

# **TDOC Volunteer Services Training Manual**

## **PART II: Volunteer Manual**

**June 2021**

*Every TDOC certified volunteer shall receive a copy of this manual and shall be informed when changes or updates to policy occur.*

## **PART II: Volunteer Manual**

### **Introduction:**

#### **VOLUNTEERS IN TENNESSEE CORRECTIONS**

Citizen involvement has operated in correctional programs in Tennessee for over 100 years. In an 1891 report to the state legislature, Chaplain J. W. Perry advocated use of volunteers to teach English in prison, stating “a moral reformation usually has for its antecedent a mental or intellectual function.”

During the 19<sup>th</sup> century, volunteers, individually or in groups, were primarily motivated to participate through theological and/or denominational directives. Initial impetus for service to prisoners came often from professors at Nashville’s colleges and universities. Beginning with this leadership, citizens and citizen groups became active in movements for both institutional and legislative reform in corrections.

In 1972, under the direction of Commissioner Mark Luttrell, a division of Volunteer Services was established to coordinate recruitment and training efforts for volunteer programs across the state. Having worked with VISTA volunteers at the Shelby County Penal Farm, Commissioner Luttrell sought to open all institutions to more active involvement of community citizens.

#### **BEING A VOLUNTEER**

A person, who is at least 18 years of age, who has met with some of life’s problems, and has been able to solve them, may provide positive support and encouragement for the inmates and parolees/probationers. Volunteers dealing with inmates/offenders should be drawn from all social, economic and educational levels in order to adequately meet the needs of the offender and parolee/probationer population. There are many enthusiastic retired people whose experience, expertise and accomplishments make them ideally suited for work in corrections.

Under certain conditions, the approving authority (Warden, District Director, Superintendent, and DRC/CRC Director) may approve former offenders to serve as volunteers, but during the first two years after release, former offenders may not serve as volunteers at any institution where they were incarcerated. Programs can often be enriched by the contributions of these former offenders who share their experiences and personal progress. The approved authority may disapprove volunteer applications of persons with felony convictions if it is believed that the security of the institution or safety of individuals could be jeopardized. This information shall be entered on the volunteer database.

Immediate relatives of an inmate may not serve as volunteers in an institution where that inmate is housed. Immediate relative is defined as parent, child, sibling, in-laws, aunt, uncle, grandparent, nephew, niece, or grandchild. TDOC employees may not serve as volunteers at their own job sites.

Persons with sexual abuse or sexual harassment histories may not serve as volunteers having direct contact with TDOC offenders.

#### **DEFINITIONS OF VOLUNTEERS**

**Certified Volunteer:** An individual who is directly participating in the programs and operation of the institution, who is under the supervision of paid staff, and who may have direct contact with offenders

**Program volunteer:** A volunteer for designated programs only that may volunteer at more than one TDOC

location. These volunteers must be pre-approved and must have been through volunteer training, including PREA and NCIC background checks. Organizations must submit a list of all volunteers that will be conducting the training with their programs. All these volunteers must be approved before entering any TDOC location. Badges for these volunteers will reflect the program they are volunteering in.

**Organizational Volunteer:** Any individual or group whose services to the institution occur temporarily or irregularly (four times or less per year) and under supervision of a volunteer, Chaplain or Security staff member (i.e., visiting church groups, entertainment, participants in sporting events). Organizational Volunteers may have direct or non-direct (Security-staff supervised) contact with inmates

For PREA purposes, visitors and guests who come into the facility with Volunteers are considered ‘non-direct contact’ if the event is directly supervised by Security staff (such as a special event in the gym or visitation gallery). They need minimal PREA training, contact information, and a signed CR-3819.

All other certified and organizational volunteers having direct contact with inmates (i.e. regular church services and other events who meet without direct Security staff supervision present) are required to have PREA Training, NCIC background checks, and PREA Compliance Certification before entering the facility.

### **STATUS OF VOLUNTEERS**

**Pending** --- Applicants who have submitted an application but whose services are not yet needed. After 12 months as Pending the application will automatically be deleted.

