



Statement of Work Chaplain Services

The attached document provides a comprehensive Statement of Work (SOW) for chaplain services provided by Unite Greensboro Jail Ministry (UGJM). The document is intended to be informative in nature reflecting best practices and articulating proven methodologies for responding to inmate requests for religious services in accordance with all prevailing statutes and regulations (federal, state, local, facility).

The desire of UGJM is to provide chaplaincy services and to assist the administration in the facilitation of inmate religious expression.

While not exhaustive in nature, the extensive detail serves as a baseline for understanding of the relationship between the chaplain and the facility, and seeks to define and manage the expectations regarding the established arrangements.

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1. **UGJM Principles and Standards**

Background

UGJM is a nondenominational Christian organization that was established to help the continuation of the ministry at the Greensboro Jail in Guilford County, NC. We are run by a Board of Directors, made up of Christian individuals who represent financially contributing churches and businesses.

Throughout the history of the organization, UGJM has developed a comprehensive strategy to respond to the spiritual needs of inmates and staff. The organization has proactively expanded training and resources for chaplains as the environment has evolved and required progressive approaches to ministry. While programming is essential, UGJM maintains a focus upon the individual and his/her unique needs. UGJM does not discriminate in the provision of chaplaincy services because UGJM believes that each person is “fearfully and wonderfully made” uniquely and thus the heart and soul of the individual may need a unique touch or approach to which the chaplain must remain sensitive.

UGJM Ministry chaplaincy is distinctly effective because the first ministry objective is the “*ministry of presence.*” Often the title of chaplain is applied to an individual who is “on call” or who is engaged in case of emergency. While there is value in this model of ministry, UGJM chaplains stand apart from many by maintaining a full time occupational presence in the correctional facility. By embracing the total ministry and allowing UGJM to operate in cooperation and collaboration with the staff, the opportunity for impact is dramatically enhanced. UGJM desires to integrate fully with the staff as a valued teammate in providing full responsiveness to the requests for spiritual care and guidance by inmates.

Guiding Principles for UGJM Chaplains

The basic core principles that guide, reflect, and influence how UGJM chaplains are expected to fulfill their ministry are:

1. The chaplain’s role is to respond to approved requests and needs that are presented by inmates.
2. There is submission to authority and we operate within a structure that provides for oversight and accountability.

3. Ministry staff must relate to members of the opposite sex with heightened sensitivity and discretion to avoid even the appearance of inappropriate speech or conduct.
4. The ministry of the chaplain is a multi-faceted activity that extends beyond the correctional facility into the community.
5. Partner Development is the process of building and sustaining all facets of a chaplain's ministry. It requires chaplains to relate effectively to broad segments of the business, religious, and correctional communities.
6. Everything we do must enhance the reputation, impression and integrity of the ministry.
7. Since chaplains must facilitate the religious needs of everyone in their facility, regardless of religion, it is necessary that the chaplain approach individuals with wisdom and sensitivity while maintaining the often delicate balance between grace and truth.

Philosophy of Chaplaincy

UGJM employs Chaplains based upon their performance and accomplishments in four critical dimensions:

- ***Personal*** – the chaplain must be of sound mind and body, consistently seeking personal growth in physical, emotional and spiritual endeavors.
- ***Pastoral*** – the chaplain must have a demonstrated track record of consistent and compassionate service which informs their commitment and ministry to the well-being and spiritual needs of inmates and staff.
- ***Administrative*** – the chaplain must set an example for staff and volunteers in the adherence to all administrative, security and safety expectations. Further, the chaplain has regular reporting and accountability requirements through UGJM.
- ***Community*** – the chaplain is responsible for regularly sharing the story of lives that are being redirected and changed in the facility with the community. An essential goal of sharing the story is the invitation for the community to become actively involved through volunteer service and financial partnerships.

Standards for Chaplaincy

There is no singular national statute governing or informing the legal and functional aspects of the provision of religious services.

Statutes

The Federal Government has preserved the right of inmates to engage in religious expression most recently through RLUIPA (2000) as well as other historical statutes. The Federal Bureau of Prisons has employed chaplains for decades in order to respond to the spiritual needs of inmates housed in federal facilities. Each state has the opportunity to direct the application of services to their respective inmate populations – each varying as to what they direct from the state level and what is permitted at the local or county level. UGJM remains abreast of federal, state and local issues that impact the expectations and performance of chaplains. UGJM remains actively abreast of current and historical case law that impacts religious expression and religious services in correctional environments so that UGJM chaplains are able to minister consistently while operating within the confines of prevailing guidance.

Training

Annual participation in Chaplain's Conference. Areas of training include:

- Chaplaincy Ministry;
- Leadership;
- Volunteer Training;
- Fundraising;
- Community Relationships;
- Reentry.

Personnel Hiring and Assessment

The desire of UGJM is to achieve the highest levels of performance and quality by establishing and maintaining stability of services. Critical to the services is the hiring of fully vetted and qualified personnel/chaplains.

1. Hiring Practices
 - Competitive Hiring Process
 - Individuals must go through a competitive hiring process (i.e., competitive examining) before being appointed to a vacant position. This process may include an evaluation of the individual's education and experience, an interview,

and/or an evaluation of other attributes necessary for successful performance in the position to be filled.

