

**VOLUNTEERISM IN CORRECTIONS:
RESULTS OF A 1992 SURVEY**

December 1992

**LIS, Inc.
Longmont, Colorado**

This material was prepared by LIS, Inc., under contract J100C0017-DQ-9 with the U.S. Department of Justice,
National Institute of Corrections

Volunteerism in Corrections: Results of a 1992 Survey

LIS, Inc., 1992. Longmont, Colorado: **U.S.** Dept. of Justice, National Institute of Corrections Information Center.

Executive Summary

Research conducted among corrections departments and volunteer services organizations assessed the use of volunteers in corrections settings and explored related operational issues. Most responding corrections agencies were found to have formal volunteer programs in place, through which volunteers contributed to at least one area of operations. Institutional programming was the most common placement, although central office and community residential settings were also cited with some frequency. (Data on the use of volunteers in probation and parole settings were limited to those states where the corrections department also provides these services.)

In their numbers of corrections volunteers, states ranged from 20 (Minnesota) to 5,000 (Ohio). Responses nationwide indicated a total of approximately 100,000 volunteers providing support to correctional operations and programs.

Corrections agencies commonly provided training to volunteers and less commonly to their agency supervisors or co-workers. Only five agencies provided no formal training to their volunteers. Most training for volunteers was developed at the facility level. Profiles of volunteer training in the states indicated a wide range of training intensity, from short orientations, to forty-hour seminars suitable for new employees, to complex multi-tier training programs determined by the responsibilities of the volunteer. Volunteer training emphasized security, procedures, legal issues, conduct, interpersonal communication, and program content.

Thirteen correctional agencies were found to offer worker's compensation benefits to their volunteers. Twenty agencies cited other benefits such as mileage and per diem costs, indemnification from liability, and opportunities for training and development.

An exploration of labor issues found that clarification of staff and volunteer roles was sufficient to allay concerns in several agencies. Agency responses to FLSA-related issues included volunteer training and waivers and restrictions on the volunteer activity contributed by paid staff.

Correctional volunteer programs were authorized by statute in 16 states. They were funded through a specific allocation of discretionary funds in 16 states and by legislative appropriation in nine. Fourteen agencies indicated that they contract with professional volunteer organizations for services and/or management of their volunteer programs.

Additional subjects of analysis included volunteer recruitment and management, security issues, liability, MIS, volunteer policies and procedures, and evaluation of volunteer programs. Summaries of individual agencies' responses to the survey questions provide a detailed look at volunteer issues in state corrections agencies. Comprehensive lists are included of the volunteer programs then operating in each agency.

Findings from 10 responding volunteer organizations were generally comparable to those from public agencies. Volunteer organizations provided significant training for volunteers, while providing more benefits than did the public agencies.

PROJECT SUMMARY

In September 1992, at the request of the NIC Prisons Division, the NIC Information Center undertook a survey-based project to assess the state of corrections volunteerism in North America. Staff developed a survey that was disseminated among state corrections departments (DOCs) and other agencies that contribute to the *Summary for Corrections Administrators*, a semi-annual publication of the Information Center. Survey responses were received from most states, the Federal Bureau of Prisons, the Correctional Service of Canada, and the New York City, Cook County (Illinois), and Philadelphia correctional systems. States not responding were Illinois, Missouri, Nevada, New Jersey, South Carolina, and Vermont.

The volunteerism survey was also sent to a sampling of organizations that provide volunteers for correctional placements. Respondents were asked to complete only those portions of the survey that are applicable to volunteer services provision.

A copy of the survey instrument is provided in Appendix I. Sections address volunteer utilization, personnel issues, labor issues, operations, liability issues, funding and statutory authority for volunteer programs, and degree of interest in NIC demonstration projects and training.

Corrections Department Perspectives on Volunteerism

Corrections agency responses to several major questions are presented in Tables 1 through 3, pages 4-6. The text that follows in Part 1 of the report presents survey results for correctional agencies in a question-by-question format. For yes/no and check-off questions, a total for each response is provided, frequently with a breakdown by state. Supplemental notes from respondents appear as provided. Agency responses to the narrative questions are included in full, with minimal editing. Appendix II presents agencies' complete listings of current volunteer programs.

Limitations of the Data

Some surveys were completed by facility-level or field office staff rather than staff in a corrections department's central office. These responses may not provide an accurate and comprehensive view of the states' volunteer services, particularly in areas such as number of volunteers, volunteer training, and contracting for volunteer services.

Some correctional systems sent more than one response. For example, Montana sent five responses from several prisons and community-based operations; Utah responses represented the institutional division, parole/probation, and field operations. Where possible and appropriate, these multiple responses were combined into one "net" response for the state, but some "mixed" state responses remain, as noted in the report.

In addition, though the survey sought information on the utilization of volunteers in probation and parole, not all corrections departments provide these services. The

utilization data presented in Table 1 are therefore accurate only insofar as DOC responses are comprehensive for the states.

Despite these limitations, results of the survey provide a valuable initial look at the use of volunteers in correctional agency settings.-

Major Findings

- Of the fifty responding jurisdictions, all but two utilize volunteer workers. Agencies reported a total of approximately 100,000 volunteers providing support in their correctional facilities and programs.
- Prison facilities are the most common volunteer placement among state corrections departments, with most volunteers involved in programs related to religion, education, substance abuse treatment, and recreation. Central office volunteers work in capacities ranging from advisory panels to clerical support.
- Thirteen responding agencies provide worker's compensation benefits to their volunteer workers. Twenty agencies provide benefits other than worker's compensation, including training and development opportunities, indemnification from liability, recognition, meals, and reimbursement for mileage/per diem costs.
- Training for volunteers is provided by forty-one responding agencies and is most often developed at the facility level. Only five agencies indicated they provide no formal training to volunteers. Eighteen agencies provide training specific to volunteer issues for personnel who supervise volunteers, and twelve have special training for staff who work with or around volunteers.
- Eight jurisdictions reported some activity related to agency liability under the Fair Labor Standards Act (FLSA). Agency measures to respond to implications of the FLSA include staff training, waivers, and restrictions on the voluntary activities paid staff may provide to the agency.
- A range of approaches were mentioned for protecting volunteers from legal liability. Some agencies consider volunteers to be the same as staff for liability purposes; others only accept volunteers who have liability protection provided by their referring volunteer organization. To reduce agency risk, many jurisdictions rely on volunteer supervision and training, while others require volunteers to sign waivers. Twenty-one responding agencies will defend volunteers against legal action.
- Agencies reported little trouble in regard to labor issues. Only three said that volunteers were perceived as taking jobs from paid staff; in four agencies the use of volunteers has been a subject of discussion with organized labor groups.
- Only fourteen responding agencies indicated that they contract with professional volunteer organizations for services and/or management of volunteer programs.

Perspectives of Organizations Providing Volunteer Services

Part 2 of the report presents information from the ten volunteer organizations that responded to the survey. Statistics and narrative information are provided in a format similar to that in the correctional agency section.

Results show that the professional volunteer organizations sampled take a comprehensive approach to providing services. In training, volunteer compensation, and protection from liability, their activities are comparable overall to those of the agencies they support.

Table 1. Utilization of Volunteers in Correctional Settings

	Estimated no. of volunteers	Where Volunteers are Utilized				
		Central office	Prisons/ facilities	Residential community programs	Probation (DCC provided)	Parole (DCC provided)
Alabama	N/A		✓	✓		
Alaska	1,000	✓	✓	✓		
Arizona	500-1,000		✓	✓		
Arkansas	300	✓	✓	✓		✓
California	18,000	✓	✓	✓		✓
Colorado	500	✓	✓			✓
Connecticut	2,000	✓	✓	✓		✓
Delaware	35		✓	✓		
District of Columbia	2,500	✓	✓	✓		
Florida	7,500		✓	✓	✓	✓
Georgia	3,500	✓	✓	✓	✓	
Hawaii	850		✓	✓		✓
Idaho	N/A		✓	✓		
Illinois (No response)						
Indiana	2,800	✓	✓	✓		
Iowa	900		✓	✓	✓	✓
Kansas	893		✓	✓		✓
Kentucky	N/A		✓			
Louisiana	1,000	✓	✓		✓	✓
Maine	125	✓	✓			
Maryland	2,000	✓	✓			
Massachusetts	1,500		✓			
Michigan	500		✓			
Minnesota	20		✓		✓	
Mississippi	450		✓	✓		
Missouri (No response)						
Montana	140		✓	✓		
Nebraska	1,000	✓	✓	✓		✓
Nevada (No response)						
New Hampshire	200		✓	✓	✓	✓
New Jersey (No response)						
New Mexico	1,300	✓	✓	✓		
New York	8,000	✓	✓			
North Carolina	N/A		✓		✓	✓
North Dakota	20		✓			
Ohio	3,000-5,000		✓			
Oklahoma	4,500	✓	✓	✓	✓	✓
Oregon	600	✓	✓		✓	✓
Pennsylvania	800-1,000		✓			
Rhode Island	115		✓	✓	✓	✓
South Carolina (No response)						
South Dakota	750		✓			
Tennessee	1,740		✓	✓	✓	✓
Texas	1,041		✓			
Utah	555		✓	✓	✓	✓
Vermont (No response)						
Virginia	6,000	✓	✓		✓	✓
Washington	3,000-4,000	✓	✓		✓	✓
West Virginia	0					
Wisconsin	N/A		✓		✓	✓
Wyoming	0					
Canada	6,134		✓			✓
Philadelphia Prison System	250		✓	✓		
Cook County, Illinois	N/A		✓			
New York City	5,986	✓	✓			
Federal Bureau of Prisons	4,000	✓	✓	✓	✓	✓

Table 2. Personnel Issues

	Benefits Provided			Have FLSA issues been raised?	Training Provided		
	Worker's compensation	Other	None		To volunteers	To volunteers' supervisors	To volunteers' co-workers
Alabama			✓				
Alaska	✓				✓		
Arizona			✓		✓		
Arkansas		✓					
California	✓	✓		✓	✓		
Colorado			✓		✓		
Connecticut		✓			✓	✓	
Delaware			✓			✓	✓
District of Columbia	✓	✓			✓	✓	✓
Florida	✓	✓			✓	✓	✓
Georgia		✓			✓	✓	
Hawaii	✓	✓			✓		
Idaho			✓		✓		
Illinois (No response)							
Indiana	✓				✓		
Iowa	✓	✓			✓		
Kansas			✓		✓		
Kentucky			✓	✓	✓		✓
Louisiana	✓	✓		✓	✓		
Maine			✓	✓	✓		
Maryland		✓			✓		
Massachusetts			✓		✓		
Michigan			✓		✓	✓	
Minnesota	✓	✓			✓	✓	✓
Mississippi			✓		✓		
Missouri (No response)							
Montana		(mixed response)				(mixed response)	
Nebraska			✓		✓		
Nevada (No response)							
New Hampshire			✓		✓	✓	✓
New Jersey (No response)							
New Mexico		✓			✓		
New York	✓	✓			✓	✓	✓
North Carolina		✓			✓	✓	✓
North Dakota			✓		✓		
Ohio			✓		✓	✓	✓
Oklahoma		✓			✓	✓	✓
Oregon		✓		✓	✓		
Pennsylvania			✓		✓		
Rhode Island			✓		✓		
South Carolina (No response)							
South Dakota		✓			✓		
Tennessee		✓			✓	✓	✓
Texas			✓			(mixed response)	
Utah	✓	✓		✓	✓		
Vermont (No response)							
Virginia		✓		✓	✓	✓	
Washington	✓			✓	✓	✓	
West Virginia		(Currently no volunteers)					
Wisconsin			✓		✓		
Wyoming		(Currently no volunteers)					
Canada		✓			✓		
Philadelphia Prison System			✓			✓	
Cook County, Illinois			✓				✓
New York City			✓		✓	✓	
Federal Bureau of Prisons	✓				✓	✓	