**In Process** --- Applicants whose services are needed but who have not yet been approved AND applicants who have been approved but not yet assigned to a service. After 24 months In Process the application will automatically be denied.

**Denied** --- Applicants whose applications are denied AND applicants who have been In Process for 24 months as well as volunteers who are not recertified within 120 days after expiration.

**Active (Approved)** --- Volunteers whose applications have been approved AND applicants who have been assigned to a service or program at their primary site AND applicants whose certifications are current.

**Active (Restricted)** --- Volunteers who are permitted to enter only one TDOC location which shall be designated as their primary site.

**Inactive (Approved)** --- Volunteers who fail to go into any TDOC location for nine consecutive months AND volunteers who request to become inactive. Volunteers who fail to enter any TDOC location for nine consecutive months may not enter any TDOC location, and volunteers who request to become inactive may not enter any TDOC location where they request to be inactive, until they are reactivated.

**No Cert** --- Volunteers whose certifications or re-certifications have expired. Volunteers who are No Cert will be allowed three grace visits for 120 days after expiration. If they are not recertified within 120 days their status will become “Denied”, and they will be required to submit a new or updated application.

**Terminated** --- Volunteers who are terminated by the approved authority for cause. Terminated volunteers are permanently prohibited from entering any TDOC location unless the termination is overruled on appeal. If the termination is overruled on appeal, the volunteer will be put into In Process by the Assistant Commissioner of Rehabilitative Services.

**Deceased** --- Volunteers who are deceased.

**DRESS CODE FOR VOLUNTEERS**

Volunteers entering any TDOC location are encouraged to dress comfortably and in casual attire but are expected to comply with the following basic dress requirements. Wardens/Superintendents may further define these requirements in local policy.

Clothing shall fit in an appropriate manner. Clothing appearing to be too large or too small for the wearer, which creates obvious gaps or exposure, or would present a hazard to the wearer will be rejected by the shift supervisor. Volunteers must wear undergarments. (Samples of undergarments deemed inappropriate are thongs and water brassieres.) Appropriate footwear to provide basic foot protection shall be required while on institutional grounds. Open toe shoes, sandals, steel-toed shoes, shower shoes, and flip-flops, are all prohibited. Shorts or skirts are permitted provided the leg is covered to within three inches above the knee in a standing position with the garment worn in the position in which it is intended to be worn.

The below listed types of clothing are specifically prohibited throughout the year:

1. Garments manufactured from spandex or spandex-type fabrics
2. Any clothing that is transparent or translucent in nature
3. Sleeveless shirts and blouses
4. Dresses or clothing exposing a bare chest or midriff
5. Camouflage attire – any color
6. Worn or tattered clothing with holes
7. Clothing with logos that contain pictures, slogans, or vulgarity; or contain signs or symbols of security threat groups (STG); or any clothing determined by the processing officer to be associated with any STG. The association may be made by color combination, designs, or logos affixed to the clothing, or the manner in which the clothing is worn.
8. Splits in dresses or skirts that extend three inches above the knee, or slits which cause the entire dress or skirt to be above three inches above the knee, will not be permitted.
9. Bandanas
10. Volunteers may not wear excessive clothing such as two pairs of pants or an extra shirt under their top layer of clothing. This prohibition is necessary in order to prohibit the exchange of clothing between inmates and visitors.
11. Prosthesis, artificial limbs (plastic or other substances), cardiac pacemakers, defibrillators, oxygen tank and/or wheelchair (battery powered as well) shall be allowed, but the volunteer may be required to present medical documentation which shall be maintained in the hard copy file.

All volunteers must also comply with the rules and guidelines in the institutional visitor's handbook.

