V	1624 B21 Director V
1160 B14 Equity Trader I	1140 B14 Portfolio Manager I
1161 B16 Equity Trader II	1142 B16 Portfolio Manager II
1162 B18 Equity Trader III	1144 B18 Portfolio Manager III
1130 B10 Investment Officer I	1130 B10 Investment Analyst I
1131 B12 Investment Officer II	1131 B12 Investment Analyst II
1132 B13 Investment Officer III	1132 B14 Investment Analyst III
.....	1100 B5 Financial Examiner I
.....	1102 B7 Financial Examiner II
1260 B8 Financial Examiner I	1104 B9 Financial Examiner III
1262 B11 Financial Examiner II	1106 B11 Financial Examiner IV
1264 B13 Financial Examiner III	1108 B13 Financial Examiner V
.....	1110 B15 Financial Examiner VI
.....	1112 B17 Financial Examiner VII

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Here are a few other positions, many of them very responsible and professional. Given these, does not a chief chaplain or Executive Director or Division Director for Chaplaincy Services merit a comparable salary? Especially in TDCJ where the chaplaincy core more than recovers their operating costs?

701 S184 B12 State-Federal Relations Representative I, Education Agency
302 S176 B16 State-Federal Relations Representative II, Office of Attorney General
304 S173 B16 State-Federal Relations Representative II, Comptroller of Public Accounts
696 S188 B16 State-Federal Relations Representative II, Department of Criminal Justice
701 S185 B16 State-Federal Relations Representative II, Education Agency
302 S177 B19 State-Federal Relations Representative III, Office of Attorney General
304 S174 B19 State-Federal Relations Representative III, Comptroller of Public Accounts
305 S192 B19 State-Federal Relations Representative III, General Land Office
320 S212 B19 State-Federal Relations Representative III, Workforce Commission
324 S180 B19 State-Federal Relations Representative III, Department of Human Services
332 S207 B19 State-Federal Relations Representative III, Department of Housing & Comm. Affairs
480 S198 B19 State-Federal Relations Representative III, Department of Economic Development
501 S183 B19 State-Federal Relations Representative III, Department of Health
582 S195 B19 State-Federal Relations Representative III, Natural Resource Conservation Commission
696 S189 B19 State-Federal Relations Representative III, Department of Criminal Justice
701 S186 B19 State-Federal Relations Representative III, Education Agency

582 E084 B19 Exec. Assistant for Agency Communications, Natural Resource Conservation Comm.
582 S117 B19 Senior Director, Natural Resource Conservation Commission
601 D245 B19 Director VI, Department of Transportation
655 R034 B19 Director V, Department of Mental Health and Mental Retardation
655 S164 B19 Superintendent IV, Department of Mental Health and Mental Retardation
694 D226 B19 Assistant Deputy Executive Director, Juvenile Corrections, Youth Commission
696 A146 B19 Associate Deputy Director for Design, Department of Criminal Justice
696 A147 B19 Associate Deputy Director for Construction, Department of Criminal Justice
696 D061 B19 Deputy Director, Department of Criminal Justice
696 D169 B19 Director, State Jail Division, Department of Criminal Justice
696 D259 B19 Deputy Director of Administrative Services, Department of Criminal Justice
696 E049 B19 Director, Community Justice Assistance Division, Department of Criminal Justice
696 E059 B19 Director, Pardons and Parole Division, Department of Criminal Justice
701 A229 B19 Assistant Commissioner for Reading, Education Agency
701 A245 B19 Asset Manager, Education Agency
701 C023 B19 Coordinator, Education Agency
701 D078 B19 Chief of Staff, Assistant Commissioner for School Governance, Education Agency
802 D655 B19 Director IV, Parks and Wildlife Department

302 E029 B20 Deputy Assistant Attorney General for Administration, Office of Attorney General
323 D567 B20 Director of Governmental Relations, Teacher Retirement System
323 L023 B20 Loan Administrator Manager, Teacher Retirement System
327 A219 B20 Deputy Director for Programs, Employees Retirement System