Table 3. Funding, Authority, and Contractor Provision of Volunteer Programs

	Funding		Volunteer programs authorized by statute?	Contracted Aspects of Volunteer Services			
	Specific allocation of discretionary funds	Specific legislative appropriation		Services only	Management only	Services and management	None
Alabama							✓
Alaska	✓	✓				✓	
Arizona							✓
Arkansas	✓	✓	✓	✓			
California							✓
Colorado				✓			
Connecticut	✓	✓	✓	✓			
Delaware			✓				✓
District of Columbia		✓	✓				✓
Florida			✓				✓
Georgia	✓						✓
Hawaii							✓
Idaho							✓
Illinois (No response)							
Indiana			✓				✓
Iowa							✓
Kansas							✓
Kentucky							✓
Louisiana				✓			
Maine		✓					✓
Maryland				✓			
Massachusetts							✓
Michigan							✓
Minnesota			✓	✓			
Mississippi							✓
Missouri (No response)							
Montana					(mixed response)		
Nebraska							✓
Nevada (No response)							
New Hampshire							✓
New Jersey (No response)							
New Mexico	✓	✓		✓			
New York	✓	✓					✓
North Carolina			✓				✓
North Dakota				✓			
Ohio			✓				✓
Oklahoma	✓			✓			
Oregon			✓				✓
Pennsylvania						✓	
Rhode Island	✓						✓
South Carolina (No response)							
South Dakota	✓				✓		
Tennessee	✓	✓	✓				✓
Texas			✓		(mixed response)		
Utah							✓
Vermont (No response)							
Virginia							✓
Washington	✓	✓	✓				✓
West Virginia	(no volunteers)						
Wisconsin							✓
Wyoming	(no volunteers)		✓				
Canada	✓		✓		(mixed response)		
Philadelphia Prison System	✓						✓
Cook County, Illinois							✓
New York City	✓						✓
Federal Bureau of Prisons	✓						✓

PART 1: Corrections Department Perspectives on Volunteerism

Section I. Utilization

1. Does your agency utilize volunteer workers?

Yes	No
48	2

Responding agencies that do not utilize volunteers are West Virginia and Wyoming.

- Alabama volunteers provide religious outreach to inmates through programs and sponsorship to outside church functions as permitted by the inmate's security status. Volunteers are not used in working positions.
- Volunteer activities in Texas are coordinated through three areas: the chaplaincy department, the substance abuse treatment program, and the educational system.

2. Would you characterize your agency's volunteer program as formal/structured or informal/unstructured?

Formal	Informal
40	8

The eight jurisdictions describing their programs as informal are Alabama, Delaware, Iowa, Kansas, Maine, Rhode Island, Utah, Wisconsin, and Cook County, Illinois. Three states provided a mixed response: Maine, Montana, and Utah.

- In Montana, the Missoula Pre-Release Center volunteer program is formal for university students and informal for others; other responses from Montana were "informal."
- Utah's programs were described as formal by institutional staff and informal by field operations staff.

3. *Does your agency employ a manager/coordinator of volunteers?*

Full-time	Part-time	None
23	1	14

Occasionally the full-time staff person has broader duties than just volunteer services, as in states where responsibility for religious and volunteer services is combined. In some agencies, there is a full-time coordinator at the DOC level and one or more full- or part-time coordinators at institutions and/or in the field.

- Federal Bureau of Prisons institutional programs use both part- and full-time volunteer coordinators based on local needs and staffing patterns; there is no Central Office coordination.

4. *Does your agency contract with one or more professional volunteer organizations for their services or for management of your volunteer program?*

Services only	Management only	Services and management	No contracted aspects
9	1	2	35

- Texas had a mixed response: the Chaplaincy Department contracts for services only, and the substance abuse and education programs do not contract with volunteer organizations. Montana and the Correctional Service of Canada (CSC) also reported mixed responses.

5. *Please indicate where volunteers are used in your agency and in what capacity they work*

Volunteers used in agency Central Office--

Yes	No
20	26

Capacities:

Office work/clerical/records (Alaska, Arkansas, Colorado, Connecticut, the District of Columbia, Georgia, Louisiana, Maryland, Nebraska, New York, New York City, Oklahoma, Washington, and the Federal Bureau of Prisons)
 Special projects (Alaska, New Mexico, Virginia)
 Advisors/consultants/technical assistance (California, Oklahoma)
 Internships (Connecticut, Indiana, New York, Virginia, Washington)
 Coordination of AfterCARE program sponsors and resources (Georgia)
 Victim-witness program (Indiana)

Technical/computers (Louisiana)
 Advisory Council of Clergy (Maryland)
 Consultation on volunteer needs (New Mexico)
 Executive support services (Oregon)
 Program development, research, volunteerrecruitment, other (Federal Bureau of Prisons)

- Student volunteers in the New York DOC work in inmate grievance, counsel’s office, guidance/counseling, pre-release, job development, mental health, inspector general’s office, central files

Volunteers used In prisons or other correctional facilities-

Yes	No
49	1

Capacities:

Religious outreach/services/programs/teaching/activities (Alabama, Alaska, Arizona, Arkansas, California, Colorado, Delaware, the District of Columbia, Florida, Georgia, Hawaii, Idaho, Cook County [Illinois], Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Massachusetts, Mississippi, Montana, Nebraska, New Mexico, New York, New York City, North Carolina, North Dakota, Ohio, Oregon, Pennsylvania, the Philadelphia prison system, Rhode Island, South Dakota, Texas, Utah, Virginia, Washington, Wisconsin, and the Federal Bureau of Prisons)
 Aftercare for ex-offenders (Alaska)
 Literacy (Alaska, Maine, Mississippi, the Philadelphia prison system, Virginia, and the Federal Bureau of Prisons)
 Special events/projects (Idaho, North Carolina)
 Education/tutoring (Arizona, Colorado, Connecticut, the District of Columbia, Florida, Georgia, Hawaii, Cook County [Illinois], Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Nebraska, New York, New York City, Ohio, Oregon, Pennsylvania, South Dakota, Texas, Washington, Wisconsin, and the Federal Bureau of Prisons)
 Visitation (South Dakota, CSC/Education)
 Vocational programs (Connecticut, the District of Columbia, and the Federal Bureau of Prisons)
 Mentoring/sponsorship (Connecticut, Georgia, New York City, the Philadelphia prison system)
 12-step/AA/NA programs (Arizona, Colorado, Delaware, Georgia, Hawaii, Iowa, Kansas, Maine, Montana, Nebraska, New Mexico, New York, Oregon, Utah, Virginia); substance abuse programs/unspecified (Arkansas, Connecticut, the District of Columbia, Florida, Idaho, Indiana, Kentucky, Louisiana, Mississippi, Ohio, Texas, Washington, and the Federal Bureau of Prisons)
 Self-help groups (California, Iowa, Kentucky, Nebraska, Oregon, Wisconsin)
 Athletics/recreation (Arizona, Florida, Georgia, Hawaii, Kentucky, Louisiana, Maine, Nebraska, New Mexico, Pennsylvania, Washington, the Federal Bureau of Prisons, CSC/Education)

Ethnic studies/cultural awareness (Hawaii, New Mexico)
 Entertainment/leisure activities/clubs/the arts, etc. (Arizona, California, Connecticut,
 Georgia, Indiana, Kentucky, New Mexico, Oregon, CSC/Education)
 Jaycees (Arkansas, Iowa, Kansas, Louisiana, New Mexico)
 Clerical (Arkansas, Iowa, Kansas, Nebraska, Pennsylvania, Washington)
 AIDS training (Arkansas)
 Community resource councils/advisory boards (California, North Carolina, Virginia)
 Community service (Connecticut, Indiana)
 Interpreters (the District of Columbia)
 Social work/counseling/mental health (Florida, Georgia, Hawaii, Pennsylvania, Utah)
 Counseling (Louisiana, the Philadelphia prison system, and the Federal Bureau of
 Prisons)
 Library services (Florida, Georgia, Virginia)
 Medical and dental assistants (Georgia)
 Art therapy (Georgia)
 Pet therapy (Georgia)
 Parenting classes/programs for incarcerated parents (Indiana, Kansas, Massachusetts,
 Montana, Vermont)
 Prenatal education (Kansas)
 Programs for the hearing impaired (Cook County [Illinois])
 Domestic violence programs (Indiana, Louisiana)
 Pre-release programs (Arkansas, Indiana, Louisiana)
 Life skills group (the District of Columbia, Maine, New York City, and the Federal
 Bureau of Prisons)
 Surrogate parents (Maine)
 Big Sister program (Maine)
 Foster grandparents program (Maine)
 Young fathers' group (Maine)
 Family support/counseling (the District of Columbia and the Federal Bureau of Prisons)
 Women's health group (Maine)
 Inmate programming/treatment, unspecified (Minnesota, Oklahoma, South Dakota)
 Furlough/pass sponsors (Minnesota, Nebraska, North Carolina)
 Overeaters Anonymous (Montana)
 Veteran's group (New Mexico, Massachusetts, Virginia)
 Unit management (Ohio)
 Paraprofessionals in security, programs, and support (Oklahoma)
 Social programs (South Dakota, CSC/Education)
 All offender assistance, staff assistance, CCO's, student interns (Washington)
 Employment programs (Indiana, Wisconsin)
 Community relations (Federal Bureau of Prisons)
 Volunteer recruitment (Federal Bureau of Prisons)
 Majority of volunteers in direct participation; remainder in coaching and assisting,
 program development and design (CSC/Education)

- Maryland listed many of the above, as well as others. See comprehensive list under question #22.

Volunteers used In residential community programs-

Yes	No	(N/A—Agency does not provide)
25	8	13

Capacities:

Religious outreach/programs (Alabama, California, Connecticut, Delaware, the District of Columbia, Florida, Hawaii, Indiana, Kansas, Mississippi, Nebraska, the Philadelphia prison system)

Aftercare for ex-offenders (Alaska)

12-step/AA programs (Arizona, Delaware, Georgia, Hawaii, Kansas, Nebraska);

Substance abuse programs/unspecified (Connecticut, the District of Columbia, Idaho, Mississippi, Utah)

Self-help programs (California, Nebraska)

Drama, music, and/or arts (Connecticut, Georgia)

Recreation (Connecticut, Georgia)

Community services (Connecticut)

Education/literacy (Connecticut, the District of Columbia, Florida, Georgia, Mississippi, the Philadelphia prison system, Utah)

Vocational programs (Connecticut, the District of Columbia)

Jobseeking skills (Hawaii, Montana, Utah, the District of Columbia)

Mentoring/sponsorship (Connecticut, Georgia, the Philadelphia prison system)

Counseling (Florida, Georgia, the Philadelphia prison system)

Family counseling (the District of Columbia)

Parenting (Indiana)

Health education (Indiana)

Library services (Georgia)

Medical and dental assistants (Georgia)

Art therapists (Georgia)

Pet therapy facilitators (Georgia)

Furlough sponsors/escorts to outside activities (Georgia, Nebraska)

Inmate accounting and budgeting (Kansas)

Clerical (Montana, Nebraska, Utah)

Miscellaneous group facilitators (Montana, Utah)

Newsletter (Montana)

Reintegration/transition (Indiana, New Mexico)

Paraprofessionals in security, programs, and support (Oklahoma)

Community confinement program interns (Rhode Island)

- The Federal Bureau of Prisons notes similar involvement as indicated for prisons. Volunteers are utilized as a major component of Comprehensive Sanctions Centers in conjunction with the U.S. Probation Office (pilot program).

Volunteers used In probation settings-

Yes	No	(N/A—Agency does not provide)
16	13	16

Capacities:

- Clerical (Oklahoma, Washington)
- Counseling (Florida, North Carolina, Virginia)
- Substance abuse treatment (Florida, Virginia)
- AfterCARE program sponsors (Georgia)
- Volunteer probation officers (Georgia, Minnesota/juvenile probation specifically, Oklahoma)
- Big Brother program (Louisiana)
- Internship (Louisiana, Oregon, Rhode Island, Washington)
- Job training (Louisiana)
- Sponsorship/advocacy (North Carolina, Wisconsin)
- Court intake (North Carolina)
- Resource persons (North Carolina)
- Programs and advisory (Oklahoma)
- Officer aides (Virginia, Washington)
- Transportation (Virginia, Wisconsin)
- Court recorders (Virginia)
- Background investigations (Virginia)

- Washington is getting ready to start a one-to-one program for offenders.
- Although Wyoming reported no utilization of volunteers, the DOC has statutory authority for volunteers to: assist probation and parole agents with special reference to vocational and technical education services; maintain liaison with government agencies whose services aid in offender reintegration; and assist in programs relating to the social, moral, and psychological needs of persons under probation/parole supervision.
- The Federal Bureau of Prisons is cooperating with U.S. Probation district offices to develop Comprehensive Sanction Centers, with expanded volunteer roles.