**NOTE:** Volunteers shall keep copies of Policy #507.01 and the institutional visitor's handbook

**VOLUNTEER/INMATE-PROBATION/PAROLEE RELATIONSHIPS AND COMMUNICATION**

By policy, any romantic or sexual relationship with an inmate or parolee/probationer, consensual or otherwise, will result in immediate termination of services by the volunteer and could result in prosecution. The Department has a zero tolerance policy for this type of conduct. Policy also imposes restrictions on volunteer/inmate conversations and correspondence; on business transactions between inmates, parolees/probationers and volunteers; and on business and social relationships between volunteers and inmates' and parolees/probationers family members. All volunteers must comply with these restrictions. Approved mentoring organizations will be permitted to have a mentoring relationship with offenders and/or family members.

**VOLUNTEER ATTENDANCE**

Opportunity to receive feedback on the job and to have access to a supervisor is available to volunteers. Volunteers are expected to be present and on time for work as prescribed in the Volunteer Job Description. If a volunteer is sick or for some reason cannot report for work, they should call their assigned institutional Supervisor prior to the agreed upon time and inform the Supervisor of the pending absence. Failure to do so is disruptive to the program and especially to the offender. A volunteer who is repeatedly absent from the job may be dismissed.

**MENTORS**

A mentor is a role model, a guide with a lot of life experience who is there to be a support to a mentee. Mentors are to guide, support, and to encourage an offender during their transition back into the community and to empower mentees to become more effective in providing for themselves and their families. Mentoring allows the individuals involved to share experiences and learn from them while building a supportive relationship over time. A mentor is a caring individual who forms a relationship with a less experienced person during a time in their life when they are facing challenges. Mentors are simply people who have the qualities of good role models. A good mentor is "other-centered" and understands that the focus of the match is always on the growth and the development of the mentee.

**GOALS OF MENTOR**

1. Provide mentee's with a reintroduction to the community.
2. Facilitate the mentee's understanding of success after incarceration.
3. Provide assistance with the critical decisions made during reentry.
4. Guide each mentee as they assess needed areas of improvement, and to support them in making those improvements.
5. Mentors listen by giving the mentees their full attention.
6. Mentors guide by helping mentees find direction in life.
7. Mentors are supportive and encouraging.
8. Mentors care about their mentees' success and overall adjustment to society.
9. Mentors are admirable. Mentors should be well respected in their organizations and in the community.
10. You are a support for the mentee, not the primary provider of services to the mentee.
11. Don't make promises you will or cannot keep, or send inmates money or gifts through the mail. Remember this is an initiative for faith-based and non-profit organizations, not an individual. The two contact persons from your organization will go through the TDOC Volunteer training. Don't enter into romantic relationships with mentors.
12. Remember you are here to assist, support, and encourage mentees, not assume total care of them or just hand them money.
13. Understand your value system and beliefs.
14. Be firm, fair, and consistent.
15. Realize that some offenders will take advantage of you if you let them.
16. Do not do anything you would be ashamed to share with your peers.
17. Be accountable.

18. Keep everything out in the open.
19. Approved clergy may mentor offenders individually.

### **TAKE ONE**

#### Recruitment, application, and matching process for Take One

1. **Eligibility Criteria:** All offenders who are within one year of release, either to parole or who are completing their sentence. Organizations may request to mentor an offender that has more than a year left to serve.
2. Eligible offenders will be presented with the option to participate in Take One.
3. Interested offenders will complete a Take One application and participant agreement. The Chief Counselor and Institutional Parole Specialist (IPS) will need to refer to the Offender Reentry Report located on the Offender Reentry Application, to obtain a list of potential participants for Take One. Those offenders who are eligible for parole will complete the application with an IPS. Offenders who are flattening their sentence will complete the application with the facility's designated reentry services counselor.
4. Those completing or reviewing applications will make appropriate OMS entries, TAKE, as the contact code to be used by the facility. Every offender who completes an application should have a contact note stating they have completed the application. Contact codes should be submitted within five days of receiving the application. If an offender is eligible for parole, and or/matched with a Mentor the IPS is responsible for this information being submitted to the hearing officers in parole. All applications will be submitted to the Chaplain.
5. Chaplain/designee shall meet with Chief Counselor, IPS, Counselors, AWT, and/or a Take One Steering Committee Member or TCRB Member to initiate matching process.
6. Chaplains will coordinate communication and meetings between mentors and offenders.
7. Chaplains will mail the offenders applications to the Chaplain who is geographically closest to the offenders release plan location.
8. Chaplains should keep copies of all applications mailed to other facilities. Once applications are mailed to another facility they do not count in your monthly totals of pending applications, but in the count of the receiving facility.
9. Once an offender is matched from your area who is housed in another facility, video conferencing will need to be set up with the Mentors and offender. This will be coordinated by the Chaplain and the IPO.
10. Chaplains will be required to keep a monthly count of all New Take One applications, all pending Take One applications, and number of Take One Matches.
11. The Associate Wardens of Treatment are responsible for overseeing the Take One process at each facility.