➤ Merit Promotion

- This system is used to consider current and former employees for positions on the basis of personal merit. Positions are usually filled through internal competition with applicants being evaluated and ranked for positions based on their experience, education, skills, and performance record.

➤ Job Opportunities via JOA

- Available job opportunity announcements (JOA) provide applicants with information about job qualifications, duties, salary, duty location, benefits and security requirements. The JOA can be used to help to determine if candidate interests, education, and professional background match the vacant position which could possibly make a good candidate for the job. Most jobs require U.S. citizenship and successful completion of a full background investigation and drug screening.

2. Assessment

- UGJM employees undergo annual assessments on their work and ministry that are performed by a supervisor and overseen by the Executive Committee.

3. Employee Handbook

- UGJM maintains an Employee Handbook, which includes general rules of conduct, policies, procedures, and discipline rules applicable to UGJM employees. A copy of the current Employee Handbook is attached as Exhibit A hereto.

2. **Scope of Services**

STANDARD SCOPE OF SERVICES

Chaplain Religious Convictions

The placement of a sectarian chaplain (Christian chaplain in the case of UGJM employees) in service to a secular institution or government entity is not unprecedented in the United States. The Federal Bureau of Prisons and branches of the United States Military employ sectarian chaplains for the facilitation of religious services and expression in their respective contexts.

While a comprehensive statutory standard of practice for chaplains does not currently exist, UGJM has adopted best practices from the documented procedures of the BOP and US Army regarding the requested participation of chaplains in roles and functions that are outside of regular duties, particularly those which may suggest that the chaplain need to operate outside of his/her standard faith practices and/or outside of his or her personal conviction. UGJM endorses and expects chaplains to operate within the guidelines below.

The US Army uses the following descriptions of duties in AR 165-1. 3-2:

- Chaplains will minister to the personnel and/or facilitate the free-exercise rights of all personnel, regardless of religious affiliation of either the chaplain or (parishioner)
- Chaplains will perform their professional (military) religious leader ministrations in accordance with the tenets or religious requirements of *their endorsing agency (organization that ordains them)*.
- Chaplains will not be required to perform a religious role (such as offering a prayer, reading, dedication or blessing) in worship services, command ceremonies, or other events if doing so would be in variance with the tenets or practices of their religion. Chaplains will coordinate to provide for required ministrations which they cannot personally perform.

The Federal Bureau of Prisons Technical Reference Manual 560.02:

- The mission of the Chaplaincy Services Branch states, in part, that chaplains are “to accommodate the free exercise of religion by providing pastoral care to all Federal inmates and facilitate the opportunity to pursue individual religious beliefs and practices in accordance with the law, Federal regulations and Bureau of Prisons policy.”
- A significant aspect of pastoral care is to accommodate the religious rights of inmates. Since all religions are constitutionally legitimized and protected, it follows that they are viewed as being equal before the law. No one religion is considered to be better than or inferior to any other religion.
- Preferential treatment may not be extended to one religion and denied to another. Although all religions are viewed as being equal, not all

expressions of those religious tenets are necessarily permissible in BOP institutions.

- All religious practice is voluntary. The voluntary nature of participation in religious services limits any form of favoritism. Religion can and should be exercised freely – free of compulsion, coercion and even implied rewards. As a result, chaplains are expected to respect the beliefs and traditions of those to whom they minister.
- The chaplain has a constitutional responsibility to accommodate the religious beliefs and practices of inmates. Chaplains may not be required to participate in services or rituals that contradict their own personal religious beliefs.

It is the expectation that all UGJM chaplains will provide an appropriate level of effort to reasonably accommodate any requests for activities that may not fall within the chaplain's faith or conviction. Where a UGJM chaplain finds him/herself unable to participate, they will apply appropriate levels of effort to find a replacement or alternative suitable to accommodate the request.

Religious Services

The chaplain assumes oversight and coordination of religious services based upon the organization and prescription of the facility. Specific tasks and expectations of the chaplain should be clearly articulated (ideally in writing) with ongoing communication and assessment encouraged.

The basic principles that guide chaplaincy include, but are not limited to:

- Religious services are inmate driven. In accordance with RLUIPA, government cannot impose substantial burdens on the religious exercise of a person residing in or confined to an institution, unless the government demonstrates that imposition of the burden on that person (1) is in furtherance of a compelling government interest, and (2) is the least restrictive means of furthering that compelling government interest. Essentially, a facility must consistently accommodate the reasonable expression of religion.
- Facilities establish policies governing exercise, expression and accommodation of religious activities. The authority regarding these matters and the adjudication of how these matters will be permitted rests entirely with the administration.

- Chaplains implement and activate policies established by the facility. Where facility policy exists – the chaplain is responsible for properly acting in accordance with that policy. Where a facility policy is vague or non-existent, the chaplain may consult with the facility, but as a non-employee should not be charged with establishing policy or precedent based upon personal judgment or perspectives.
- The chaplain may be requested to facilitate the religious expression of other faiths but cannot be compelled to participate in those expressions.

UGJM provides but is not limited to, the following summary of chaplaincy services.