Volunteers used In parole settings-

Yes	No	(N/A—Agency does not provide)
22	14	9

Capacities:

- Big Brother program (Louisiana)
- Internships (Arkansas, Kansas, Louisiana, Oregon, Rhode Island, Washington)

Clerical (Arkansas, Colorado, Kansas, Nebraska, Oklahoma, Washington)
Advisory committees (California, Oklahoma)
Social services (California)
Job development (California, Louisiana)
Couriers (Colorado)
Leisure activities: arts, recreation (Connecticut)
Community service (Connecticut)
Education and vocational programs (Connecticut, Kansas)
Mentoring/sponsorship/advocacy (Connecticut, Kansas, Nebraska, North Carolina, Wisconsin)
Religious outreach/services (Connecticut, Hawaii)
Substance abuse programs (Connecticut, Florida, Virginia)
Counseling (Florida, New Mexico)
Public speaking (Kansas)
Transportation (Kansas, Virginia, Wisconsin)
Resource persons (North Carolina)
Officers/officers' assistants (Oklahoma, Virginia, Washington)
Programs (Oklahoma)
Court recorders (Virginia)
Background investigations (Virginia)

- Washington is getting ready to start a one-to-one program for offenders.
- Some Federal Bureau of Prisons facilities have programs that match volunteers with offenders to provide support during the first months of the parole period.
- Volunteers in the Correctional Service of Canada, Community Parole Division, perform an entire range of staff duties, including offender classification, pre-release investigations, supervision of offenders, and participate on advisory committees.

Section II. Personnel Issues

6. *How does your agency recruit volunteers?*

Via religious community (Alabama, Colorado, the District of Columbia, Georgia, Cook County [Illinois], Kentucky, Maine, Mississippi, Nebraska, New York City, North Carolina, North Dakota, Oregon, Pennsylvania, Rhode Island, South Dakota, Texas, Washington); via prison ministry organizations (Kentucky, Nebraska)

Word of mouth (Arkansas, the District of Columbia, Georgia, Hawaii, Louisiana, Maryland, Montana, Nebraska, New Mexico, North Carolina, Oklahoma, Oregon, Tennessee, Utah, the Federal Bureau of Prisons, CSC/Parole)

Community events/public solicitations/job fairs/public relations activities/media (Alaska, Kansas, Kentucky, Louisiana, Maryland, Minnesota, New York, North Carolina, Oklahoma, the Philadelphia prison system, South Dakota, Tennessee, Utah, Virginia, Washington, the Federal Bureau of Prisons, CSC/Parole, CSC/Education)

Via the United Way, volunteer organizations, agencies, service clubs, etc. (Colorado, the District of Columbia, Georgia, Cook County [Illinois], Kansas, Maine, Minnesota, Mississippi, Montana, Nebraska, New Mexico, New York City, North Carolina, Ohio, Oklahoma, Oregon, the Philadelphia prison system, South Dakota, Texas, Washington, and the Federal Bureau of Prisons)

Networking via current/former volunteers and staff (Connecticut, Georgia, Hawaii, Maryland, Montana, North Carolina, Oklahoma, Texas, Virginia, Washington)

Networking via 120-step groups (Georgia, Washington)

Networking with professional service contractors (Connecticut)

Networking with professional organizations (Hawaii)

Networking with colleges/universities (Hawaii, Cook Co. Illinois, Kansas, Minnesota, Montana, Ohio, Oregon, Pennsylvania, South Dakota, Utah)

Public service announcements (Hawaii)

Volunteer office newsletter/brochure (Colorado, Virginia)

“Self-reporting, community resources, and rapport” (Florida)

Community Resource Development Teams serving multiple facilities in geographic area (New York)

Recruitment among senior citizens (Pennsylvania)

Recruitment at conferences/conventions (Texas)

Individual contacts made as needed (Arkansas, California, the District of Columbia, Iowa, New Mexico, New York, Ohio, Texas, Utah)

Individuals or groups contact the agency (Arizona, Delaware, Idaho, Iowa, Montana, New York)

No formal recruitment (Wisconsin)

- Washington establishes a beneficial program and then goes to the source that provides the program in the community to look for volunteers. The majority of the agency’s volunteers are recruited by other volunteers.

- Within the Bureau of Prisons, volunteer recruitment is done at the institution level and varies from facility to facility. No formal, national recruitment strategy has

been developed. Most facilities will contact non-profit and community service organizations to recruit volunteers. Experience has shown that the “word of mouth” method of volunteer recruitment is a strong method.

- In Ohio, the institution’s volunteer coordinator reviews requests and referrals for volunteers and makes recommendations to the warden.

7. Which of the following methods does your agency use to screen volunteers?

Formal Testing	Security Checks	Other	No Screening
0	49	38	0

“Other” major forms of screening cited include interviews (26 responses); reference checks (11); and the volunteer orientation/training process (9). Minnesota stated that some volunteers need to be licensed.

8. Does your agency provide worker’s compensation coverage for its volunteers?

Yes	No
13	35

Jurisdictions providing worker’s compensation include Alaska, California, the District of Columbia, Florida, Hawaii, Indiana, Iowa, Louisiana, Minnesota, New York, Utah, Washington, and the Federal Bureau of Prisons.

- The Oregon risk management office asked that worker’s compensation be canceled in the 1987-89 biennium. Volunteers injured as a result of work now file a claim with the Risk Management Division for medical expenses or other loss. Therefore, though not providing worker’s compensation, Oregon does pay actual medical expenses incurred in on-site accidents.

9. Does your agency provide any benefits other than worker's compensation for its volunteers?

Yes	No
20	30

Jurisdictions providing benefits other than worker’s compensation include Arkansas, California, Connecticut, the District of Columbia, Florida, Georgia, Hawaii, Iowa, Louisiana, Maryland, Minnesota, New Mexico, New York, North Carolina, Oklahoma, Oregon, South Dakota, Tennessee, Utah, and Virginia.

Main forms cited include mileage and/or per diem costs (often described as being discretionary or “available” but not uniformly provided) and training. Other benefits provided include meals when working and recognition banquets/awards.

- In Connecticut, full-time VISTA volunteers receive a subsistence allowance and medical benefits provided by the federal government.
- District of Columbia volunteers are eligible for compensation for work-related injuries and can file tort claims with the District government. However, where organizations supply volunteers to perform services, those organizations’ coverage would be applicable.
- Louisiana cited volunteer access to departmental training, e.g., computer training.
- The State of Maryland, rather than the corrections division, provides medical coverage.
- In New Mexico, expenses such as food or travel may be covered, but this is not routine. Most volunteers are not compensated in any way.
- New York provides indemnification, meals, and recognition programs.
- North Carolina covers volunteers under statutes governing tort claims; documented volunteer service can be used as partial fulfillment of training and experience requirements for state employment.
- Oklahoma provides per diem costs and conference registration fees.
- South Dakota sometimes provides meals and temporary on-site housing.
- Tennessee protects volunteers from legal liability.
- Virginia provides accident and liability insurance, reimbursement for mileage and meals when applicable, volunteer hours credit toward employment experience, and access to office equipment and department resources as necessary.
- Washington provides worker’s compensation medical benefits only.
- The Correctional Service of Canada/Parole Division reimburses all expenses and provides staff training and development opportunities.

10. Have questions arisen within your agency about implications of the Fair Labor Standards Act and any liability that your agency may be accruing?

Yes	No
8	40

States responding “yes” include California, Kentucky, Louisiana, Maine, Oregon, Utah, Virginia, and Washington.

Comments from states responding “yes”:

- The California respondent states, “FLSA has dictated the payment of correctional staff rather than accepting their offer of volunteer time for inmate self-help activities.”
- Kentucky is in the process of complying with the FLSA. All volunteers are required to sign a waiver of claims for any injury or monetary loss.
- Louisiana states, “Because we allow volunteers access to departmental training, we have had to be extremely careful to ensure that volunteers understand that we are not offering services directly for training, which could be considered as bartering for their labor. We avoided this issue by clearly expressing to the volunteers in orientation that any benefits they derived were not part of any prior arrangement or agreement.”
- Maine states, “Staff cannot volunteer time doing tasks for which they are usually paid.”
- One Utah field services response was “yes”: the agency has had presentations from Risk Management (its insurance carrier) and has referred questions to the state attorney general. The Utah state prison and second field response both were “no.”
- Virginia DOC staff may volunteer to perform services but must volunteer in a different capacity than their paid job.
- Paid staff in the Washington DOC may volunteer at the same facility where they work but must volunteer in a different capacity: the volunteer job description must be completely different from the paid staff job description. Staff that do volunteer work must have written approval from their supervisors.

Comments from agencies responding “no”:

- Oklahoma responds, no, (as volunteers are) not employees.

11. Does your agency provide formal training for volunteers?

Developed by DOC	Developed by facilities	Components developed by both	No formal training
6	28	9	5

Responses were mixed in three states. For example, volunteer training in Texas varies by type of volunteer program (education training is centrally developed, training for chaplaincy activities and some educational activities are developed at the facility level; no formal training is provided for the substance abuse program).

Training descriptions:

- Alaska Each volunteer attends a mandatory orientation/training session covering institutional rules and regulations, security operations, understanding inmates, and skills training. Two in-service workshops per year are provided on subjects related to correctional ministry.
- Arizona Agency offers a four-hour course for all volunteers, covering inmate/staff relationships, inmate games, avoiding “set-ups,” pertinent policies and procedures, and do’s and don’ts for volunteers.
- Arkansas Although the DOC does not provide formal training, it does conduct an extensive briefing for volunteers. Volunteers also are eligible to participate in a 16-hour class for non-security employees.
- California Volunteer training is developed in the field and provided by local training officers. A minimum of four hours’ orientation and training covers staff/inmate relations, emergency procedures, the Information Practices Act, and a facility tour. Some volunteers may be oriented by their supervisor/sponsor with approval. Supervisors provide on-the-job training and a written duty statement.
- Colorado Volunteer training involves both DOC-developed and field-developed aspects. All volunteers receive a three- to four-hour training orientation, and some receive a one- to three-day assignment of observation at a facility operational level, depending on the assignment and the level of security required. Training is coordinated with the respective volunteer administrator, e.g., substance abuse, Prison Fellowship, or post-secondary education.

Connecticut	Connecticut provides a three-hour pre-service orientation to each approved volunteer. Each signs a memorandum of understanding and receives a volunteer handbook. Volunteers also complete a five-hour in-service training program, including an overview of the correctional system and coverage of issues related to infectious disease, client failure, hostage survival, risk reduction, security measures, and situational ethics. Volunteers are encouraged to maintain contact with staff supervisors to ensure safe and effective services.
The District of Columbia	After their applications are approved, volunteers receive an orientation to institutional rules and regulations that is provided by a Volunteer Specialist. Volunteers are trained in security procedures, checking in and out of the institution, and conducting themselves around facility residents.
Florida	Each Florida institution has a volunteer coordinator who is responsible for providing orientation and training to all incoming volunteers. Training formats are similar in context, in that volunteers are required to attend an orientation program designed to familiarize them with policies and procedures as well as the duties they are expected to provide.
Georgia	Standards for volunteer training in Georgia are set by Central Office, which specifies content to be covered. Each facility trains its own volunteers, tailoring the agenda and method of delivery to its own needs.
Hawaii	Hawaii implemented intensive in-service volunteer orientation/training in September 1992. Orientation and training will be offered to new volunteers twice monthly.
Indiana	Indiana's training is developed on the facility level. Each volunteer group must have an annual in-service training session. Volunteers who serve as adjunct employees (such as volunteer chaplains) go through a forty-hour new employee orientation in addition to receiving training specific to their areas of assignment. New volunteer groups receive an orientation covering the facility, procedures, working with offenders, trafficking law, volunteer responsibilities, history and philosophy of the department, communication skills, and emergency situations. In-service training includes subjects such as institutional changes in the past year, an update on the offender population, effective planning and evaluation of volunteer programming, and communication for positive meaning; it also provides an opportunity for volunteers to propose suggestions to the department.
Iowa	Iowa volunteers receive an orientation on staff/inmate relationships and security concerns.
Kansas	Volunteers are provided training in prison rules and inmate behavior; training for parole volunteers varies depending on the office and the job.