696 D193 B20 Deputy Executive Director of Operations, Department of Criminal Justice
696 D252 B20 Director of Program Services, Department of Criminal Justice
701 A036 B20 Associate Commissioner, Education Agency
701 A037 B20 Associate Permanent School Fund Manager, Education Agency

301 L015 B21 Acting Governor, Governor's Office
323 C040 B21 Chief Financial Officer, Teacher Retirement System
323 C119 B21 Chief Benefit Officer, Teacher Retirement System
701 D283 B21 Director of Equities, Education Agency

Professional Equity for Texas State Chaplains -- Parity

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701 D284 B21 Director of Fixed Income, Education Agency
304 F017 B22 First Deputy Comptroller, Comptroller of Public Accounts

655 S165 B18 Superintendent III, Department of Mental Health and Mental Retardation
694 A196 B18 Associate Director Rehabilitation Services, Youth Commission
694 A197 B18 Assistant Director Finance/ Construction, Youth Commission
694 A199 B18 Assistant Director Management Support, Youth Commission
694 S241 B18 Superintendent of Education, Youth Commission
696 A162 B18 Assistant Director IV, Department of Criminal Justice
696 E026 B18 Executive Assistant, Department of Criminal Justice
701 A031 B18 Assistant to the Commissioners for Governmental Relations, Education Agency
701 P183 B18 Portfolio Manager, Education Agency
802 D652 B18 Director III, Parks & Wildlife Department
201 E032 B19 Executive Assistant, Supreme Court

211 E031 B19 Executive Administrator, Court of Criminal Appeals
301 C135 B19 Chief of Staff, Governor's Office

302 G036 B19 Group Manager, Office of Attorney General
302 S101 B19 Special Assistant for Administration, Office of Attorney General
302 S102 B19 Special Assistant for Child Support, Office of Attorney General
304 A098 B19 Assistant Director, Comptroller of Public Accounts
304 A166 B19 Director, Comptroller of Public Accounts
304 A232 B19 Assistant Deputy Treasurer -Fiscal, Comptroller of Public Accounts
304 A237 B19 Deputy Treasurer -Operations, Comptroller of Public Accounts
304 C141 B19 Chief Investment Officer, Comptroller of Public Accounts
304 D273 B19 Deputy Treasurer -Finance, Comptroller of Public Accounts
304 D282 B19 Director of the Texas Tomorrow Fund, Comptroller of Public Accounts
304 S024 B19 Chief of Staff, Comptroller of Public Accounts
305 D054 B19 Deputy Land Commissioner, General Land Office
305 S023 B19 Senior Deputy Land Commissioner, General Land Office
323 C281 B19 Controller, Teacher Retirement

323 D138 B19 Director of Management Information Systems, Teacher Retirement System
323 D538 B19 Director of Group Insurance, Teacher Retirement System
323 M026 B19 Manager of Pension Plan Administration, Teacher Retirement System
327 D117 B19 Director of Accounting, Employees Retirement System
327 D125 B19 Director of Member Benefits, Employees Retirement System
327 D140 B19 Director of Group Insurance, Employees Retirement System
327 D235 B19 Deputy Director for Information Systems, Employees Retirement System
327 D751 B19 Deputy Director for Administration, Employees Retirement System
330 C113 B19 Director of Medical Services, Rehabilitation Commission
450 C269 B19 Director of Corporate Activities & Planning, Savings and Loan Department
450 D247 B19 Director of Examinations, Savings and Loan Department
451 D006 B19 Director, Corporate Activities, Department of Banking
451 D145 B19 Director, Personnel and Staff Services, Department of Banking
451 D192 B19 Director, Policy Development and Examination Support, Department of Banking
451 D248 B19 Director, Bank & Trust Division, Department of Banking
451 D759 B19 Director, Special Audits & Budgets, Department of Banking
451 R036 B19 Regional Director II, Department of Banking
455 D198 B19 Division Director II, Railroad Commission
455 D223 B19 Director of Petroleum Regulation, Railroad Commission
501 R001 B19 Exempt VI, Department of Health