- Religious Programming to include scheduled religious services;
- Pastoral Care to all inmates without regard to race, religion, creed, sex, handicap, criminal charges, sentence or economic status;
- Individual Counseling;
- Crises Counseling;
- Drug and Alcohol Addiction Assistance;
- Family Life Skills Training;
- Death and critical illness notification to inmates;
- Coordinate services and programs in the facilities;
- Conduct/Facilitate Volunteer Training;
- Participate in Community Awareness Activities; and
- Work with local Re-entry partners.

Chaplain Objective

The Chaplain seeks to provide comprehensive Christian pastoral ministry to the residents and staff of the correctional facility and provide a partnership of services to inmates, staff, public officials, and the community.

Primary Responsibilities

1. Provide comprehensive Christian chaplaincy services to inmates and staff based on their voluntary request. Consistent with facility and UGJM, and the religious convictions of the chaplain these services include:
 - Providing one on one counseling;

- Scheduling and conducting Bible studies and other biblically-based life-skills oriented classes;
 - Arranging clergy visits;
 - Recruiting, supervising and training volunteers;
 - Distributing literature; and
 - Performing other pastoral and ministerial functions.
2. Maintain a regular ministry presence in the facility in order to relate effectively to inmates and staff.
 3. Handle emergency and death notifications between inmates and their families after facility verification and provision of written documentation in accordance with facility policy.
 4. Foster community involvement through jail tours and presentations to individuals, community groups and churches.
 5. Work with the local community (churches, individuals, businesses and civic groups) to acquire financial and program support for the chaplain's ministry.
 6. Recruit, train and supervise Christian religious volunteers.
 7. Generate and file required reports.
 8. Work with the local churches and other community resources to aid in successful reentry for released inmates.
 - a. Provide and/or participate in a plan to involve existing community agencies and volunteers.
 - b. Direct inmates, as opportunity permits, to community resources that could benefit them after release.
 9. Provide reasonable administrative assistance to support clergy visits for other faith groups recognized by the facility.

3. **Volunteer Management**

As a non-employee, the chaplain relies upon the policies of the facility to define qualifications and expectations of volunteers who are permitted access to inmates.

The basic principles that guide the chaplain's role in volunteer administration include, but are not limited to:

- The facility clearly communicates with the chaplain any policies required for volunteer recruitment, screening, assignment and training.

- The chaplain's role (defined activities) in providing administrative assistance to support volunteers of non-Christian faith groups should be clearly defined by the facility and/or prevailing law.
- As a non-employee, the chaplain should never be expected to retain, store or secure personal identifying information (PII) of volunteers. If administrative procedures dictate that the chaplain have access to PII, the facility must ensure that the chaplain is properly trained in the appropriate access, handling and safeguarding of PII.

Volunteer Administration

UGJM chaplains are active in the recruitment, preparation and management of volunteers, motivated by the following principles:

1. Competent volunteers will broaden ministry to inmates:
 - a. Based on numbers alone – they can minister to those the chaplain cannot.
 - b. Based on the diversity of Christian denominations - volunteers are essential to minister to inmates who may not want the chaplain to minister to them.
2. Competent volunteers will enhance ministry to inmates:
 - a. Effective ministry is based on the development of meaningful relationships.
 - b. Increasing the number of available ministers through the volunteer force deepens the quality of the chaplain's ministry since it multiplies the opportunity for meaningful relationships.
3. Competent volunteers strengthen and enhance connections to the community:
 - a. Volunteers who are ministering to others are motivated to grow spiritually.
 - b. Volunteers who are growing spiritually strengthen their own church and community.

Volunteer Training

UGJM chaplains are equipped to support the training and orientation of religious volunteers based upon the needs of the facility. UGJM's standard guidance and training for volunteers includes the following:

- Criticality and priority of security;
- Essential regulations governing contact with inmates;
- Essential regulations governing contraband in/out of a facility;
- Essential role of correctional staff and appropriate/respectful engagement of staff;
- Essential crisis activities and protocols; and
- Essential principles of their ministry and the limits/controls established by law.

Volunteer Manual

UGJM maintains a Volunteer Manual in order to provide information and guidelines to assist the men and women who work as volunteers with UGJM. A copy of the current Volunteer Manual is attached as Exhibit B hereto.

4. Approach to and Management of Critical Issues

The following topics provide a baseline of discussion with the facility regarding a series of critical topics that touch on religious rights and religious services. UGJM in no way intends to mandate procedures upon the facility but has chosen this forum to begin conversations so that we are assured to be in sync with regard to the handling of certain critical matters. The regulations and procedures of the facility take precedent over any desires of UGJM and we want to make sure that our philosophy and approach aligns with those perspectives.

UGJM considers it a privilege and not a right to support the facility in the ministry to inmates. Your priorities and concerns supersede any of our activities or agendas. The safety and security of all parties is paramount and only when that objective is achieved can any other services be considered.

Inmate Marriages

It is the policy of UGJM for chaplains to refrain from participating in any marriage ceremonies involving inmates. Where a facility has a procedure by which an inmate can request a marriage ceremony, the chaplain's role will be exclusively to make known the policy or procedure when an inmate request for such has been made through proper channels.

Inmate Diets

A facility's ability to accommodate varying dietary requests (particularly religious requests) is determined by the administration. UGJM believes that while adhering to one's religious practice tends to be a primary motivation for many requests, the issue of accommodation is more of a "rights" issue than it is a "religious" issue.