Kentucky	In Kentucky, training is provided at the institutional level according to needs and the program. Chaplains coordinate most training; larger institutions have a staff volunteer coordinator/trainer. A trained volunteer at a probation/parole office serves as a coordinator/trainer of volunteers in that area and at the institution located in that district.
Louisiana	Louisiana provides basic training in WordPerfect and Lotus 1-2-3.
Maine	Volunteer training varies by institution. One facility provides an orientation involving facility staff and experienced volunteers, in-depth sessions with the chief of volunteer services during the first month of work and periodic conversations thereafter, and other training sessions at six-month intervals. A second facility's respondent specifies security, AIDS, operations, policies/procedures, rules/regulations, and ways of dealing with inmates as training topics.
Maryland	Volunteer training is developed by the Director of Religious and Volunteer Services and delivered by the Director and institutional volunteer activities coordinators, assisted by a security staff person. The professional departments for whom volunteers work provide on-the-job training.
Massachusetts	Volunteers receive facility-based training provided on a regular basis. The curriculum includes policies and procedures, rules and regulations for volunteers, and information specific to the institution where the individual will be volunteering.
Michigan	Michigan's volunteer training is facility-developed, takes about an hour, and is scheduled on an as-needed basis. Volunteers read specific policies regarding volunteer activity, view a slide presentation on the facility, are provided a summary of "do's and don'ts," and sign a confidentiality form.
Minnesota	Volunteers receive extensive training on security, inmate interaction, and contraband and are also trained regarding the particular program within which they'll be working.
Mississippi	Volunteers receive an initial six hours of basic training in security regulations, inmate profiles, and the religious program; each has an annual review with the supervising chaplain.

Montana	Montana State Prison volunteers receive eight hours of training, including security, ethics, safety basics, and a tour. An annual four-hour follow-up is also provided. The Missoula Pre-Release Center provides training for university volunteers, who have nine-month commitments; learning objectives are developed by the university and the center supervisor. In the first three months, students learn policies, procedures, and regulations while observing other staff. The student acts as a secondary counselor in the second three months, co-leads a communication group, and has involvement in client assessments. In the third quarter, the student is a primary counselor, leads a communication group, and handles assessments, referrals, and treatment contracting.
Nebraska	In Nebraska, each facility/program provides general orientation training for all its volunteers. Training is conducted by the facility or program volunteer coordinator. If needed, specialized training is provided by staff in the area the volunteer will be working. Volunteers providing services on a one-time basis (e.g., athletic team leaders, self-betterment speakers) are provided a short verbal orientation.
New Hampshire	Volunteers receive two hours of orientation training that covers entry, contraband, inmate games, emergency situations, inmate movement, tool control, and drug-free workplace policies. Depending on the assignment, additional training may be required, but it is not usually provided because of the volunteer's proximity to other staff and security personnel.
New Mexico	Institutions provide orientation training based on ACA standards, which is supplemented by training to carry out a specific job. The central office provides training materials and resources for particular subjects. Training is supplemented by biennial conferences for volunteers sponsored by central office.
New York	Volunteers receive an orientation covering rules and regulations, confidentiality and discretion, security, and causes and procedures for volunteer dismissal. Supplemental training may be required and is provided by the person to whom the volunteer is assigned.
New York City	The New York City Department of Corrections provides orientation and training to volunteers before they begin their assignments. Subjects covered include volunteer services, security, special precautions, and information needed to work in a correctional facility environment.
North Carolina	Volunteers in North Carolina are required to complete a standard training program that specifies training hours, program contents, etc.; prisons and adult probation/parole have separate programs, policies, procedures, and requirements. Facilities may add additional training content.
North Dakota	Volunteers attend a one-day training program covering the basics of working with inmates; video and other materials are used.

O h i o	Volunteer training is the responsibility of the institution's training officer, the social services supervisor, and the assigned volunteer supervisor. Training for regular volunteers includes standards of conduct, contraband, policies/procedures, proper attire, inmate/volunteer relations, schedules, staff contacts and resource availability, search policies, emergency procedures, and a facility tour. Training of one-time volunteers is limited, as these volunteers will be directly and closely supervised, and covers contraband, search policies, proper behavior and attire, and limits on inmate contacts. All volunteers indicate by signature their understanding and acceptance of volunteer rules of conduct.
Oklahoma	All citizen volunteers must complete an orientation appropriate to their responsibilities. In-service volunteers providing regular services are informed of the history of the agency and unit, policies and regulations, an overview of citizen involvement in the agency, confidentiality requirements, and a review of the needs, attitudes, and lifestyles of the offender population. Volunteers receive additional, specific training needed to perform their jobs in a safe and professional manner.
Oregon	Oregon's department-wide training covers department rules on volunteers, institutional access, employee/volunteer/inmate relations, security, and the volunteer milieu (inmate con games, etc.). Orientations provided by institutions acquaint volunteers with immediate, hands-on knowledge of where and to whom to report, what to do in an emergency, dress codes, and do's and don'ts.
Pennsylvania	Volunteer training is determined by the department for which the volunteer will be working. Training is provided by the department director and security staff.
Rhode Island	In Rhode Island institutions, training is provided through the Chaplaincy Team.
South Dakota	Volunteers are given a volunteer handbook/manual and receive training in three, two-hour sessions on facility rules, policies, and issues regarding relationships with inmates. Program volunteers receive four hours of training on principles of security, principles of inmate supervision, staff/inmate relations, and ethics and conduct.
Tennessee	Volunteers in Tennessee receive an orientation to criminal justice and to the facility/region in which they will work. They also receive training on policies and procedures and are then assigned to a staff supervisor for on-the-job training.

- Texas Chaplaincy program volunteers are trained by the prison unit chaplain who sponsors the program. Training consists of an initial orientation and at least one annual formal training session. Some unit volunteer programs have monthly training provided by the unit chaplain. In some programs, up to twenty hours of training is conducted by para-church groups; participants receive certification-prior to working as volunteers. Within the education system, volunteer tutors that provide one-on-one educational assistance may be asked to participate in the monthly pre-service training provided to all new education department employees. They may also be asked to participate in unit-level in-service programs.
- Utah In the Utah State Prison, volunteers are interviewed by appropriate staff and complete extensive paperwork (registration, service agreement, disclosure form, job description). Each volunteer then attends a two-hour orientation provided by Volunteer Services and is required to view a six-hour in-service training video, which is followed by a test. A newsletter and other communications are regularly sent to volunteers. Training cited by the Utah DOC Centers Region respondent includes an initial orientation at the facility level covering code of conduct, conflict of interest, corrections and criminal justice, and policies and procedures. Once on board, volunteers are required to complete sixteen hours of training per year, provided at the DOC level.
- Virginia Volunteer training in Virginia is provided at three levels. Occasional/one time volunteers (Level I) receive a briefing by the unit volunteer coordinator or designee on the mission of the unit they will be working in, rules and regulations for volunteers, and a review of the volunteer agreement and institutional procedures. Regular service volunteers with moderate supervised involvement in department operations (Level II) receive at least two hours of orientation and training, to include rules and regulations for volunteers and signing of the volunteer agreement. Training covers entrance and exit procedures, chain of command, confidentiality/privacy, emergency/fire evacuation procedures. Technical/ professional training is ongoing by the volunteer's staff supervisor. Regular service volunteers with "extended personal involvement" (Level III) receive all of the above training and orientation, plus additional training in client liability issues, security procedures, relevant federal and state laws, basic criminal behavior, and community resources.

Washington	Every Washington volunteer attends a mandatory volunteer orientation prior to working. The orientation is conducted by the community involvement coordinator at each facility or field office; volunteers receive a packet of information. Topics covered are: offender manipulation; confidentiality; hostile situations; search procedures; contraband; overview of the department and facility; attendance requirements; safety procedures; and volunteer responsibilities. The volunteer handbook is reviewed, along with the registered volunteer agreement form. Every rule is reviewed before the volunteer signs it. A picture ID is prepared. Special training sessions, which volunteers are encouraged to attend, are scheduled throughout the year at some institutions. There is a volunteer hierarchy in the Washington institutions; after six months of service, volunteers can apply to be volunteer sponsors. After sponsor training, they are allowed to escort other volunteers into the institution.
Wisconsin	Volunteer training is provided periodically at the institution level. It includes an overview of institutional mission, goals, programs, policies, and procedures such as those relating to entry, volunteer conduct, inmate relations. Volunteers may not be on the visiting list of an inmate at the same institution where they work.
Federal Bureau of Prisons	Currently, the Federal Bureau of Prisons institution volunteer coordinators are required to work with the institution management team to develop an orientation program of at least four hours, which includes but is not limited to the following components: volunteer code of conduct; interaction with inmates and their families; emergency and hostage procedures; inmate discipline; contraband issues; entrance and exit procedures; chain of command; inmate accountability; confidentiality/Privacy Act; and key/tool control. The methods used to meet these requirements are left to the volunteer coordinator, but it is recommended that adult learning techniques (videos, small group discussion, role plays, etc.) be used. All volunteers are required to go through orientation prior to service and also must attend annual refresher training. Topics for refresher training are determined by institution staff. The Bureau is developing a revised policy statement and training manual for volunteer training. The revisions will more specifically describe training requirements based on the amount of interaction the volunteer will have with inmates. Also, the revised policy will require monthly orientation programs and quarterly refresher training programs to increase the frequency of training opportunities.

Canada The Correctional Service of Canada/Parole Division has an annual training program of fourteen sessions, covering the Canadian criminal justice system and the role of the CSC. The last six sessions specifically address the duties and responsibilities of federal parole officers. Sessions are supplemented by seminars and workshops in specific areas such as assessment and treatment- of sex-offenders, family violence, child abuse, and psychiatric disorders.

Cook County (Illinois) The agency is presently working on a training program.

12. Does your agency provide formal training on management of volunteers for those who supervise volunteers?

Yes	No
18	32

Departments providing formal training on management of volunteers are Connecticut, Delaware, the District of Columbia, Florida, Georgia, Michigan, Minnesota, New Hampshire, New York, North Carolina, Ohio, Oklahoma, Tennessee, Virginia, Washington, the Federal Bureau of Prisons, the New York City DOC, and the Philadelphia prison system.

- North Carolina answered “yes, limited.”
- Colorado is planning to initiate such training.
- One Maine facility provides training in volunteer management in its education program.
- New Hampshire provides “minimal” training for managers of volunteers.
- In Virginia, the volunteer coordinator is required to participate in mandatory employee relations training provided for supervisors. Semi-annual regional volunteer coordinator meetings offer informal training in community partnerships, volunteer management, etc.
- Within the Federal Bureau of Prisons, many regions provide formal training.

13. Does your agency provide formal training on working with volunteers for other Staff who work with and around volunteers?

Yes	No
12	3 8

Jurisdictions responding “yes” are Delaware, the District of Columbia, Florida, Kentucky, Minnesota, New Hampshire, New York, North Carolina, Ohio, Oklahoma, Tennessee, and Cook County, Illinois.

- North Carolina’s “yes” response is limited to staff who will be working closely with volunteers.
- Colorado is planning to implement such training; it is presently provided in some facilities but is not provided department-wide.
- New Hampshire provides “minimal” training in this area.
- Washington is working on providing such training.
- The Federal Bureau of Prisons notes that its revised volunteer policy will recommend that volunteer issues be discussed in annual staff refresher training.

14. To what extent has your agency experienced security problems with volunteers?

No security problems	Few security problems	Moderate security problems	Frequent security problems
4	43	3	0

Jurisdictions reporting moderate security problems are Hawaii, Idaho, and Oklahoma.