529 A231 B19 Associate Commissioner IV, Health and Human Services Commission
551 A355 B19 Associate Deputy Commissioner, Department of Agriculture

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582 C301 B19 Chief of Legal Services, Natural Resource Conservation Commission
582 D086 B19 Deputy Director, Natural Resources Conservation Commission

332 C031 B18 Chief Financial Officer, Department of Housing and Community Affairs
360 A138 B18 ALR Coordinator, Office of Administrative Hearings
360 C134 B18 Contested Case Coordinator, Office of Administrative Hearings
360 H008 B18 Hearings Division Director, Office of Administrative Hearings

405 L025 B18 Laboratory Services Director, Department of Public Safety
451 A159 B18 Assistant Director III, Department of Banking
451 A427 B18 Assistant Regional Director, Department of Banking
454 M023 B18 Managerial Technical Executive III, Department of Insurance
455 A206 B18 Assistant Director, Oil & Gas, Railroad Commission
455 D181 B18 Director, Oil Field Cleanup, Railroad Commission
455 D182 B18 Director, Production Allocation, Railroad Commission
455 D184 B18 Director, Regulatory Enforcement, Railroad Commission
455 D186 B18 Division Director I, Railroad Commission
476 S335 B18 Steward/ Judge (Horse), Racing Commission
501 E002 B18 Exempt V, Department of Health

529 A061 B18 Associate Commissioner III, Health and Human Services Commission
551 A551 B18 Assistant Commissioner, Department of Agriculture
582 D232 B18 Division Director II, Natural Resource Conservation Commission
601 D250 B18 Director V, Department of Transportation
655 D155 B18 Director IV, Department of Mental Health and Mental Retardation

694 D528 B17 Division Director II, Youth Commission
802 D653 B17 Director II, Parks & Wildlife Department
212 C155 B18 Chief Financial Officer, Office of Court Administration
212 D073 B18 Deputy Administrative Director, Office of Court Administration
212 D285 B18 Director of Research, Office of Court Administration
212 D286 B18 Director of ADP, Office of Court Administration
301 E020 B18 Exempt II, Governor's Office

304 A056 B18 Assistant Director, USAS, Comptroller of Public Accounts
304 M006 B18 Manager II, Comptroller of Public Accounts
304 P202 B18 Program Administrator, Comptroller of Public Accounts
305 A164 B18 Assistant Deputy Land Commissioner, General Land Office
307 D017 B18 Deputy Assistant Secretary for Elections, Secretary of State
307 D018 B18 Deputy Assistant Secretary for Information Services, Secretary of State
307 D019 B18 Deputy Assistant Secretary for Administrative Services, Secretary of State
312 A223 B18 Director III, Securities Board

313 C020 B18 Chief Deputy Director, Department of Information Resources
320 P178 B18 Program Director IV, Workforce Commission
323 A221 B18 Manager of Electronic Data Processing System, Teacher Retirement System
323 C014 B18 Director of Internal Audit, Teacher Retirement System
323 D123 B18 Director of Staff Services, Teacher Retirement System
323 M016 B18 Manager of Investment Accounting, Teacher Retirement System
323 M018 B18 Manager of Benefit Processing, Teacher Retirement System
323 S238 B18 Manager of Accounting and Control, Teacher Retirement System
327 A136 B18 Assistant Director, Employees Retirement System
327 D103 B18 Director of Deferred Compensation, Employees Retirement System
327 D141 B18 Director of Human Resources and Staff Development, Employees Retirement System

405 L006 B17 Laboratory Services Manager, Department of Public Safety
451 R109 B17 Regional Director I, Department of Banking