12. Contact notes shall be documented by Probation/Parole Officer in Community Supervision once offender reports for his/her second appointment using the code TAK1. This should be done within ten business days of offender's release. The mentor shall have the option to meet with the offender and Probation/Parole officer on the second initial appointment. The officer shall go over the rules of probation/parole with the mentee and mentor.
13. Any Mentors that request to be matched with a sex offender must attend a specialized training conducted by the specialized caseloads Correctional Administrators or designee. Upon completion of the training a mentoring plan will be developed between the Mentor and Administrator that focuses on the skills and ability of the Mentor and the needs of the offender. This is in the interest of public safety for the offender, mentor and public. Any Mentor matched with a sex offender will be monitored by the specialized caseloads Director or designee, on a minimum monthly basis.
14. In order to ensure consistency and continuity, TDOC shall be responsible for the contents of the Take One Mentor training syllabus and for all Take One training statewide.

### **CONFIDENTIALITY**

Confidentiality is an ever-present issue that concerns both the volunteer and the staff. It is imperative that the TDOC staff respect the confidentiality of the verbal and written information about an offender or parolee/probationer obtained by a volunteer. Volunteers must also respect the confidentiality of information obtained from staff. A certified volunteer must report any information obtained which might involve possible injury to any person or about any activity which may jeopardize the security or safety of any TDOC location. Such information must be reported as soon as possible to the Staff Supervisor or to the institutional volunteer services coordinator.

### **TERMINATION OF SERVICES**

Occasionally, a volunteer, just as a paid employee, may fall short of our expectations. The volunteer services coordinator should not hesitate to recommend that the approving authority terminate a volunteer if there is evidence of inappropriate conduct or negligence. If a volunteer is terminated, the local manager shall notify the Director of Religious and Volunteer Services by memorandum within three days of the termination. The memo shall outline the events leading to the termination. Termination of a volunteer at one TDOC location (primary site) will prohibit that volunteer from working in all TDOC locations.

### **GRIEVANCES:**

Please see Policy #115.01 for information on filing a grievance.

### **VOLUNTEER PROCEDURES:**

1. Arrive 15 minutes prior to your scheduled service.
2. Park only in the parking lot designated and lock your car.
3. Leave everything in your car except your volunteer badge, your car key and what you will need to perform your service.