- In Colorado, security problems have decreased commensurately with increased volunteer training.
- Georgia has had no security problems since adopting the formal volunteer services structure in 1988.
- Texas responded “none” for the education system and “few” for chaplaincy and substance abuse.

15. *To what extent has your agency experienced problems with volunteers fraternizing or becoming intimately involved with inmates?*

Never experienced	Rarely experienced	Sometimes experienced	Frequently experienced
3	29	18	0

Jurisdictions that have sometimes experienced fraternization/intimacy problems are Arizona, the District of Columbia, Florida, Hawaii, Idaho, Indiana, Iowa, Maryland, New Hampshire, Ohio, Oklahoma, Oregon, Pennsylvania, Utah, Wisconsin, Cook County (Illinois), and the Philadelphia prison system.

- Texas reported that problems are “never experienced” in the substance abuse and education programs and “rarely experienced” by the chaplaincy program.

Section III. Labor Issues

16. *Do volunteers perform work in your agency that is perceived as taking jobs away from the paid workforce?*

Yes	No
3	47

Jurisdictions responding “yes” were New York, Rhode Island, and Texas.

- Texas checked “yes” for chaplaincy volunteers specifically and “no” for the substance abuse treatment and education volunteer programs.
- Maryland responded “Generally, no, although some school principals do not want volunteers to teach classes regardless of their credentials.”

17. Has your agency experienced problems or had discussions or negotiations with organized labor groups due to the use of volunteers?

Yes	No
4	45

Comments from agencies answering "yes":

- California Correctional staff may not volunteer in their areas of work assignment.
- New York "The standard response to union concerns is that volunteers do not replace but complement and supplement paid staff so that they may better focus on their professional expertise and responsibilities."
- Washington Volunteers cannot be used to supplant staff. The agency has not experienced problems with its prison volunteer program but has had discussions with the union regarding community corrections volunteers. The agency has developed some job descriptions for volunteer staff.
- Canada The CSC/Parole respondent indicated "yes/conflicts resolved."

Comments from agencies answering "no":

- Connecticut Connecticut states that statutes and administrative directives reinforce employee/volunteer job definitions and roles, and services provided by volunteers are frequently perceived as "work not ordinarily performed."

Section IV: Operational Issues

18. Do written policies and procedures govern the operation of your volunteer program?

Yes	No
46	2

States indicating an absence of policies and procedures for volunteer programs are Alaska and Rhode Island.

- Texas indicates "yes" for substance abuse and education programs, "no" for chaplaincy department programs.

19. Are written guidelines used in the day-to-day operation of your volunteer program?

Yes	No
43	5

Agencies that do not use day-to-day operational guidelines are Alabama, Hawaii, North Dakota, the Correctional Service of Canada/educational programs, and the New York City DOC.

- Texas uses written guidelines in the substance abuse program and the Chaplaincy Department but not in the education program.

20. Does your agency use a Management Information System (MIS) to track its volunteer program?

Yes	No
10	37

Jurisdictions indicating that they use an MIS include Alaska, Arizona, Connecticut, Georgia, Oklahoma, South Dakota, Tennessee, Utah, the Bureau of Prisons, and New York City.

Comments from agencies answering "yes":

- Arizona says it has one, slotted under the "visitation" system (one of five MISs), but it isn't being utilized.
- Connecticut uses a hardcopy clearinghouse system, supplemented by demographic information compiled in a PC application, Paradox (ver. 3.5). The agency has developed a mainframe system that will be accessed once volunteer data is purified.
- Georgia's system is Paradox-based.
- The New York City corrections department uses a system developed by and for the agency.
- Oklahoma responded "yes"; it provides numbers/type data and cost/benefit analysis.
- South Dakota maintains a database listing of M-2 (visitation) volunteers and volunteers who participate in religious activities, plus a listing of security approval of individual volunteers.
- Tennessee uses Lotus, but dBASE can also be used.

- The Utah State Prison maintains a PC file on its institutional volunteers.
- Within the Bureau of Prisons, some institutions have developed tracking systems using dBASE; however, the Bureau has not adopted a uniform MIS. Data will be collected via a quarterly “citizen participation report,” which will count the number of volunteers by service area, during FY 1993.

Comments from agencies answering “no”:

- Florida is addressing the process.
- Maryland’s tracking system is not automated; institutional volunteer activities coordinators provide monthly reports that are combined on spreadsheets. Monthly data include number of volunteers, number of visits, number of hours by professional department, dollar value of volunteer services based on a \$7.67/hour figure set by the Governor’s Volunteer Advisory Council, inmate:volunteer ratio, average visits per volunteer, etc.
- Oregon is in the planning stage of developing an MIS for volunteer services.
- Virginia’s tracking is done by the community resource manager. Self-reported data are collected from each unit; volunteer names, social security number, and starting date are kept on file at Central Office. Annual volunteer reports are submitted to the community resource manager each July, including total unit volunteers and a breakdown by specific job category, new volunteers, volunteers who left, occasional volunteers, regular volunteers, and donations.

21. Does your volunteer program include an evaluation component to measure the processes and outcomes of the program?

Yes	No
27	21

Jurisdictions indicating that their volunteer programs have an evaluation component include Alaska, Arkansas, California, Colorado, Connecticut, the District of Columbia, Georgia, Indiana, Kansas, Kentucky, Louisiana, Minnesota, Mississippi, New York, North Carolina, Ohio, Oklahoma, Pennsylvania, South Dakota, Tennessee, Virginia, Washington, Canada (both responses), and New York City.

Mixed responses were provided by Montana, Texas, and Utah. General comments include:

- Colorado is planning to expand this process through its strategic plan.
- Kansas has an evaluation component only at some facilities and parole offices.

- Montana respondents indicated evaluations in the Missoula Pre-Release Center’s student program and at the Billings Women’s Life Skills Center.
- North Dakota is presently involved in program evaluation.
- Texas has an evaluation component within the substance abuse treatment program but not in the educational system or chaplaincy department.
- The Utah State Prison evaluates its volunteer programs; the probation/parole response indicated none.
- Virginia conducts volunteer program evaluations at the unit level.
- The Bureau of Prisons does not presently have an evaluation component for volunteer programs, but its Office of Research and Evaluation will be asked to assist in conducting such a study.
- CSC/Education cites its annual report as an evaluation.

22. Please attach a list of all volunteer programs operating in your agency.

(Responses are presented in Appendix II.)

23. Please identify any particularly effective volunteer service programs currently in use in your agency.

Arizona	AA; Angel Tree (Prison Fellowship program providing Christmas gifts for children)
California	Trade Advisory Committees assist in keeping vocational programs current.
Colorado	Friends in Transition; Addiction Recovery Programs, Inc.; Prison Fellowship; various church groups; Salvation Army; Governor’s Job Training Office (F.T.P.A.); Volunteers of America
Connecticut	“All volunteer programs are effective or they would be discontinued.”
Delaware	Prison Fellowship
The District of Columbia	Life skills program; mentors program; religious program; education programs (tutorial, GED, college)
Florida	Volunteers in religious organizations are credited with providing a wide range of services for inmates throughout the state.

Georgia	KAIROS, an ecumenical spiritual retreat program; Berry College's consumer education classes at the Rome Diversion Center; the pet therapy program facilitated by the Atlanta Humane Society; and Prison Ministry with Women, offering pre- and post-release services.
Cook County	Chaplains offer resources after release with a follow-up program; also PACE Program, which assists releasees in accessing outside resources.
Indiana	Prison Fellowship; Crop Walk (church world service)
Iowa	AA/NA; Jaycee volunteers; educational program
Kansas	Pastoral care; NA and AA; the Women's Activity Learning Center; Match-Two
Kentucky	Agency has volunteer chaplains who minister directly to inmates under the chaplain's supervision. Volunteers serve as resources for programs such as AA, Jaycees, etc.
Maine	Mentoring/Big Sister program; tutoring; AA
Maryland	Alternatives to Violence project-long waiting lists and the only program that directly addresses conflict resolution; AA/NA; Burning Bush-arts and crafts support program/exhibits
Mississippi	Heads-Up and Steck-Vaughn literacy programs; religious programs including Turning Point, Prison Fellowship, and KAIROS
Montana	AA/NA; Parent Connections; bible study; student practicum; retired volunteer program (RSVP)
New Mexico	Visitor hospitality centers are effectively helping visitors to have successful visits; Prison Fellowship has worked effectively with offenders from institutionalization to reintegration; "Outta Joint at the Joint" is an award-winning entertainment program for inmates and their families which has just completed its eleventh year.
New York	Twelve-step programs; Alternatives to Violence Project; Life Without Violence; Prison Fellowship; Residents Encounter Christ
North Carolina	Community Resource Councils
Ohio	Seven Steps; religious substance abuse; unit management; inmate groups; Vietnam veterans; Jaycees; Red Cross.
Oklahoma	Community Work Centers; literacy program
Oregon	AA/NA/A&D programs; volunteer programs for Hispanic and Vietnamese inmates have been extremely helpful.

Pennsylvania	Religious volunteerism by the Mennonite Church; family support services from the Episcopal Church; V.O.R.P. program; Julia Hall senior citizen program; Meaning of Life Project.
Rhode Island	Mentoring program in women's facility.
South Dakota	M-2 and W-2 (Man to Man/Woman to Woman) visitation programs, where outside church member agrees to visit the inmate and be with him/her on the day of release.
Tennessee	One-to-one visitors; AA/NA; birthday and holiday parties; volunteer advisory boards; religious programs; caseload assistants; community liaison
Texas	Within the chaplaincy department, particularly effective programs include the mentor program, KAIROS prison ministry, and a marriage and family maintenance program.
Utah	LDS substance abuse support program; Exodus pre-release program; Family Home Evening; family values class; spiritual values class for maximum security prisoners, conducted by the Catholic chaplain; literacy lab; job search program.
Virginia	Literacy volunteers working one-on-one with inmates; inmates being trained as literacy volunteers for other inmates; M.I.L.K. (Mothers Inside Loving Kids)-volunteers provide transportation and coordinate visiting for women inmates and their children, with local church providing a hospitality area for volunteers and family members during visits; local business has donated a trailer to increase program space at an older institution; area veterans group has organized groups for inmates and helped them get chartered-institutional groups have expanded to several prisons and offer counseling, evaluation, support groups under the supervision of volunteer professionals.
Washington	Man to Man/Woman to Woman; Alternatives to Violence Project; Prison Fellowship; AA/NA
Wisconsin	Religious programs (services, study groups, marriage and fellowship seminars); self-help and educational/literacy programs; veteran's services; living skills; pre-release program; employment assistance.
Federal Bureau of Prisons	The Bureau's National Office of Citizen Participation, dedicated to developing community partnership and volunteer programs, will be assessing the types of programs that are most effective, beginning in FY 1993.
Canada	The Correctional Service of Canada/Community Parole response cites the London Community Parole Project

Section V: Liability Issues

24. In what ways has your agency addressed the legal issues related to the liability of volunteers?

- Alabama avoids liability by not using volunteers in any work positions or for inmate supervision. Only serve as inmate sponsors.
- In Arizona, liability is covered by state statute and administrative rules (though they are not specific to the DOC).
- The California DOC accepts all responsibility for its volunteers.
- In Colorado, legal liability is addressed by the Division of Risk Management.
- Connecticut addresses legal issues related to liability of volunteers through 1) a formal policy based on ACA standards that is consistent with state statutes; 2) a formal hands-on system for supervising volunteer activities, with a standard application process, screening, pre-service orientation, and in-service training; 3) ongoing centralized program monitoring and regular training of all volunteer support staff; and 4) continual upgrading and refinement of all materials used in volunteer operations.
- District of Columbia volunteers are considered District employees for liability purposes while acting within the scope of duty under the supervision and control of the agency.
- Florida treats volunteers as staff in most circumstances.
- Georgia volunteers sign waivers of liability. The agency does not defend volunteers in the event of legal action.
- Hawaii considers its guidelines the same for staff and volunteers.
- Idaho, Iowa, Nebraska, and Wisconsin report that liability of volunteers has not been an issue.
- Indiana requires volunteers to sign a waiver and provides adequate training.
- In Cook County, Illinois, volunteer agencies provide their own liability insurance.
- Kansas provides training, screens volunteers, uses a waiver, and provides for confidentiality.
- All Kentucky volunteers are required to sign a waiver of claims for any injury or monetary loss.
- The State of Louisiana is self-insured.