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455 D185 B17 Director, Environmental Administration, Railroad Commission
458 D053 B17 Deputy Administrator -Field Operations, Alcoholic Beverage Commission
466 D277 B17 Director of Administration, Consumer Credit Commission
466 D278 B17 Director of Consumer Protection, Consumer Credit Commission
473 D204 B17 Director I, Public Utilities Commission
476 S336 B17 Steward/ Judge (Greyhound), Racing Commission
480 D131 B17 Division Director, Department of Economic Development
480 D241 B17 Director, Trade and International Relations Office, Dep. of Economic Development
501 B044 B17 Exempt IV, Department of Health
503 C094 B17 Chief Operating Officer, Board of Medical Examiners
517 A225 B17 Assistant Deputy Director for Legal Affairs, Commission of Alcohol and Drug Abuse
529 D206 B17 Associate Commissioner II, Health and Human Services Commission
530 D266 B17 Director IV, Department of Protective and Regulatory Services
551 A078 B17 Agricultural Specialist, Department of Agriculture
551 D264 B17 Assistant Commissioner/ Agriculture Services, Department of Agriculture
580 D243 B17 Development Fund Manager, Water Development Board
580 G049 B17 Division Director, Water Development Board
582 D147 B17 Division Director, Natural Resource Conservation Commission
601 D253 B17 Director IV, Department of Transportation
655 D156 B17 Director III, Department of Mental Health and Mental Retardation
694 C130 B17 Chief, Medical Consultant, Youth Commission

323 M017 B17 Manager of Benefit Accounting, Teacher Retirement System
323 M024 B17 Manager of Counseling Services, Teacher Retirement System
323 M025 B17 Manager of Member Data Services, Teacher Retirement System
323 S162 B17 Special Project Director, Teacher Retirement System
323 S202 B17 Supervisor of Information Systems Support, Teacher Retirement System
323 S239 B17 Supervisor of Operations Support, Teacher Retirement System
323 S242 B17 Supervisor of Technical Support, Teacher Retirement System

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C. 1996 Texas Recommended Changes to Classification Plan

Report Number 96-718 -- September 1996

<http://www.sao.state.tx.us/reports/1996/96-718.pdf>

Overall Conclusion

We recommend making changes to the Position Classification Plan (Plan) in order to ensure it is able to meet the changing needs of the State and labor market. The cumulative effect of these changes would result in a reduction in the number of classes in the Plan from 1,148 classes to a more manageable 773 classes. The benefits of implementing these changes would include making the Plan more flexible, equitable, and user-friendly for the state agencies using it. The estimated cost of implementing these changes would range between \$3,815,244 and \$8,631,228 per year, or approximately 0.1 percent to 0.3 percent of the annual current payroll costs for classified employees.

[-- The "bold" print in following indicates the changes in 1996 --]

NOTE: pay group follows class number & precedes title and that the pay group reflects the old "A" schedule

No Change

- 5081 13 Chaplain I [equiv. to current B-5]
- 5082 16 Chaplain II [equiv. to current B-8]
- 5083 18 Chaplain III..... [equiv. to current b-10]

Some that Changed

- 0239 12 ADP Programmer Apprentice **0295 12 Programmer I**
- 0240 14 ADP Programmer I **0296 14 Programmer II**
- 0241 16 ADP Programmer II **0297 16 Programmer III**
- 0242 18 ADP Programmer III **0298 18 Programmer IV**
- 0243 20 ADP Programmer IV **0299 20 Programmer V**
- **0300 21 Programmer VI**

- 2156 17 Engineer I
- 2158 18 Engineer II 2158 18 **Engineer I**
- 2160 19 Engineer III 2160 19 **Engineer II**
- 2162 20 Engineer IV 2162 20 **Engineer III**
- 2164 21 Engineer V 2164 21 **Engineer IV**