The facility should establish the policy determining:

1. What diet variances are available to inmates;
2. Who (or what religious groups) qualifies to receive a variance; and
3. How does the facility determine an inmate's status (or religious group) so as to qualify.

The chaplain's role, then, would be:

1. Chaplain may be the intake for the requests based upon the facility procedures.
2. Chaplain may be requested to assess the sincerity of the inmate's adherence to the chosen religion. In this role, the chaplain will use whatever method the facility has established to determine objective sincerity (see 3. Above).
3. Chaplain may issue an informed opinion regarding the sincerity observed based upon the facility's established criteria. However, the chaplain is not responsible for approving or denying an action which creates an obligation upon the facility. The authorized signature must always be the assigned employee of the facility as the chaplain does not speak for the administration.

Facility POC:

Name

Position

Signature

Date

Unite Greensboro Jail Ministry POC:

Name

Position

Signature

Date

Exhibit A

Employee Handbook

EMPLOYEE HANDBOOK



Background

Unite Greensboro Jail Ministry, Inc. (UGJM) is a nondenominational Christian organization that was established to help the continuation of the ministry at the Greensboro Jail in Guilford County, NC. UGJM is run by a Board of Directors, made up of individuals who represent financially contributing churches and businesses.

Throughout the history of the organization, UGJM has developed a comprehensive strategy to respond to the spiritual needs of inmates and staff. UGJM maintains a focus upon the individual and his/her unique needs. UGJM does not discriminate in the provision of services because UGJM believes that each person is “fearfully and wonderfully made”.

Handbook Purpose

This Employee Handbook is intended for the orientation of all staff. This book includes general rules of conduct, policies, procedures, and discipline rules that are subject to revision, additions, or deletions with the approval of the Board of Directors of UGJM.

Nothing in this handbook or in any verbal statement should be construed as creating any type of employment contract either express or implied. Also, nothing contained in this book is intended to restrict the employer's right to unilaterally change the policies and procedures described therein. The Executive Committee of the UGJM Board (the “Executive Committee”) shall have final authority in all matters concerning employment (subject to ratification by the UGJM Board in accordance with the UGJM’s Bylaws).

Employment Policies

Employment at Will Statement

Your employment relationship with UGJM is of an "at will" nature, which means that you can resign at any time and the ministry can discharge you at any time with or without cause. It is further understood that this "at will" employment relationship cannot be changed by any document or by any conduct without written approval from the Chair of the UGJM Board.

Equal Employment Opportunity

Employment is granted to qualified persons without regard to race, sex, age, national origin, physical or mental handicap, veteran's status or marital status. To deny a qualified person the chance to contribute to our ministries because he/she is a member of a minority group is unfair to everyone and is not consistent with scriptural principles. It is our intent and desire to provide equal opportunities in employment, promotion, wages, benefits, and all the privileges, and terms and conditions of employment. UGJM does, however, reserve the right to employ persons who have a Christian background and philosophy of ministry and who, in the opinion of the UGJM Board Committee, have



a work history and a lifestyle which is consistent with the scriptural principles of the ministry. All employment decisions are made in compliance with applicable law.

We will be proactive in monitoring our employment practices and policies on an ongoing basis. We expect you to be aware of your work environment, as well, and be sensitive and respectful to all individuals around you. If you are subject to or witness discrimination, please contact your supervisor immediately.

Your Responsibility

Your primary goal as an employee of UGJM should be to perform all tasks assigned by your supervisor promptly and accurately and to the best of your ability. In addition, we encourage you to participate in the process of improving your work environment by being creative and expressing ideas.

You contribute much to the success and growth of UGJM. As an employee and representative of the ministry, it is important that you be well-informed with regard to policies and procedures and that you help the ministry maintain a positive image with co-workers, volunteers, and our partners in the community.

Expectations

Employees must conduct personal and professional lives in a fashion that assures their reputation and UGJM ministries and reputation are not jeopardized and that ethical/moral questions do not arise with respect to their association or work with UGJM.

Employment Status

All employees of UGJM are classified as either "exempt" or "non-exempt" from overtime pay requirements, depending on their job duties. In addition, all employees are classified as full-time regular, part-time regular with benefits, part-time, or temporary. These classifications are important in determining eligibility for various benefits. Employees will fall into one of the following categories:

Full-Time Regular Employees

Employees who are regularly scheduled, and actually work, thirty (30) or more hours per week on a continuing basis.

Part-Time Regular Employees

Employees who are regularly scheduled, and actually work, 20 to 29 hours per week on a continuing basis.

Part-Time Employees

Employees who work less than twenty (20) hours per week. A part-time employee may occasionally work more than twenty hours per week. They are generally not eligible to participate in UGJM benefits, except as required by law.

Temporary Employees

Individuals may be hired on a temporary basis. This includes interns and co-op students. Temporary status will be identified for an employee upon hire or whenever their status changes. Use of temporaries or the status of temporary employees will be reviewed by the UGJM Executive Board every 60 days. These employees are not eligible to participate in Company benefits, except as required by law.