- The Maryland DOC refers to a document published by the Governor’s Office on Volunteerism, titled, *Volunteer Management in Maryland: Legal Liability & Insurance Issues*.
- Michigan: “does not apply.”
- Minnesota provides worker’s compensation.
- Mississippi: “none.”
- The Missoula (Montana) Pre-Release Center accepts volunteers only through other agencies that provide worker’s compensation for them. Other Montana responses provide no details.
- In New Hampshire, volunteers are immune from civil liability provided they are acting in good faith and on behalf of the organization. Volunteers are required to sign a letter of compliance.
- New Mexico has provided information on legal liability to the volunteer services organizations that provide services in its institutions.
- New York provides indemnification coverage for volunteers, provided they are acting in the discharge of their duties and the claim did not result from willful and wrongful act or gross negligence. All volunteers who are duly registered and approved are afforded equal opportunity protection.
- The New York City DOC is presently researching the formal ramifications involving legal liability. The agency has not had any incidents that have raised liability issues.
- North Dakota provides education and training, provides supervision, and requires signed waivers of liability.
- Ohio relies on training and policy explanations only.
- Oklahoma statutes provide for tort claim liability coverage.
- In Oregon, the Risk Management Division accepts claims for medical expenses incurred in on-site volunteer service.
- Each Pennsylvania institution handles this independently.
- Philadelphia’s response is “Noticed of lack of liability.”-may mean the agency notifies volunteers of the volunteer’s or the agency’s lack of liability.
- South Dakota addresses liability through close supervision and training of volunteers.
- Tennessee law considers volunteers as employees. As such, they are provided protection from liability by being represented by the attorney general’s office.

- A law limiting the amount of liability related to the use of volunteers was passed a few years ago by the Texas legislature.
- The Utah State Prison has addressed liability through in-service training of volunteers and by making certain that liability issues are covered (training, job descriptions, evaluations, time cards, etc.). Region III, Field Operations, cites the state’s Volunteer Government Workers Act, background checks prior to service, and restriction of duties. The DOC Centers Region states, “Utah volunteers are covered by worker’s compensation.”
- Volunteers in Virginia are covered by the same liability policy as paid correctional staff. Liability is a “gray area” and all cases are examined individually to determine if an individual engaged in any activity would be considered at-risk. All insurance claims are handled through the insurance company.
- All Washington volunteers have third-party liability protection. Volunteers are covered for medical benefits under the state industrial insurance program.
- In an effort to avoid legal issues related to volunteers, the Bureau of Prisons requires orientation and supervision while a citizen conducts voluntary activities. There has been no history of litigation related to volunteers and the Bureau. Volunteers are advised of the FOIA, contraband regulations, and other laws during the application process. Vouchering and interviews are conducted as another measure to screen potential volunteers.
- In Canada, the procedure of Claim Against the Crown addresses this issue (CSC/Parole response). Volunteers sign a waiver form (CSC/Education response).

25. Does your agency defend its volunteers in the event of legal action?

Yes	No	NA
21	17	11

Jurisdictions responding “yes” are Arizona, California, Connecticut, Delaware, Florida, Iowa, Kansas, Louisiana, Maryland, New York, North Carolina, North Dakota, Oklahoma, Oregon, Pennsylvania, Rhode Island, Tennessee, Utah, Washington, Canada/parole, and New York City.

- Arizona, California, North Dakota, and Washington qualified their “yes” answers with, “if performing their assigned duties” or similar. California also specified that the legal action must include the corrections department. Arizona added that volunteer services contractors must carry their own liability insurance.
- Connecticut, Hawaii, and Iowa defense provided through the attorney general.
- In Indiana and Virginia, it depends on the circumstances.

- Colorado, Kentucky, Maryland, Nebraska, and Wisconsin have not experienced a related situation. Maryland would defend volunteers on same terms it decides to defend employees. Nebraska would refer such matters to the state attorney general if considered appropriate.

26. Has your agency experienced an increase in insurance premiums as a result of the use of volunteers?

Yes	No	NA
1	42	7

- Virginia has experienced an increase in insurance costs related to the use of volunteers.
- California and Wisconsin comment, “self-insured”
- Oregon noted, “We are not covering volunteers under worker’s compensation.”

Section VI: Funding and Statutory Authority for Volunteer Programs

27. Has your agency allocated discretionary/operating funds specifically to a volunteer services program?

Yes	No
16	37

Jurisdictions responding “yes” are Alaska, Arkansas, Connecticut, Georgia, New Mexico, New York, Oklahoma, Rhode Island, South Dakota, Tennessee, Washington, the Bureau of Prisons, both Canada respondents, New York City, and the Philadelphia prison system.

- Rhode Island specifically funded the position of volunteer coordinator for the current fiscal year.
- Washington allocated salaries for coordinators and an Offender Betterment Fund.

28. Has your state legislature appropriate funds specifically for the operation of a volunteer services program in corrections?

Yes	No
9	42

Agencies with legislatively mandated funding for volunteer programs are Alaska, Arkansas, Connecticut, the District of Columbia, Maine, New Mexico, New York, Tennessee, and Washington.

- Alaska legislature appropriated funds for chaplaincy program.
- The Colorado corrections agency has made budget requests, but they have been rejected by the legislature.
- The Maine legislature appropriated funds specifically for the position of chief, volunteer services.
- In Washington, salaries only.

29. In what way would you expect the dwindling financial resources of state governments to affect future use of volunteers in corrections?

More use	Less use	No effect
38	0	13

- Maryland added, “When all teachers were laid off in November 1991, we were able to recruit tutoring volunteers quickly. However, if security staff are laid off, volunteers will be used less.”

30. Does your state have statutory provisions authorizing the use of volunteers in correctional settings?

Yes	No
16	34

Responding “yes” are Arkansas, California, Connecticut, Delaware, the District of Columbia, Florida, Indiana, Minnesota, North Carolina, Ohio, Oregon, Tennessee, Texas, Washington, Wyoming, and Canada.

- Delaware says yes, “The Delaware Code enables the Commissioner to take whatever action is necessary to run the institutions.”

- In Oregon, authority to employ/appoint volunteers is implied in the Director’s statutory authority to accomplish his/her mission.
- Utah and Virginia note the existence of state statutes on volunteerism that are not specific to corrections.
- Wyoming has statutory authority for only the Field Service Division (probation and parole) to use volunteers.
- The CSC/Education respondent described the authorization as national policy.

Section VII: NIC Activities

31. Would your agency find it useful if NIC contracted with a state agency or private entity to develop a demonstration program on volunteers in corrections, to be disseminated to the field?

Yes	No
39	7

- Iowa specified, only if Iowa is selected as a demonstration project site.
- Oklahoma suggests it be used as a demonstration site.

32. Would your agency find useful a training program on volunteers, if one were offered through the NIC National Academy of Corrections?

Yes	No
44	4

- Iowa says, “not until monies are appropriated for a volunteer coordinator.”
- Texas points out that in the area of education, materials have been developed by Literacy Volunteers of America: “Orientation for Literacy Volunteers in Corrections” and “How to Start a Volunteer Literacy Program in Corrections.”
- The Federal Bureau of Prisons states, “It might be advisable to conduct training in conjunction with an organization such as the International Association of Justice Volunteerism or the Association of Volunteer Administrators. Volunteers in corrections should be a topic in other appropriate Academy training programs.”

PART 2: Perspectives of Organizations Providing Volunteer Services

Organizations that provide volunteers for correctional placements were asked to complete designated sections of the larger survey instrument. Their responses follow.

Ten volunteer organizations responded to the survey, representing both large, national organizations and smaller, local groups:

- Match-Two, Inc., San Quentin, California
- Pennsylvania Prison Society, Philadelphia, Pennsylvania
- Alabama Volunteers in Corrections, Birmingham, Alabama
- Salvation Army, Toronto, Ontario
- Volunteers in Juvenile & Criminal Justice/Friends in Transition, Inc., Denver, Colorado
- Jubilee Ministry, Lebanon, Pennsylvania
- Alston Wilkes Society, Columbia, South Carolina
- Friends Outside National Organization, San Jose, California
- Alternatives, Inc., Billings, Montana
- Prison Fellowship, Washington, D.C.

Section ii. Personnel issues

6. *How does your agency recruit volunteers?*

Match-Two, Inc.	Presentations in churches, civic clubs, etc.; audio-visual tapes; media appearances; word of mouth
Pennsylvania Prison Society	Word of mouth; attendance at community meetings, schools, etc.; via families and friends of prisoners; participating in coalitions; listings with United Way; newsletter; student interns (graduate and undergraduate)
Alabama Volunteers in Corrections	Word of mouth; occasional media contact; contacts with groups such as churches and college students

Salvation Army, Toronto	One-to-one outreach; advertisements through churches and other groups; presentations; local volunteer bureau; community service advertisements
Friends in Transition, Inc.	In-house means; various media; through current volunteers
Alston Wilkes Society	Public speaking and education programs at churches, before civic groups, and at colleges/universities; radio talk shows; newsletters; newspapers
Friends Outside National Organization	Speaking engagements; media coverage; newsletters; church outreach; universities; referrals; volunteer centers
Alternatives, Inc.	Personal contacts with intern directors at local colleges/schools; newspaper advertisements
Prison Fellowship	Church presentations; newsletters; direct mail; word of mouth, volunteer councils

7. Which of the following methods does your agency use to screen volunteers?

Formal testing	Security checks	Other	No screening
0	4	9	0

“Other” responses include an interview process (5 responses), reference checks (4); the application process (3); the prisoner visitor agreement (1); the training process (1); and a screen conducted by the recipient correctional agencies (1). Prison Fellowship uses church affiliation as an additional screening criterion.

8. Does your agency provide worker’s compensation coverage for its volunteers?

Yes	No
2	8

“Yes” responses were from the Pennsylvania Prison Project and Alternatives, Inc.

9. Does your agency provide any benefits other than worker's compensation for its volunteers?

Yes	No
7	3

- Jubilee Ministry provides liability and injury insurance.
- The Pennsylvania Prison Project provides mileage, postage, xeroxing, etc., plus an annual training seminar.
- The Salvation Army/Toronto covers volunteer expenses and provides insurance and recognition events.
- Friends in Transition provides liability coverage for volunteers.
- The Alston Wilkes Society reimburses mileage costs for intern volunteers (those receiving credit from accredited institutions).
- Alternatives, Inc., provides training to interns that satisfies class requirements.
- Prison Fellowship provides minimum general accident insurance coverage for volunteers working on its community service projects.

10. Have questions arisen within your agency about implications of the Fair Labor Standards Act and any liability that your agency may be accruing?

Yes	No
1	9

Jubilee Ministries is in the process of finding answers to this question.

11. Does your agency provide formal training for volunteers?

Developed by central/regional office	Developed at field/facility level	Components developed at both levels	No formal training
1	6	3	0

Match-Two, Inc.

“We provide at least three hours of training, a detailed training manual, detailed interview, follow-up volunteer support groups, and individual volunteer support by our staff when needed.”