4. Sign in and out at the Front Security Desk at all TDOC locations on each visit. Be sure to indicate the location where you are going to provide your assigned service.
5. Go only to your scheduled service location. Stay with your group and escorting officer at all times.
6. Have your left hand stamped by the officer on duty upon entering the institution.
7. Do not bring anything out of an institution that you did not have with you when you first entered.
8. Only come to the institution for scheduled services. You will not be allowed in during those times you are not scheduled.
9. All materials used by your group for volunteer activities should be approved by the volunteer services coordinator, and approving authority prior to your visit.
10. Avoid becoming emotionally involved with inmates. Over involvement and over identification with an inmate are the most prevalent reasons for the downfall of a volunteer.
11. Follow all volunteer policies.
12. Stay in your area with your group at all times.
13. Resist doctrinal debates or degrading other religions or other programs.
14. Dress appropriately.
15. Ask for help if you are uncertain about what to do or say. It is always best to tell the inmate or parolee/probationer that you will seek others' advice.
16. Follow all directions given to you by staff.
17. Refuse to respond to an inmate's or parolee's/probationers request for legal advice or assistance.
18. Keep your professional distance.
19. Report any inappropriate behavior immediately to Staff.
20. Don't bring in money, gum, pictures, books, or anything else without prior written approval. Cell phones are prohibited inside TDOC facilities. Alcohol, all tobacco products, drugs, firearms, and explosives are strictly prohibited on the grounds of any correctional facility and their possession, on your person or even in your vehicle is a criminal offense. A person with a valid handgun carry permit holder may transport and safely store a fire arm or ammunition in a locked motor vehicle or locked container securely attached to the vehicle while on or utilizing the designated facility parking area. The firearm/ammunition shall be kept out of ordinary observation. This includes persons that may have firearms carry permits issued by the county, state and/or federal government but excludes law enforcement officers. All weapons in the possession of law enforcement officers must be checked into the facilities weapons holding portals. Please refer to Policy #506.06 if you have specific questions about what is permissible; also see Policy #112.11.
21. Don't give anything to, carry for, or take anything from, an inmate or parolee/probationer.
22. Don't argue with any TDOC Staff. You must obey directives regarding all TDOC rules at all times.

23. Don't make promises you will not keep, or send inmates or parolee/probationer's money or gifts through the mail.
24. Don't discuss problems concerning any TDOC location or personnel with an inmate or parolee/probationer. You are here for volunteer services only.
25. Don't make telephone calls or perform any services for an inmate or parolee/probationer unless approved to do so. Certain volunteers, such as approved mentors, may be involved in the inmate's transitional phase. This may include helping offenders with housing, employment, programming and mentoring outside the facility. This applies only to volunteers in approved mentoring programs.
26. Don't downgrade or criticize any religion or denomination.
27. Don't touch, shake hands, or hug inmates unnecessarily. Keep these contacts to a minimum. It is proper to show care and concern, but do not over do it.
28. Don't give an inmate any personal information about yourself, i.e. telephone numbers, and addresses. Only approved mentors will be able to give contact numbers
29. Don't enter into a romantic or financial relationship with an inmate or parolee/probationer.
30. Don't discuss an inmate's or parolee/probationer problems with other inmates or parolees/probationer.
31. Don't send an inmate anything from the outside that they might request.
32. Don't send or carry messages, written or verbal, to inmates' or parolees/probationers friends or family.
33. Don't accept inmates or parolee/probationers as friends on social media pages, i.e. Facebook, Twitter, Instagram, e-mail etc. Such actions are grounds for termination. If an inmate sends a friend request to you on social media, report it to the supervisor immediately as inmates are not allowed to have social media accounts.

### **KEYS TO SUCCESS FOR VOLUNTEERS**

#### REMEMBER....

1. One of the easiest pitfalls for a volunteer is being on the inmate's or parolee/probationers side
2. Inmates and parolees/probationers may play one individual against another. "That Officer John Wayne's mentality - he's always nit-picking and tries to enforce all the meaningless rules. Not like you, who uses good judgment when it comes to dealing with inmates and parolees/probationers."
3. As a volunteer, your relationship and how you relate to inmates and parolees/probationers will be different than staff. Don't undermine any staff because of the role they must maintain.
4. No matter how good your intentions may be, TDOC staff knows more about an inmate or parolee/probationer than you.
5. You are here to support the staff and the mission of TDOC.
6. You are a guest. Being a volunteer is a privilege; not a right.

7. Any proposed plan or idea must be discussed with your supervisor and your volunteer services coordinator before mentioning it to an inmate, parolee/probationer or group.

REMEMBER: AWARENESS = SURVIVAL

COMPLACENCY = TROUBLE

### **INSURANCE:**

The State does not provide insurance coverage for volunteers.