Employee Introductory Period

During the first ninety (90) days of employment, both the new employee and the ministry have the opportunity to decide on the continuation of their employment relationship. During this period, the new employee is not covered by the layoff and recall procedures or the progressive discipline policy. Layoff and recall of employees during this introductory period are made on the basis of relative ability.

Every effort will be made by the ministry to provide the new employee with proper training to perform and succeed on her/his job assignment. If, at the end of the introductory period, the relationship with the ministry is satisfactory to the new employee and the supervisor, the new employee will be considered a regular employee and eligible for other employee benefits as described in this handbook.

The UGJM retains sole discretion to exercise all managerial functions, including the right:

- To dismiss, assign, supervise, and discipline employees;
- To determine and change starting times, quitting times and shifts;
- To determine and change the size and qualifications of the work-force;
- To determine and change methods by which its operations are to be carried out;
- To determine and change the nature, location, services rendered, and continued operation of the business; and
- To assign duties to employees in accordance with the Ministry needs and requirements.

Resignation

Resignation is a voluntary act initiated by you to terminate employment with UGJM. Although advance notice is not required, UGJM requests at least two weeks written notice of resignation from non-exempt employees and four weeks notice from exempt employees. An employee may resign at any time unless he or she has a contract specifying otherwise.

Prior to an employee's departure, an exit interview will be scheduled with the supervisor to discuss the reasons for resignation and the effect of the resignation on benefits.

If you do not provide advance notice as requested, you will be considered ineligible for rehire.

Inclement Weather

UGJM is in operation to provide services to inmates all year long. It is our intention to be open for ministry regardless of weather conditions.

However, if the weather ever becomes so severe that we cannot minister, employees will be notified through email or phone-messaging systems. If notification has not been made, it is to be assumed that the ministry will operate on a normal schedule. Employees should report at the normal times or as soon thereafter as possible.

Employees who do not report to work on such days will not be paid. As with all other cases, pay will be on an “hours worked” basis.

Employee Meetings

We believe that for the ministry and its employees to properly and efficiently carry out their responsibilities to each other, both parties must be fully informed as to what is going on and why. You should be kept informed of our goals and policies; and if you have any questions or problems connected with your job, you deserve to have them resolved promptly and adequately.

We must know what is on your mind so that we can benefit from your ideas and experiences and can properly and fairly react to any problems which might arise. To fill these needs requires free and open two-way communication.

If you have a question or problem, don’t keep it to yourself until it grows out of proportion. Get it out in the open right away. We will listen to you and give you a prompt response. Although a completely satisfactory remedy may not always be possible, a fair and adequate explanation always is, and you are entitled to receive it.

To further assist free and open communication, members of the Executive Committee periodically will meet with employees on an informal basis to discuss items of mutual interest. We will try to keep you informed of what is going on in the ministry and you will be encouraged to ask questions about your job, and/or the ministry in general.

Outside Employment

All full-time, exempt employees are expected to devote their work efforts to their position. No outside employment or business venture requiring your time and attention, may be accepted without prior discussion and approval from the Executive Committee.

No non-exempt or part-time employee may accept outside employment which may conflict with their position at the ministry, place the ministry in a negative light, or prevent them from providing reasonable extra hours to the ministry when required. If any of these problems might arise from outside employment, see your supervisor to discuss the circumstances.

Conflict of Interest

Employees engaged in outside financial, business, or other activities which they may deem proper and desirable must ensure that:

- Outside activities are legal;
- Activities do not impair or interfere with satisfactory performance on the job;
- UGJM supplies, equipment, and work time is not used to support outside business interests; and
- The good name and reputation of UGJM is not discredited.

Performance Appraisals

The performance appraisal is designed to help you adapt to your job and to inform you as to your continued performance. At least once a year, and more frequently until you reach a satisfactory performance rate or job rate, you will have the opportunity to sit down with your supervisor to discuss your job and your performance. Your strong points, achievements, and development needs should be discussed in order to prepare for future career growth.

These reviews should be frank, constructive discussions in which both you and your supervisor participate fully. You should feel free to present any problems or difficulties you may have, or to discuss future job interests. Your supervisor can offer you cooperation, guidance, and assistance.

Gifts and Gratuities

To avoid any conflict of interest, it is against UGJM policy for the employees to accept gifts without report to the Executive Committee for approval for any gift valued over \$100. It is the employees' responsibility to forward notification of any such gift to their supervisor to obtain the approval.

Your Pay and Work Hours

Flexible Compressed Work Schedules

The organization has established a variable or flexible work schedule for regular full-time and regular part-time employees. The purpose of the program is to allow employees as much flexibility as possible in setting their personal work schedules to accommodate personal life needs while meeting the ministries operational requirements.

A variable or flexible work schedule may not be equally suited for all job categories or departments. An employee's first responsibility is to perform the duties of her/his job, including the availability to respond to telephone and e-mail communications, the ability to meet and interact with associates and supervisors, and the ability to meet with and serve inmates and employees of the Greensboro Jail.



An employee's eligibility for a variable or flexible work schedule will depend on an assessment of whether her/his proposed work schedule will enable the employee to fully meet performance requirements.