Jubilee Ministry	Volunteer training includes a discussion of the organization's purpose and functions, how to work with a "street-wise" person, do's and don'ts involving prison policy, and security in a prison setting.
Pennsylvania Prison Society	Volunteers receive an extensive orientation, a volunteer handbook, on-the-job training with experienced volunteers, team visiting follow-up with group evaluation, and frequent mailings containing information on prisoners' rights, litigation, correctional standards, and criminal justice legislation. There is a four-month probationary period to determine if the volunteer and agency are a good match. Lead volunteers attend an annual training weekend seminar and, in turn, train local chapter volunteers.
Alabama Volunteers in Corrections	Volunteers receive occasional training on policies, do's and don'ts, etc., provided by personnel from the prison system or the pardons/paroles agency.
Salvation Army/Toronto	Subjects of training include the mission of the Salvation Army, opportunities for volunteerism, job descriptions, training in specific areas of volunteerism, and on-the-job training. Videos and training manuals are used.
Friends in Transition/Colorado	An in-depth training program is in place, during which DOC personnel, etc., participate. Volunteers are recruited from the community and provided with the initial training needed for visitation. Volunteers also receive ongoing training and assistance, as required.
Alston Wilkes Society	Training provided to volunteers was developed by the central organization and is specific to the volunteer's placement (e.g., youth or adult). Training is of two to three hours duration and is similar to that provided by corrections agencies, covering the basic do's and don'ts of working in a corrections setting, what to expect in interactions with inmates and staff, etc. If the program involves going into a corrections setting, the volunteer also receives an orientation by corrections staff.

Friends Outside

Friends Outside has chapters and statewide programs throughout California and one in Nevada. On a local level, training is determined by the chapter. However, F.O. does have standards to which the entire organization must adhere. In most instances, volunteers are given a formal orientation, a training manual, and one-to-one training. Corrections staff also assist in training when applicable. Volunteers not providing services inside institutions are given an orientation and training materials and are assigned to staff for one-to-one training. Volunteer training and performance are monitored by the Program Manager.

Alternatives, Inc.

Volunteers attend group orientations that acquaint them with agency policies and procedures and also participate in intensive one-on-one training sessions with supervisors. On-the-job training is the major program.

Prison Fellowship

Training includes a four-part, twenty-hour program to certify volunteers who will be working in institutions. Fifteen manuals and four training videos have been developed to support the program. Those who complete the certification are eligible for three college credits from Trinity Evangelical Divinity School in Deerfield, Illinois.

12, Does your agency provide formal training on management of volunteers for those who supervise volunteers?

Yes	No
7	3

- Alston Wilkes comments, “Not directly,” but supervisors do receive training from executive staff.
- Prison Fellowship provides training for area managers.

14. *To what extent has your agency experienced security problems with volunteers?*

No security problems	Few security problems	Moderate security problems	Frequent security problems
5	5	0	0

15. *To what extent has your agency experienced problems with volunteers fraternizing or becoming intimately involved with inmates?*

Never experienced	Rarely experienced	Sometimes experienced	Frequently experienced
3	5	2	0

Organizations that have “sometimes” experienced problems in this area are Match-Two and Alabama Volunteers in Corrections.

Section III: Labor Issues

17. *Has your agency experienced problems or had discussions or negotiations with organized labor groups due to the use of volunteers?*

Yes	No
0	9

Section IV: Operational Issues

18. Do written policies and procedures govern the operation of your volunteer program?

Yes	No
10	0

19. Are written guidelines used in the day-to-day operation of your volunteer program?

Yes	No
9	1

20. Does your agency use a Management Information System (MIS) to track its volunteer program?

Yes	No
4	6

- Throughout Match-Two's history, outside research organizations have conducted research on M-2. Match-Two keeps detailed records of its volunteers and the inmates in its program; program records are computerized.
- The Alston Wilkes Society uses its word processing capabilities to track its volunteer program.
- A computer program was specifically designed for the Friends Outside Inmate Match Program that tracks 1,100 volunteers.
- Prison Fellowship has a complete tracking system for all programs conducted by volunteers in institutions and communities. Certified volunteers are listed in a central database; however, the system does not track their work. Local Prison Fellowship offices may have more program involvement information, but few offices are computerized at this time.

21. Does your volunteer program include an evaluation component to measure the processes and outcomes of the program?

Yes	No
8	2

Pennsylvania Prison Society's evaluation component is informal.

22. Please attach a list of all volunteer programs operating in your agency.

- Match Two's sole program matches volunteers one-to-one with inmates.
- Alston Wilkes Society volunteers work in the areas of secretarial, newsletter editing, grant research, and mediation/arbitration (central office); one-to-one visitor/mentors (adult and youth facilities; advisory councils (residential community corrections); employment assistance (probation); and employment, housing, and family assistance (parole).
- Friends Outside volunteers handle central office phones; provide case management, an inmate/volunteer match program, childcare, and parties and special events in correctional facilities; aid residential community programs by providing office assistance, crisis intervention, resource development, and education/recreation/social programs for adults and juveniles in custody and for children of prisoners; and in probation, co-direct a victim/offender mediation program and provide programs in services in juvenile detention facilities.
- Alternatives, Inc. uses volunteers from colleges and business schools as client/resident sponsors, deferred prosecution volunteers.

23. Please identify any particularly effective volunteer service programs currently in use in your agency.

Jubilee Ministry	Literacy computer program; homemaking skills program for women; parenting program for men and women; recreation program for men and women
Pennsylvania Prison Society	Under the Prison Visiting Program, volunteers in thirty-four volunteer chapters statewide visit forty-two county and sixteen state prisons as "Official Visitors," assisting prisoners and their families with institution-related problems. Volunteers also work with prisoner groups (such as "lifers"); run groups in conflict resolution, life skills, and job readiness; and review disciplinary reports.
Salvation Army	Organization works with families of the incarcerated and aids in community re-entry.

Friends in Transition	One-on-one match process; transition process
Alston Wilkes Society	(Same as for question #22)
Friends Outside	Inmate Match; victim/offender mediation; after-school and summer youth programs; inmate crisis intervention programs in jail
Alternatives, Inc.	(Same as for question #22)
Prison Fellowship	Community service projects; in-prison seminars; life plan seminars; marriage seminars; special events; volunteer training; volunteer recognition

Section V: Liability Issues

24. In what ways has your agency addressed the legal issues related to the liability of volunteers?

Match-Two, Inc.	“We have liability insurance for the organization itself and for directors and officers. Volunteers are not specifically covered. The state is the deep pocket and has so stated.”
Jubilee Ministry	“We carry liability insurance for our volunteers.”
Pennsylvania Prison Society	Agency has separate comprehensive insurance coverage for volunteers.
Salvation Army	Organization has insurance through national policy.
Friends in Transition	Organization provides insurance coverage.
Alston Wilkes Society	Organization carries insurance for the board of directors; other volunteers are covered within the institutions.
Friends Outside	This is reviewed annually, and a review is now in progress.
Alternatives, Inc.	Our agency’s liability insurance covers volunteers.
Prison Fellowship	Prison Fellowship has addressed volunteer liability by obtaining legal advice and pursuing insurance coverage.

25. *Does your agency & fend its volunteers in the event of legal action?*

Yes	No
5	4

Organizations responding “yes” include Jubilee Ministry, Pennsylvania Prison Society, Salvation Army, Friends Outside; and Alternatives, Inc.

26. *Has your agency experienced an increase in insurance premiums as a result of the use of volunteers?*

Yes	No
0	8

Section VII: NIC Activities

31. *Would your agency find it useful if NIC contracted with a state agency or private entity to develop a demonstration program on volunteers in corrections, to be disseminated to the field?*

Yes	No
5	3

- The Friends in Transition respondent feels the organization could be valuable in this area.
- Alston Wilkes respondent states, “We’d love to assist with this since we are constantly called on nationally to provide training on what we do.”

32. *Would your agency find useful a training program on volunteers, if one were offered with the NIC National Academy of Corrections?*

Yes	No
7	1

- Friends in Transition respondent feels the organization can offer a lot in this area because of its success with the DOC in matching, visitation, etc.

**APPENDIX I:
Survey Instrument**

**Please return to the
NIC Information Center
by October 23, 1992**

**National Institute of Corrections- Prisons Division/
NIC Information Center Survey: Volunteers in Corrections
September 1992**

Responding agency _____
Respondent name/title _____
Address _____
_____ _____
Phone _____

Section I. Utilization

- 1. Does your agency utilize volunteer workers?
Yes _____ No _____
If "yes," approximately how many unpaid volunteers are utilized in your agency? _____
If "no," please skip to question 27.
- 2. Would you characterize your agency's volunteer program as formal/structured or informal/unstructured?
Formal _____ Informal _____
- 3. Does your agency employ a manager/coordinator of volunteers?
Yes, full-time _____ No _____
Yes, part-time _____
- 4. Does your agency contract with one or more professional volunteer organizations for their services or for management of your volunteer program?
Services only _____
Management only _____
Services and management _____
Neither _____

**Return to: Connie Clem
NIC Information Center
1860 Industrial Circle, Suite A
Longmont, CO 80501
FAX: (303) 682-0258**

5. Please indicate where volunteers are used in your agency and in what capacity they work.

Central office

Yes _____ No _____

Capacities: _____

Prisons or other correctional facilities

Yes _____ No _____

Capacities: _____

Residential community programs

Yes _____ No _____

N/A (agency does not provide) _____

Capacities: _____

Probation

Yes _____ No _____

N/A (agency does not provide) _____

Capacities: _____

Parole

_____ No _____

N/A (agency does not provide) _____

Capacities: _____

Section II. Personnel Issues

6. How does your agency recruit volunteers?

7. Which of the following methods does your agency use to screen volunteers?

Formal testing _____

Security checks _____

Other (specify) _____

No screening _____

8. Does your agency provide worker's compensation coverage for its volunteers?

Yes _____

No _____

9. Does your agency provide any benefits other than worker's compensation for its volunteers?

Yes _____

No _____

If "yes," please describe: _____

10. Have questions arisen within your agency about implications of the Fair Labor Standards Act and any liability that your agency may be accruing?

Yes _____

No _____

If yes, what was the outcome?

11. Does your agency provide formal training for volunteers?

Yes, program developed by DOC-level training dept. _____
(central/regional office if a volunteer organization)

Yes, program developed by facility-level training _____
(field/facility level if a volunteer organization)

No formal training provided _____

If yes, please describe in as much detail as possible how your volunteer training program operates.

12. Does your agency provide formal training on management of volunteers for those who supervise volunteers?

Yes _____ No _____

13. Does your agency provide formal training on working with volunteers for other staff who work with and around volunteers?

Yes _____ No _____

14. To what extent has your agency experienced security problems with volunteers?

No security problems _____

Few security problems _____

Moderate security problems _____

Frequent security problems _____

15. To what extent has your agency experienced problems with volunteers fraternizing or becoming intimately involved with inmates?

Never experienced _____

Rarely experienced _____

Sometimes experienced _____

Frequently experienced _____

Section III: Labor Issues

16. Do volunteers perform work in your agency that is perceived as taking jobs away from the paid workforce?

Yes _____

No _____

17. Has your agency experienced problems or had discussions or negotiations with organized labor groups due to the use of volunteers?

Yes _____

No _____

If "yes," what was the outcome of any discussions/negotiations?

Section IV: Operational Issues

18. Do written policies and procedures govern the operation of your volunteer program?

Yes _____

No _____

19. Are written guidelines used in the day-today operation of your volunteer program?

Yes _____

No _____

20. Does your agency use a Management Information System (MIS) to track its volunteer program?

Yes _____ No _____

Please identify the MIS used to track your program, and/or list any other MIS you know of that can be used to track volunteer programs.

21. Does your volunteer program include an evaluation component to measure the processes and outcomes of the program?

Yes _____ No _____

22. Please attach a list of *all* volunteer programs operating in your agency.

23. Please identify any particularly effective volunteer service programs currently in use in your agency.

Section V: Liability Issues

24. In what ways has your agency addressed the legal issues related to the liability of volunteers?

25. Does your agency defend its volunteers in the event of legal action?

Yes _____ No _____

26. Has your agency experienced an increase in insurance premiums as a result of the use of volunteers?
Yes _____ No _____

Section VI: Funding and Statutory Authority for Volunteer Programs

27. Has your agency allocated discretionary/operating funds specifically to a volunteer services program?
Yes _____ No _____

28. Has your state legislature appropriated funds specifically for the operation of a volunteer services program in corrections?
Yes _____ No _____

In what way would you expect the dwindling financial resources of state governments to affect future use of volunteers in corrections?

More use of volunteers _____

Less use of volunteers _____

No significant effect _____

30. Does your state have statutory provisions authorizing the use of volunteers in correctional settings?
Yes _____ No _____

If so, please provide copies of the applicable sections.