- 5231 11 Assistant Volunteer Coordinator I 5231 11 **Volunteer Services Coordinator I**
- 5232 13 Assistant Volunteer Coordinator II 5232 13 **Volunteer Services Coordinator II**
- 5233 15 Coordinator for Volunteer Services I 5233 15 **Volunteer Services Coordinator III**
- 5234 17 Coordinator for Volunteer Services II 5234 17 **Volunteer Services Coordinator IV**
- 5243 19 Chief of Volunteer Services 5243 19 **Volunteer Services Coordinator V**

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Item 1 – TDCJ Chaplaincy Communication,

Sept. 6, 2000

Sent to all chaplains shortly after regional meetings around the state, very clearly summarizing how chaplaincy has increased in complexity and how no significant changes in the structure or direction were planned.

**Texas Department of Criminal Justice
Programs and Services Division
Chaplaincy Department**

Inter-Office Communications

DATE: September 6, 2000

SUBJECT: Questions and Answers From All
"Area Chaplains Meetings"

Don Kaspar
Administrator of Chaplaincy Programs

Bobbie Blount
Admin. Assistant to Director of Chaplaincy Programs

Carl Jeffries Debbie Roberts Don Keil Don Kaspar
Richard Lopez Jim Brazzil Bill Pierce All TDCJ Chaplains

Status	
<p>Topics for further discussion:</p> <p>What is the rationale for creating the position of Assistant Director for Religious Programs, Division of Programs and Service?</p> <p>Are there other significant changes expected in the structure or direction of the TDCJ Chaplaincy Department?</p>	<p><i>Debbie Roberts stated that high level administrative duties and issues have greatly increased recently in the area of chaplaincy and she was needing assistance in this area of her responsibilities.</i></p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p align="center">None at this time.</p> </div>



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Item 2 – TDCJ Programmer II & III,
Minimum Requirements

Taken from TDCJ computer bulletin board on the dates noted.

TITLE: PROGRAMMER III
EXTENDED TITLE: SYSTEMS PROGRAMMER
MINIMUM SALARY: GR. B10 (\$2,925.00/MONTH)

MINIMUM QUALIFICATIONS: BACHELOR'S DEGREE FROM A COLLEGE OR UNIVERSITY ACCREDITED BY AN ORGANIZATION RECOGNIZED BY THE COUNCIL FOR HIGHER EDUCATION ACCREDITATION (CHEA) TO INCLUDE EIGHTEEN HOURS COMPUTER SCIENCE AND ONE YEAR FULL-TIME, WAGE EARNING EXPERIENCE IN AN IBM MAINFRAME ENVIRONMENT UNDER MVS OPERATING SYSTEM;

** OR **

HIGH SCHOOL DIPLOMA OR GED AND TWO YEARS FULL-TIME WAGE EARNING EXPERIENCE IN AN IBM MAINFRAME ENVIRONMENT UNDER MVS OPERATING SYSTEM.

JD: 02/23/99



TITLE PROGRAMMER II
EXTENDED TITLE: SYSTEMS
MINIMUM SALARY: GR. B08 (\$2,589.00/MONTH)

MINIMUM QUALIFICATIONS: BACHELOR'S DEGREE FROM A COLLEGE OR UNIVERSITY ACCREDITED BY THE COUNCIL FOR HIGHER EDUCATION ACCREDITATION (CHEA) TO INCLUDE EIGHTEEN HOURS OF COMPUTER SCIENCE AND ONE YEAR FULL-TIME, WAGE EARNING EXPERIENCE IN AN IBM ENVIRONMENT UNDER MULTIPLE VIRTUAL STORAGE (MVS) OPERATION SYSTEM.

** OR **

**NO work experience whatsoever or
NO experience in TDCJ whatsoever**

GRADUATION FROM AN ACCREDITED SENIOR HIGH SCHOOL OR GED EQUIVALENT AND ONE YEAR FULL-TIME, WAGE-EARNING EXPERIENCE IN AN IBM ENVIRONMENT UNDER MULTIPLE VIRTUAL STORAGE (MVS) OPERATION SYSTEM.