An eligible employee must complete a Variable/Flexible Work Schedule Request Form quarterly and submit it to her/his supervisor for approval. The supervisor will review and give final approval to the request, ensuring that the requested schedule will not interfere with ministry productivity and service support. The supervisor will resolve any scheduling conflicts and make a decision concerning the request based on the employee's needs and the operational needs of the business, with the operational needs of the ministry receiving the first priority.

Time Cards / Time Clocks / Time Records

Non-Exempt Employees: Your time card is the only record of the hours you have worked. The pay you receive is based on the time card you complete each day. It is the responsibility of the employee to keep record of the hours worked and submit to your supervisor bi-monthly for approval.

All employees are paid monthly.

Safety

It is the policy of UGJM to provide and maintain safe and healthful working conditions and to follow operating practices that will safeguard all employees and result in safe working conditions and efficient operation.

We expect all of our employees to be safety-conscious and to assist in finding conditions which might cause an accident. If a condition exists that might cause harm to you or a co-worker, it should be reported immediately to your supervisor. Never take chances. Keep in mind that the safe way is the most efficient way. Help yourself and others by reporting unsafe conditions or hazards immediately to your supervisor.

Work Rules

Attendance/Absenteeism Policies

By reporting for work every day and on time, you are making an important contribution to the efficient and smooth operation of the ministry. Good work habits are a sign of your dependability and add to your desirability as an employee. It is essential for you to have a good attendance record and to be on time for work.

Each regular full-time employee is expected to work at least 40 hours per workweek and each part-time employee is expected to work the hours as agreed. Non-exempt employees that are unable to come to work at your assigned hours, must contact your Supervisor at least one (1) hour prior to your



normal start time. If you must be away from the office during regular work hours (for example a doctor appointment), always let your Supervisor know when you leave and when you plan to return.

If you expect to be late for work, we ask that you get in touch with your supervisor before the scheduled workday begins to notify them of your expected arrival. Excessive tardiness is regarded by the Ministry as sufficient reason for disciplinary action up, to and including termination.

Ethics

Employment by UGJM carries with it a responsibility to be constantly aware of the importance of ethical conduct. Employees must refrain from taking part in, or exerting influence in, any transaction in which their own interests may conflict with the best interests of the Ministry.

Exactly what constitutes a conflict of interest or an unethical business practice is both a moral and a legal question. UGJM recognizes and respects the individual employee's right to engage in activities outside of his employment which are private in nature and do not in any way conflict with or reflect poorly on the ministry. The Executive Committee reserves the right, however, to determine when an employee's activities represent a conflict with the ministries interests (see Outside Employment policy) and to take whatever action is necessary to resolve the situation — including terminating the employee.

It isn't possible in a general policy statement of this sort to define all the various circumstances and relationships that would be considered "unethical". The list below suggests some of the types of activity that would reflect in a negative way on the employee's personal integrity or that would limit his or her ability to discharge job duties and responsibilities in an ethical manner:

- Inappropriate contact and communication with Inmates family and/or friends.
- Any activity deemed unethical by the Guilford County Sheriff Department.

Non-Disclosure of Confidential Information

It is the Ministry policy to identify and protect from unauthorized disclosure of any and all confidential information.

The purpose of this policy is to protect the ministries interest regarding certain information by taking steps to safeguard it and prevent its unauthorized disclosure both within and outside of UGJM.

Employees are prohibited from attempting to obtain confidential information for which they have not received authorization. Employees violating this policy will be subject to discipline, up to and including termination, and may be subject to legal action.

"Confidential information" includes any information particular to the Ministry which is not readily ascertainable to the public, the disclosure of which could be harmful to the Ministry such as:

- Official confidential personnel and volunteer files
- Confidential information of inmates
- Computer process safeguards
- Computer programs and codes
- Inmate and Volunteer Lists

(Any employee who is unsure whether or not information is considered as confidential should ask their supervisor or any member of Executive Committee for clarification.)

All employees must take reasonable steps to safeguard the confidentiality and prevent the unauthorized disclosure of any information defined by this policy. Such steps will include, but are not limited to:

- clearly labeling such information as “Confidential” as appropriate;
- discarding in an appropriate manner, including shredding, any such information which is no longer needed;
- ensuring proper security safeguards for databases, software or any other computer-based information;
- utilizing locked storage cabinets, sign-out sheets and authorized access lists; and
- discussing appropriate security measures with subordinates.

The unauthorized disclosure of any information or data defined by this policy to others who are not authorized to have access to such will be subject to disciplinary action up to and including termination of employment, and may be subject to legal action. It is the responsibility of each employee to ensure that appropriate security is being taken to protect the confidential information of UGJM. Nothing in the policy is intended to restrict an employee’s right of free speech as granted by the National Labor Relations Act or any other rights protected by federal or state law.

Inventions Policy

Every idea, process, trademark, invention or improvement conceived by an employee which relates to UGJM, or which was done with the resources of the Ministry shall be the exclusive property of the Ministry. Subject to any requirements of applicable law to the contrary, employees who are employed in a technical capacity or in a capacity in which they may reasonably be expected to make technical developments are required to disclose and assign to the Ministry, if so requested, their entire right, title, and interest in and to Inventions. Employees are further required to assist UGJM, at no cost to the employee, in obtaining, maintaining, enforcing and defending patents related to such Inventions.