### **HOW YOU CAN TELL IF AN INMATE OR PAROLEE/PROBATIONER IS GETTING TO YOU?**

1. You feel anger towards the system and see yourself as an advocate for the inmate or parolee/probationer (losing your professional distance).
2. You are usually irritated at officers for the delays in getting you to your volunteer site, for not letting inmates out of their cells in a timely fashion, etc., to the exclusion of considering that there may be valid reasons for delays (for example: a count has not cleared, the officer's must do two or three things at the same time, the shift is short-staffed).
3. You presume that staff causing delays, when in fact; it may be the inmate or parolee/probationer who has been irresponsible and was not ready on time.
4. You begin favoring an inmate or parolee/probationer over others and show it by spending more time with him/her or by sharing personal information with some but not others.
5. You enjoy hearing stories of how other volunteers are awful and you are wonderful.
6. You begin to think about bending rules for the inmates or parolee/probationer, or do bend a rule for them.
7. You feel a strong sense of pity for inmates or parolee/probationer, often to the point of wanting to rescue them from the natural consequences of their actions.
8. You feel superior to other helping people or have an inflated view of what impact you can have on an inmate or parolee/probationer.
9. You fail to report questionable behavior or requests because you do not want to get an inmate or parolee/probationer into trouble.
10. You unquestionably believe stories about cruel officers and find yourself buying into the "gossip".
11. You are susceptible to inmate or parolee's/probationers interest in you. They will engage you in long conversation about what you like, dislike, or other personal matters.
12. You are overly empathic or sympathetic with inmates or parolee/probationers. They will tell you truthfully and sometimes untruthfully about the problems that they have such as a sick child, a dying mother, etc.

13. You believe the “us/them” syndrome – Inmates or parolees/probationers will try to put you and them against the system, especially if they can determine that someone or some organization has treated you unfairly. They will point out a similar thing has happened to them and try to establish a commonality.
14. You have trouble resisting inmate or parolee/probationer requests. They will ask for certain things, some of which may be acceptable and others which may be illegal, to see what you will allow them to do. Inmates or parolees/probationers will break minor rules to see how you react.
15. You are overly impressed by inmate or parolee/probationer actions or words. The inmate or parolee/probationer will suddenly offer favors, do extra work, and be excessively nice and/or overly complimentary.
16. You are manipulated by comments such as, “You’re the only one who understands.” “You’re the best teacher, preacher, counselor, etc, they have ever had.” “You’re the only one who can help.”

### **MANIPULATION:**

**Manipulation:** *To manage or control artfully or by shrewd use of influence, often in an unfair way; “to con.”*

#### **Why do inmates and parolee/probationers manipulate?**

1. They live in a deprived environment and many will use any means to make their stay or exit as comfortable as possible.
2. Some inmates and parolee/probationers view people as a means to whatever it is they want, as objects to be used and not respected in their own right. Thus, they see themselves as powerful if they are successful manipulators.
3. That was their lifestyle before prison and remains their lifestyle today.
4. It can become a game and a means of entertainment.
5. Most of us have manipulated at times.

#### **The following may help to recognize such behavior and to avoid it:**

1. Realize that some inmates or parolee/probationers will take advantage of you if you let them.
2. Do not do anything you would be ashamed to share with your peers.
3. Keep everything out in the open.
4. If an inmate or parolee/probationer actions are questionable, ask someone in your group for advice and assistance.
5. Know the policies and procedures you are required to follow, because you will be held accountable for those policies.
6. Learn to be assertive and use the word “No” appropriately.
7. Be aware of verbal and non-verbal messages you send out, particularly body language.

8. Confront manipulative behavior and take action as the issues arise.
9. Verify information before you take action.
10. Know your personal and volunteer goals.
11. Understand your value system.
12. Be firm, fair and consistent.
13. Understand your strengths and weaknesses.
14. Realize that inmates view themselves as victims.
15. When an inmate or parolee/probationer is told “maybe”, this often is taken as a promise.

### **HANDLING EMERGENCY SITUATIONS:**

The safety and security of visitors, staff, and inmates are the most important concerns in any correctional facility. Institutional staff is trained and have planned for emergency situations ranging from mediating a fight between two inmates to handling a major disturbance. Volunteers should plan their responses to different emergency situations.