JD: 09/1



Sent to: POSTINGS

COMMANDS: Up Down To
UPDate Help END QUIT RETURN EXIT

**Same pay group -- SAME -- as a Senior Chaplain with
17 years TDCJ & Multiple Degrees - I said Multiple Degrees
in a profession impacting every mission critical aspect of TDCJ**

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**Item 3 – Open Records Request Statement,
Deletion of Statistics**

This was part of the response for information solicited. While it is certainly understandable that some records are not kept—like the monthly reports themselves--it is **not** understandable why records on such things like system wide cumulative total programs supervised, total program attendance, numbers of volunteers supervised and the huge number of volunteer hours give is **not** kept. Why are these numbers **NOT** kept indefinitely? Many more questions can be asked about these and their value to the chaplaincy profession.


TEXAS DEPARTMENT OF CRIMINAL JUSTICE
Programs and Services Division
Inter-Office Memorandum

DATE: August 18, 2000

SENDING TO: **J. D. Reneau**
Open Records Coordinator
Gib Lewis Unit
Woodville

RE: Request from M. G. Maness, 8-7-00

OF PAGES (Including Cover Sheet): 3



FROM: 
Don Keil, Assistant Director
Chaplaincy Dept.

COMMENTS:

Attached is requested information from this department that is currently available:

1. 2000 Base Budget
2. Selected '98, '99, 2000 monthly reports
3. Excerpts from TDCJ Annual Reports and Statistical Summaries from 1996

The monthly Departmental Report provided to the Programs and Services Division was created in 1997. Therefore, 1998 and 1999 year-end reports are enclosed. Chaplaincy does not have a specific annual Chaplaincy report as a stand-alone document. Chaplaincy statistical information is compiled monthly and at the end of each fiscal year and sent for inclusion in the TDCJ Annual Report. Information older than three years is not kept due to the department's records retention schedule.

We spoke with Melinda Cobb, fiscal manager of the Programs and Services Division. Budget summaries are created each month in a given year; however,  not requested and may not be what is desired. It seems that documents for 1995 to 1997 will require  and probably costly computer run.

For useful, historical budgetary information, the requestor may elect to direct his query to Mr. David McNutt, Director for Financial Services.

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Item 4 – Chaplaincy HQ E-Mail: 11-21-00, Reclassification Now Considered in the Last Hour

Soon after this Proposal went public in mass e-mails and posted at www.PreciousHeart.net the following was sent to all TDCJ Chaplains. For the first time in 30+ years—as far as anyone knows—they have initiated a re-classification. *The great fear of chaplains* is that this is an attempt at appeasement of some sort and *no real attempt at parity*. The point is that the following *without* the ominous overtones should have been initiated *30 years ago and every 5 years* thereafter, like the other positions in TDCJ Programs and Services that do Not have the same requirements and that NOT make the same level of contribution to the critical aspects of the TDCJ mission or to recidivism. *Should have been done 30 years ago* instead of at this late hour, after chaplains themselves have had to go to great lengths and to others and certainly not after the chaplaincy records of its own growth in numbers of programs and volunteers and volunteer hours have been destroyed. **Chaplains deserve Parity, Professional Equity, and Programs & Services should join us in the this proposal.**

User ID: MMA0627 08:53am - Tue, Nov 21, 2000
Enter Command ==>

To: MMA0627 - MANESS, MICHAEL Message ID: 944051
From: BBL8255 - BLOUNT, BOBBIE Date Sent: 11/20/00
Subject: POSITION QUESTIONNAIRE Priority: 999 Time Sent: 04:22pm

MANY DEPARTMENTS WITHIN TDCJ ARE REQUESTING THAT THEIR POSITIONS BE RE-CLASSIFIED BY THE HUMAN RESOURCES DEPARTMENT IN HOPES OF RAISING SALARIES FOR THEIR EMPLOYEES. THE CHAPLAINCY DEPARTMENT IS ALSO JOINING IN THIS EFFORT. EACH TDCJ FULL-TIME CHAPLAIN WILL BE RECEIVING A SIX-PAGE "POSITION QUESTIONNAIRE" FROM THE TDCJ HUMAN RESOURCES EMPLOYEE CLASSIFICATION OFFICE. THIS WILL COME TO YOU BY FIRST CLASS MAIL.