In the event of a breach by any individual of this policy, the individual will be subject to disciplinary action, up to and including termination.



In the event an individual breaches this policy, the UGJM shall be entitled to seek injunctive relief to stop the individual's activities.

It is the responsibility of every employee to ensure compliance with this policy.

News Media Relations

It is UGJM policy not to grant interviews to the media without prior approval of the Chair of the UGJM Board. With respect to ministry matters which are appropriate for public knowledge, it is the policy of the ministry to cooperate with news media inquiries and communicate truthfully with the media.

No employee will give media interviews without prior approval of the Chair of the UGJM Board. This policy will ensure that accurate information will be given for those matters which are appropriate for public knowledge.

Any requests for interviews by the media for any location will be referred to the Chair of the UGJM Board. During the time an employee is attempting to contact either of the above, reporters should be told "no comment."

Courtesy and common sense should always be used in dealing with reporters. If a reporter asks a question or asks to interview the employee, he/she will politely decline and explain that the Chair of the UGJM Board first be contacted for approval. The employee should ask the reporter for his or her name, the name of the publication or television or radio station, a telephone number, and the topic which they wish to discuss.

The employee will then contact the Chair of the UGJM Board with the above information.

Approval must also be obtained for any photographs or video by both UGJM as well as the appropriate Greensboro Jail officers.

(Nothing in this policy is intended or will be applied in a manner to limit employee complaints or discourse which is protected by law.)

Employee Conduct

Appropriate employee conduct is essential to the growth, development and success of every individual, their team, and the employer. All employees have a responsibility to keep the workplace free of any form of harassment and/ or violence. Whenever harassment, including sexual harassment, discrimination, or violence is suspected, UGJM will immediately investigate and correct the situation.

Sexual harassment is defined as: Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either



explicitly or implicitly a term or condition of an individual's employment. (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Any kind of intimidation and/or harassment violates Ministry policy. No employee, including supervisors, managers, or executives, shall be allowed to harass any other employee or person doing business with UGJM by exhibiting behavior including, but not limited to, the following:

- Verbal intimidation, threats toward persons or threats to damage property.
- Use of vulgar, profane or sexually oriented language or language that demeans or ridicules people because of their race, age, gender, religion, national origin, disability, genetic information, or any other characteristic protected by law.
- Disparaging or derogatory comments, slurs or jokes.
- Repeated sexual flirtations and propositions including same sex flirtations and propositions.
- Exaggerated criticism, and/or name calling.
- The display of sexually suggestive objects or pictures.

Any inappropriate physical contact such as touching, hitting, pushing, kicking, holding, impeding or blocking the movement of another person is a violation of this policy.

These prohibitions apply not only to the workplace during working time, but also to all work - related social functions, whether on or off the Greensboro Jail premises, and also to ministry- related travel and electronic media including e-mail, the internet and voice mail.

This policy likewise applies to people when visiting the UGJM premises or when interacting with the UGJM employees. If you feel that you have been subjected to unlawful harassment, threats, or intimidation by a supplier or vendor or customer, you must inform your supervisor immediately.

Additionally, violence is not permitted on property. As a result, the following items are not permitted on property, including parking areas: firearms; switchblade knives and knives with a blade longer than four inches; dangerous chemicals; explosives including blasting caps, chains and/or other objects used for the purpose of injuring and/or intimidating.

Employees, without fear of retaliation, have the responsibility to bring any form of intimidation, threats and sexual or other harassment to the attention of any member of management. With this issue, employees are encouraged to approach any level of management to report harassment and are not required to follow the normal reporting chain.

Upon knowledge or request, the UGJM will investigate the allegation making every effort to maintain confidentiality. The Ministry will review the results of the investigation with the person making the complaint.



If reasonable cause exists to conclude that behavior of a threatening nature may have occurred, the employee(s) involved will be immediately suspended from work while an investigation is conducted.

The Ministry reserves the right to involve law enforcement officers in the resolution of a threatening situation.

Disciplinary action, up to and including discharge, will be taken against any employee engaging in sexual or other unlawful harassment, threats directed at other employees, or behavior of a threatening or intimidating nature.

Alcohol/Drugs

UGJM is committed to maintaining the highest professional standards. Achieving these goals can be undermined by drug and alcohol abuse.

If UGJM has reasonable cause to believe an employee is under the influence of illegal drugs or alcohol, UGJM will test for the presence of the substance by using scientifically approved means. Consistent with this policy, UGJM reserves the right to require any employees to present themselves for testing immediately following an employee's involvement with an accident or incident resulting in injury to any employee while working for the ministry. Any employee who either tests positive or refuses to cooperate with the testing procedures will be subject to discipline, up to and including termination.

The following procedures for drug and alcohol testing will be in effect:

- Drug and Alcohol testing may be conducted by the ministry at its discretion.
- All job candidates who are finalists for employment with UGJM will be required to successfully complete a test for the presence of drugs and/or alcohol. If the test result is positive, no offer of employment will be extended.
- Employees and applicants have the right to have a re-test conducted by an approved laboratory when a drug or alcohol test they take is positive. This re-test is conducted using the same urine sample that was submitted for the first test. The employee is responsible for costs associated with a requested re-test.