#### **Hostile Inmate:**

- Talk calmly to the inmate and avoid being argumentative.
- Signal to get a staff member
- If you are alone with the inmates, maneuver yourself into the vision or hearing range of a staff person.
- Do not attempt to resolve the situation on your own. Get assistance from trained institutional staff.

#### **Inmate Fight:**

- Summon staff personnel.
- Do not put yourself between inmates; Stay clear of the altercation and do not try to break up fights.
- Await the arrival of staff.
- Follow staff directions.

#### **Riot:**

- Do not intervene.
- Remain where you are.
- Wait for instructions from staff.

#### **Fire:**

- There are fire escape plans posted in all areas of the facility. Locate them and familiarize yourself with the appropriate escape routes.

**VOLUNTEER SAFETY:****Blood and Body Fluid Precautions:**

Because of the potential hazard of contracting hepatitis B and/or HIV-AIDS that are transmitted by blood or other body fluids, you are asked to please refrain from assisting in any situation in which you may have contact with blood and/or bodily fluids. Please notify staff in case of any such emergency.

**Chemical Hazard Information Communication:**

You have a right to know if any chemical substances you come into contact with are hazardous to you. If you have questions regarding chemical substances you may be exposed to, talk to your Supervisor or the institutional Volunteer Services Coordinator who will explain if there are hazards associated with the use of those chemicals.

**Hostage Situations:**

What do you do if you are taken hostage?

- **DO NOT BE A HERO!** Accept your position and be prepared to wait. Any drastic action on the part of a hostage might bring immediate violent action from the captor. Accept your situation and be prepared to wait for rescue. Time is really an ally, not an enemy.
- **THE FIRST FIFTEEN TO FORTY-FIVE MINUTES ARE THE MOST CRUCIAL. FOLLOW INSTRUCTIONS!** Follow the instruction of your captor; do not hesitate.
- **DON'T SPEAK UNLESS SPOKEN TO AND ONLY THEN WHEN NECESSARY!** The captor will undoubtedly be in an agitated state and may not want any additional stimuli or conversation.
- **TRY TO REST!** As soon as things settle down, try to get as much rest as possible without turning your back on your captor.
- **DON'T MAKE SUGGESTIONS!**
- **ESCAPE: SHOULD YOU OR SHOULDN'T YOU?** Don't try to escape unless you are absolutely sure that you will be successful, and even then, rethink it. If you are recaptured, the captor might use violence to "teach others a lesson."
- **SPECIAL MEDICATION OR AID:** If anyone, including you, needs any special medical attention inform your captors. Chances are, they do not want anyone to die on their hands, or they would not have taken hostages in the first place.
- **BE OBSERVANT, YOU MAY BE RELEASED OR ESCAPE AND CAN HELP THE AUTHORITIES.** Try to remember everything that you see and hear. Memorize things about your captors, their descriptions and conversations. What names they use, or how they refer to one another. Try to recall the number and identities or descriptions of the other hostages as well.
- **DON'T BE ARGUMENTATIVE.** Don't create agitation with the captors or other hostages; non-cooperative attitudes in the past have brought harm to some hostages.
- **AVOID PHYSICAL RESISTANCE.**

- **RESPECT THE CAPTOR.** Don't turn your back on your captor unless ordered to do so. A captor is less likely to harm a facing hostage.
- **BE PATIENT.** Even though the authorities may seem to be doing nothing, they are engaged in a complete program geared to save your life and the lives of all involved as soon as safely possible.
- **WHEN RESCUE COMES:** if you believe a rescue attempt is taking place, or you hear a noise or shooting, lie on the floor immediately. Keep your hands over your head and don't make any fast moves.

### **AVOID BURNOUT**

Frequently, volunteers feel like failures when one of "their" inmates or probationers/parolees returns to prison after being released.

This happens, and when it does, volunteers should remind themselves that inmates chose to do the act that earned them more time. Volunteers should focus on the inmates who do change.