PLEASE GIVE THIS QUESTIONNAIRE YOUR UTMOST ATTENTION. PLEASE SPEND QUALITY TIME ON THIS QUESTIONNAIRE, ANSWERING EACH QUESTION TO THE UTMOST OF YOUR ABILITY. WE ARE ASSURED THAT THE AGENCY WILL GIVE SERIOUS CONSIDERATION TO THIS REQUEST FOR RE-CLASSIFICATION.

THE LAST PAGE OF THIS QUESTIONNAIRE, PAGE 6, IS TO BE FILLED OUT BY YOUR SUPERVISOR, WHO IS YOUR REGIONAL CHAPLAIN. PLEASE SEND YOUR COMPLETED QUESTIONNAIRE BY FIRST CLASS MAIL TO YOUR REGIONAL CHAPLAIN AS SOON AS POSSIBLE AND AT LEAST BY NOVEMBER 30, 2000.

AS A RESULT OF THESE QUESTIONNAIRES, THE HUMAN RESOURCES DEPARTMENT WILL BE SENDING REPRESENTATIVES OUT TO UNITS TO PERFORM DESK AUDITS AND INTERVIEWS WITH CHAPLAINS. | SOME DAY, WHEN ALL OF THE ABOVE IS COMPLETED, HUMAN RESOURCES MAY PERHAPS MAKE A RECOMMENDATION TO UPGRADE THE POSITIONS. IF THE RECOMMENDATION IS MADE, FUNDS WOULD HAVE TO FOUND AND MADE AVAILABLE FOR THIS UPGRADE TO OCCUR. FUNDS MAY OR MAY NOT BE FOUND AND APPROVED. | THE TIME LINE ON THIS PROJECT COULD BE FROM SEVERAL MONTHS TO MUCH LONGER. QUESTIONS REGARDING THIS PROJECT SHOULD BE DIRECTED TO YOUR REGIONAL CHAPLAIN.

THANKS FOR YOUR PROMPT ATTENTION TO THIS VERY, VERY IMPORTANT PROJECT.

AUTH: DON [redacted] / DIRECTOR OF CHAPLAINCY PROGRAMS

Sent to: [redacted] Message
* * *



COMMANDS: Ans TRa Read DEFer

**This is Precisely our Point--
"May or MAY NOT be found & APPROVED" &
THIS should have been done 20+
years ago and every 5 years thereafter;
In the last 20 years--
Many many positions have been started with
less entry qualifications than chaplains & at
higher salaries & have been reclassified &
been reclassified several times**

Endnotes

ⁱ D. McDonald, *Managing Prison Health Care and Costs*, Washington, D.C.: National Institute of Justice, U.S. Department of Justice, 1995. The entire issues September 1995 *Corrections Forum* and October 1995 *Corrections Today* were devoted to correctional health care.

ⁱⁱ Hans Toch, *Mosaic of Despair: Human Breakdowns in Prison*, Rev. ed. [1st 1975], Washington, DC: American Psychological Association, 1992; R. Johnson & H. Toch, *The Pains of Imprisonment*, Prospect Heights, IL: Waveland Press, 1988.

ⁱⁱⁱ D. Moberg, *Spiritual well-being: Sociological Perspective*. Washington, D.C.: 1979; D. Hadaway & W. Roff, "Religious Commitment and the Quality of Life in American Society," *Review of Religious Research* (1978: 295-307); D. Williams, et al, "Religion and Psychological Distress in a Community Sample," *Social Science Medicine* (1991: 1257-1262).