Section VII: NIC Activities

31. Would your agency find it useful if NIC contracted with a state agency or private entity to develop a demonstration program on volunteers in corrections, to be disseminated to the field?
Yes _____ No _____

32. Would your agency find useful a training program on volunteers, if one were offered through the NIC National Academy of Corrections?
Yes _____ No _____

Thank you very much for your assistance.

APPENDIX II:
Volunteer Programs in State Corrections Agencies

Volunteer Programs in State Corrections Agencies

Alabama	Alabama Volunteers in Corrections (religious outreach)
Alaska	Chaplaincy program
Arizona	Chaplaincy-related programs; twelve-step programs including AA; education; recreation; “angel tree” (Prison Fellowship’s program providing Christmas gifts for children)
Arkansas	Clerical; substance abuse; religious/counseling; Jaycees; speakers for pre-release; AIDS training; parole internships
California	Advisory committees; technical assistance; religious programming; self-help groups; social services; leisure activities; job development
Colorado	Clerical support; AA; religious activities; couriers
Connecticut	Internships; clerical support; arts and recreational services; community services; educational and vocational programs; mentoring/sponsorship; religious services; substance abuse prevention programs
Delaware	Prison Fellowship; Threshold; NA/AA; Parents Anonymous; Toastmasters; Jaycees; mentoring program; Visions
Florida	Religious programming; recreation; drug recovery; education; library services; counseling
Georgia	(Full list not available)
Hawaii	Education; religion; social work/mental health; NA/AA; recreation (arts/crafts, music, sewing); ethnic study; job seeking
Indiana	(A separate list of Indiana’s volunteer programs follows this section.)
Iowa	Self-help groups; twelve-step groups; Jaycees; clerical; educational; religious; hobby/crafts/leisure; (unspecified range of services for community-based agencies and probation/parole)
Kansas	<i>Correctional facilities:</i> M2-W2 Volunteers in Prisons; NA/AA; Jaycees; parenting classes for women and men; prenatal classes provided by healthcare professionals; religious programs (bible study, worship services, pastoral care, religious musical worship); staffing visitor’s hospital centers; tutoring; post office clerical support; recreation; inmate accounting and budgeting. <i>Parole offices:</i> one-on-one sponsorship; M2-W2 Volunteers in Prisons;

clerical support; caseload work; parolee transportation; tutoring; public relations speaking

- Kentucky Religious programs (bible study, religious services, music, and programs, direct ministry, seminars); recreation; AA/NA; inmate clubs (veterans club, Jaycees, NAACP, Friends of the Library); education (tutoring/assistance, parenting class for men, street readiness class)
- Louisiana Religion; substance abuse; education; recreation; clerical support; Jaycees; music; battered women's group; pre-release groups; foster grandparents; internships in counseling and probation/parole caseloads; Big Brother program; job training
- Maine Surrogate parents; foster grandparents; tutors; religion; Big Sister/mentor; young fathers group; life skills group; recreation; "Decisions" course; women's issues group; AA; interns
- Maryland ***From main list, question #22:*** tutorial/literacy; religion (worship, study, Prison Fellowship, one-on-one counseling); Alternatives to Violence Project; Prison WATCH (Women and their Children); Burning Bush (arts and crafts); classification interns; special projects (health fair exhibitors and organizers, holiday hygiene package donors, Black History Month organizers); AA/NA; Jaycees; veterans' groups; recreation; creative writing groups; clerical; Parents Anonymous; Washington County Community Corrections Services Committee.
From alternate listing: Administrative (clerical, mail room, maintenance, warehouse, assistant volunteer coordination); Counseling/treatment programs (alternatives to violence, disabled inmate living skills, geriatric aides, mental retardation, Onionskin Collective, parenting, post-traumatic stress disorder, veterans); Educational (tutors, audio-visual instructor, braille instructor, economic information class, employment readiness, ESOL class, financial planning, leadership skills, library assistance, resume preparation, topics lectures, typing instruction, writing instruction, special projects); Health issues (instruction, fair exhibitors/organizers, women's health issues group); Inmate organizations (AA/NA, Audio-visual Club, Baltimore Stars, Christian Council, DETER-legal concerns, Epilepsy Foundation, Gospel Revelations, Jaycees, juvenile programs, jazz club, legal clinic, lifestyle group, NAACP, Parents Anonymous, PHASE-fire victims, Project Joy-children, Project LOVE, Project T-juveniles, Seventh Step, Soil Sisters, Sound of Music, UNDER, Unity, Veterans, Visual Arts, Writers' Club); Internships (accounting and business, addictions, chaplaincy, classification, clerical, computer skills, education, food services, horticulture/landscape/gardening, journalism, marketing, paralegal, personnel, psychology, public relations, recreation, social work, volunteer services); Recreation (aerobics, arts and crafts, chess, cultural arts festival, drama, entertainment, football, Interwoven, music); Religion (chaplain's assistant, counseling, bible study, music, instruction,

worship); Other (journalism/inmate newsletter volunteer, Washington County Community Correctional Services Committee)

Michigan	AA/NA; NAACP; State Library of Michigan Literacy Project; Jaycees; religious volunteers (Christian, Native America, Islamic, Jewish); HASTA (Hispanic Americans Striving 'Toward Achievement); Masons; Vietnam veterans group; Emotions Anonymous; La CAUSA (Chicanos and American Indians United for Self Advancement); LASSO (Latin American Spanish Speaking Organization); child of the month club; Michigan Council for Crime and Delinquency
Montana	AA/NA; Parent Connection; Overeaters Anonymous; bible study; intern education [this list from women's facility only]
Nebraska	AA/NA; Prison Fellowship; religious studies; athletic/r&creation competition; self-betterment groups
New Hampshire	Aerobics/weight training group; American Indian Group; hairdressing; computers; hobbycraft/art therapy; sexually transmitted disease program; music; child within group; AA/NA; parenting group; Spanish interpreter; offenders group; veterans group; religious outreach
New Mexico	Prison Fellowship; religious groups and ministries (Victory Outreach, Scripture and Community, Islamic service, Jewish study and service, Quaker Society, Unitarian Fellowship); Mountain Jug Band; visitor hospitality centers; Literacy Volunteers of America; AA/NA; Vietnam Veterans of New Mexico; "Outta Joint at the Joint"; Southwest Assn. of Indian Art; cultural awareness groups (Native American, Hispanic, Black); athletic programs; chess club; music club; delinquency prevention
New York	AA/NA/Gamblers Anonymous; AIDS program; Alternatives to Violence Project; Life Without Violence; Literacy Volunteers; Lubavitch Youth Organization; Operation Prison Gap; Planned Parenthood; Cephass Attica, Inc.; continuing education programs of BOCES; Jaycees; Junior Achievement; religious groups (Jehovah's Witnesses, Prison Fellowship, Knights of Columbus, Residents Encounter Christ, Full Gospel Businessmen's Association); Retired Senior Volunteer Program; Skilled Workers Emeritus; Theatre for the Forgotten; complete college program; and many one-time events in sports, music, art, entertainment, etc.
New York City	Workshops and seminars (ministerial services, counseling, literacy, letter writing, conflict resolution, parenting/father issues, domestic violence, career planning, decisionmaking, starting a business, life skills); instruction and teaching (music, photography); personal needs (project mentoring, health services, educa-

tion, literacy assistance, GED and college classes, law library, religious instruction, pre-release planning)

North Dakota	Religious programs
Ohio	Seven Steps; religious substance abuse; unit management; inmate groups; Vietnam veterans; Jaycees; Red Cross.
Oklahoma	(Annual report provides figures and cost benefit in two categories: non-traditional and traditional.)
Rhode Island	Chaplaincy team; community confinement program interns; parole and probation interns
South Dakota	Dental hygienist trainees; M-2/W-2 (Man to Man/Woman to Woman); religious (church transports, church services, Residents Encounter Christ, bible study, Prison Fellowship); recreation; treatment (Alternatives to Violence, Men Against Violence); tutors; social programs (Pow Wow Cooks, Announcers, interaction guests-Jaycees, BLACK, NACT, veterans, lifers)
Tennessee	One-to-one visitors; AA/NA; birthday and holiday parties; volunteer advisory boards; religious programs; caseload assistants; community liaison
Texas	Chaplaincy (assistant chaplains, religious instruction, music instruction, performances, preachers, ministers, teachers); substance abuse (speakers, meeting facilitators, study groups); education (tutors, motivational/informative speakers)
Utah	Treatment literacy lab; employment skills search; drug and alcohol abuse treatment; intern programs.
Virginia	Advisory and policy boards; program delivery; interns; group facilitators; religious coordinators; case management assistants; literacy tutors; support services staff.
Washington	Man to Man/Woman to Woman; Alternatives to Violence Project; Prison Fellowship; AA/NA
Wisconsin	Religious programs (services, study groups, marriage and fellowship seminars); self-help and educational/literacy programs; veteran's services; living skills; pre-release program; employment assistance.



INDIANA DEPARTMENT OF CORRECTION

E334 Indiana Government Center South
302 W. Washington S.
Indianapolis, IN 46203
(317) 232-5715

Indiana Department of Correction Volunteer Programs

SECULAR PROGRAMS

A.B.A.T.E. (Bikers)

YWCA

Toastmasters

University of Indianapolis "Into the Streets"

DePauw University (Visitation)

Junior Achievement

Hoosier Alliance Against Drugs

Alcoholics Anonymous

Narcotics Anonymous

Dismas House (Placement)

Internship Programs: IUPUI, Valparaiso Univ., other
colleges/universities, Governor's Fellow

Church World Service (CROP Walk)

Career World (job search class)

Domestic Violence Support Group

HIV/AIDS Education

Legal Aid Education

Jazzercise

YWCA Parent In-Touch

Dairy and Nutrition Council (Nutrition)

Budgeting and Finance (Indiana Dept. Of Financial Institutions)

Planned Parenthood

Life Planning Seminars

Advisory Council Vocational Education

Literacy Training

Vocational Education Advisory Board

Black Studies

RELIGIOUS PROGRAMS

Religious Services:

Christian (several Protestant denominations, Catholic)

Native American

Buddhist

Jewish

Muslim

Religious services that involve volunteers include worship, study, instrumental music/choirs, marriage seminars, Bible college classes, religious seminars, commemoration of religious holidays, religious education/instruction, prayer groups, volunteer chaplains, chaplaincy advisory boards, concerts/dramas, pastoral care/counseling, Greek language, Catholic confession, substance abuse (Christian), ecumenical/inter-faith activities, visitation.

RELIGIOUS GROUPS REPRESENTED

Word & Music

Andrews University (Worship services)
Valparaiso University (Worship/Bible study)
Grace College (Bible classes)
Catholic Volunteers
Koinonia Missionary Baptist Church
Prisoners for Christ
Community Center of Faith
Muslim Volunteers
Native American Volunteers
Bethel Sandy Ridge Mennonite Churches
Northern Indiana District of the Brethren
Religious Programming Advisory Board
Buddhist Services
Quaker Men's Group
Salt of the Earth Ministries
Maple Grove Baptist Church
Plainfield Church of Christ
Tri-Tuesday
Jehovah's Witnesses
Ravensbrook Widow Missionary Baptist Church
Islamic Studies
Jesus Is the Answer
Jumah, Talim Services (Islamic Prayer Service)
Native American (Prayer Circle/Pipe Ceremony)
Victory Bible Institute (Video Bible Study)
Full Gospel Business Men's Fellowship
Christ Community Church
Faith Tabernacle
Griffith Family Christian Center
Michigan City community Center of Faith
New Nazareth Baptist Church
Samaritan Ministries
United Personal Ministries
Westminster Presbyterian Church
Grace Apostolic
C.A.R.E. (Christian Substance Abuse Class)
Ingalls Church of God
Jesus Inside Prison Ministry
Unchained Ministries
Residents Encounter Christ
Overcomers for Christ (Substance Abuse Class)
Gospel Echoes
Trinity Assembly of God
Bill Glass Ministries
Friends Fellowship
Prison Fellowship

(This is not a complete listing of churches and religious organizations involved in all our institutions. There are many others who participate in Protestant and Catholic worship