Volunteers usually give of their time because they care. There simply aren't enough hours in the day to fulfill all of the needs of every inmate, probationer, or parolee. It is important to enter a correctional facility with clear guidelines of what you can realistically expect to accomplish in the time allowed. Judging yourself on this criterion will allow you to feel a sense of accomplishment and can help keep you from "burning out." Volunteer work with inmates and probationers/parolees is not easy. Many times you will want to throw up your arms and quit. We find this happening when we look at the large number of inmates who refuse to change instead of the small number who actually do change. Success in correctional rehabilitation is measured one inmate at a time.

Each one who is rehabilitated and becomes a useful member of society is no longer a criminal. Who can put a price on one changed life?

### **HELPING INMATES/OFFENDERS TO HEAL THEMSELVES**

**Teach them how to forgive.** Forgiveness is a decision to treat the person like it never happened, while still holding them accountable for their actions. Accountability is to insure that it doesn't happen again. Forgiving themselves requires that they admit their wrongs to the people involved and accept the consequences of their own behavior. They pay their debts to their family, their victims, and society by doing their time, changing their lifestyle, and making any needed restitution. Then, help them to accept the fact that they now have a clean slate. Show them how to stop punishing themselves and start living the rest of their lives as if their moral failures never happened. Inmates/probationers/parolees must understand that this may be hard to do. It becomes especially hard when they face unforgiving people who constantly remind them of their failures.

**Give them the gift of self-esteem.** Self-esteem and the feeling of completeness that follows, has four aspects: feeling loved, feeling accepted, feeling competent, and following ethical principles. Volunteers can help inmates/probationers/parolees develop self-esteem by giving or showing them respect and acceptance which will fulfill the first two requirements. Helping them to develop areas of competence and teaching them how to practice ethical living will give them the ability to achieve the others.

**Teach them the keys to freedom.** It takes two keys to open the door to freedom. They are respecting the rules of society, and taking responsibility for one's own actions. Teach them how to use these keys.

**TENNESSEE COMMUNITY RESOURCE BOARD (TCRB)**

**Purpose**

1. To provide assistance in stimulating positive citizen and community involvement and promoting volunteerism for the TDOC.
2. Coordinate with and assist the Department in developing and utilizing volunteer resources in assisting parolees, probationers, and inmates in reintegrating into society as productive, law-abiding citizens.
3. Coordinate with and assist the Department in developing policies and procedures governing the utilization of volunteers.
4. Coordinate a network of local community resource boards on matters of statewide impact.
5. Assist the Department and the Board in accomplishing their missions.
6. Review and recommend programs having statewide impact involving volunteers and oversee such projects when appropriate.

**LOCAL COMMUNITY RESOURCE BOARDS (LCRB)**

1. Each institution and Community Supervision District Office shall provide for the appointment of a LCRB. Both will comprise of institutional and Community Supervision office volunteers. LCRBs shall meet at least quarterly, with the Warden/Superintendent and Community Supervision Volunteer Supervisor attending at least two of the quarterly meetings per year. The purpose of this committee shall be to:
2. Develop a coordinated program plan for utilizing volunteer resources by the institution and District Offices. The plan shall include, but is not limited to, a coordinated plan for helping inmates and parolee/probationers reintegrate into society as productive, law-abiding citizens.
3. Assist the institution and District Offices with policies, procedures, and processes for utilization of volunteer resources. The board may make suggestions to the Warden/Superintendent or District Director regarding program and policy decisions related to volunteer services and/or other areas that may benefit the institutional or district office.
4. Assist TDOC in Establish specific programs and goals for utilizing volunteer resources and monitor performance measures to determine whether goals for utilizing volunteers are met. Participate in regional and statewide volunteer activities.
5. Encourage participation of an inmate representative from the inmate council or parolee at board meetings or make provisions for the inmate council to make recommendations to the board.
6. The LCRB shall submit a semi-annual report to the TCRB detailing its progress in each of the areas above.