^{iv} J. Levin & P. Schiller, "Is There a Religious Factor in Health?" *Journal of Religion and Health* (1987: 9-35).

^v J. Levin & H. Vanderpool, "Is Frequent Religious Attendance Really Conducive to Better Health?" *Social Science Medicine* (1987: 69-78).

^{vi} Byron R. Johnson & David B. Larson, "Linking Religion to the Mental and Physical Health of Inmates: A Literature Review and Research Note," *American Jails* (1997: 29); see also J. Gartner, et al, "Religious Commitment and Mental Health: A Review of the Empirical Literature," *Journal of Psychology and Theology* (1991: 6-25).

^{vii} Ibid., Johnson & Larson, 30.

^{viii} T. Clear & M. Myhre, "A Study of Religion in Prison," *IARCA Journal* (1995: 20-25): A study of over 700 inmates in 20 different prisons. T. O'Conner, et al, "The Impact of Prison Fellowship on Inmate Infraction at Lieber Prison in South Carolina," Center for Social Research (April 1997): two and a half times fewer infractions among those in Prison Fellowship programs.

^{ix} See Johnson & Larson, "Linking Religion to the Mental and Physical Health of Inmates: A Literature Review and Research Note"; Gartner, et al, "Religious Commitment and Mental Health: A Review of the Empirical Literature." See Kaufman, *Relativism...*; Newport, *Life's Ultimate Questions...*; Gaer, *What the Great Religions Believe*; the Bible, the Quran, the Torah and all of the millions of volumes in the major seminary libraries of the major faiths in the world.

^x Gerald Saffel, Independent Study, Maximum Security Ferguson Unit, Midway, Texas (July 2000). Of course, Saffel did mention the faith work prior to and after baptism for the group prior to release, which certainly impacts whether it was actually three or six plus months of faith work for the 13; but of those he did baptize, there was a

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7.7% recidivism on an 8 year span, which is still far better than the current rate of 30-40% recidivism on a 1 to 3 year span of general population inmates in other programs. And Saffel is still baptizing. See also, Byron R. Johnson, et al, "Religious Programs, Institutional Adjustment, and Recidivism Among Former Inmates in Prison Fellowship Programs," *Justice Quarterly* 14:1 (March 1997).

^{xi} Tony Fabelo, *Report to the Governor and Legislator*, Austin: Criminal Justice Policy Council (May 1998); Andrew Barbee, et al, *Sourcebook of Texas Adult Justice Population Statistics, 1988-1998*, Austin: Texas Criminal Justice Policy Council (November 1999).

^{xii} Joel Heikes, *The Public Mental Health System in Texas and Its Relation to Criminal Justice*, Austin: Criminal Justice Policy Council (February 2000): 11.

^{xiii} Tony Fabelo, Executive Director of Criminal Justice Policy Council, in the introduction: Joel Heikes, *The Public Mental Health System in Texas and Its Relation to Criminal Justice*, Austin: Criminal Justice Policy Council (February 2000): 1.

^{xiv} TDCJ Chaplaincy Department Statistical Run, Huntsville, Texas (August 29, 2000).

^{xv} TDCJ Chaplaincy Aggregate Monthly Report, Huntsville, Texas (July 2000).

^{xvi} Ibid.

^{xvii} Gordon Kaufman, *Relativism, Knowledge and Faith*, Chicago: University of Chicago Press, 1960.

^{xviii} John Newport, *Life's Ultimate Questions: A Contemporary Philosophy of Religion*. Dallas: Word Publishing, 1989: 1.

^{xix} Joseph Gaer, *What the Great Religions Believe*, New York: New American Library, 1963: 16.

^{xx} See Kaufman, *Relativism...*; Newport, *Life's Ultimate Questions...*; Gaer, *What the Great Religions Believe*; the Bible, the Quran, the Torah and all of the millions of volumes in the major seminary libraries of the major faiths in the world.

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