Refusal of an applicant or employee to submit to or cooperate with the administration of an alcohol or drug test or any attempt to invalidate or circumvent an alcohol or drug test will result in no offer of employment being extended in the case of an applicant, or termination in the case of an employee.

The results of drug and alcohol tests will be treated as confidential.

Employees may also be requested by supervisor to submit to search of personal property. Employees refusing to allow a search will be terminated.



All employees are encouraged to approach company management at any time with any questions they may have about the drug and alcohol policy.

Personal Appearance of Employees/Dress Code

It is the policy of the UGJM that each employee's dress, grooming, and personal hygiene should be appropriate to the work situation. Employees are expected at all times to present a professional image to inmates, volunteers, officers and the public. Favorable personal appearance is an ongoing requirement of employment with UGJM. Radical departures from conventional dress or personal grooming and hygiene standards are not permitted.

The regular appearance of office employees and employees who have regular contact with the inmates and the public is governed by the following standards:

- Employees are expected to dress in a manner that is normally acceptable in similar ministry establishments. The wearing of suggestive attire or of dungarees, jeans, athletic clothing, shorts, sandals, T-shirts, novelty buttons, baseball hats, and similar items of casual attire is not permitted as they do not present a professional-like appearance.
- Hair should be clean, combed, and neatly trimmed or arranged. Shaggy, unkempt hair is not permissible regardless of length.
- Sideburns, mustaches, and beards should be neatly trimmed.
- Jewelry should be moderate and business-like and not interfere with work.
- Body/nose rings which are visible may not be worn by any employee while working.

Certain employees may be required to meet special dress, grooming, and/or hygiene standards depending on the nature of their job.

At its discretion, the ministry may allow employees to dress in a more casual fashion than is normally required. On such occasions, employees are still expected to present a neat appearance and are not permitted to wear ripped or disheveled clothing, athletic wear, or other similarly inappropriate clothing.

Any employee who does not meet the standards of this policy will be required to take corrective action, which may include leaving the premises. Hourly and non-exempt salaried employees will not be compensated for any work time missed because of failure to comply with this policy. Violations of this policy will result in disciplinary action, up to and including termination.

Social Media Communications Policy

Introduction

UGJM understands the importance of social computing, networking and social media in today's world. Social media takes many forms including (Facebook, LinkedIn, MySpace, Twitter, etc), blogs, wikis, file sharing sites, forums, discussion groups and chat rooms. Social Media can be an extremely



effective way of marketing our ministry and expanding our interactions with volunteers and churches. While embracing new technologies, we also want to make sure that the Ministry and our employees engage in social networking in a responsible manner.

This policy provides guidance on how to engage in social networking in a way to protect yourself and the interests of the Ministry, its employees, volunteers and churches. These guidelines supplement current UGJM policies.

Guidelines

1. **Social Networking Sites Should Not Be Considered Private.** Generally, information posted on social networking sites is public and you should expect that even with your use of certain privacy settings what you post on social networking sites will be seen by others and should not be considered private. Social media sites should not be used during work times unless for ministry-related activities.
2. **Be Respectful.** Always be fair and courteous to fellow employees and or other people who support and work on behalf of UGJM. Also, keep in mind that you are more likely to resolve work-related complaints by speaking directly with your co-workers or utilizing the Dispute Resolution process than by posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, and threatening or intimidating, that disparages volunteers, employees, or supporters, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion or any other status protected by law or UGJM policy.
3. **Use Common Sense/Think before you Post.** Ultimately, you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects your job performance, the performance of fellow employees, or otherwise adversely affects board members, volunteers, supporters, people who work on behalf of UGJM or our legitimate ministry interests may result in disciplinary action up to and including termination.
4. **Protect confidential information.** Respect the privacy of employees, board members, volunteers, supporters, and any people who work on behalf of UGJM. Do not share or disclose confidential information of UGJM on social media sites. Nothing in this Social Media policy is intended to prohibit employees from communicating about their wages, hours, or other terms and conditions of employment.
5. **No phony identities; be clear about who you are.** Only authorized employees may communicate information on behalf of the UGJM. Without permission you are not authorized to make statements, comments or press releases on behalf of the UGJM. Be clear and write in first person. You should make clear that you are speaking for yourself and not on behalf of the UGJM. In some instances it may be appropriate to add in this language: "The views expressed on this 'site' are my own and do not reflect the views and opinions of UGJM."

6. **Use your own email.** Always use your personal email address (not your ministry email) as your primary means of identification.
7. **Respect copyrights and fair use.** Remember to respect the copyrighted materials owned by others, and reference the sources you use. Never distribute copyrighted materials (such as videos, photos, books, etc.) online as copyright infringement and plagiarism laws apply to posts on the Internet.
8. **Stay Productive.** Social media participation can be productive and beneficial both personally and professionally.
9. **Use social networking safely.** Understand which social networking sites you would benefit from most, how each works and what features each offers. Always review the applicable privacy and security settings so that you understand how much or little information you are comfortable sharing.

General Work Rules

Rules are not created to restrict the rights of any individual but to protect the many privileges enjoyed by all the members of our organization. None of these rules is intended or will be applied in a manner to limit employee complaints or discourse which is protected by law. The rules outlined in this section are not all-inclusive and, like all guidelines, are subject to change based on the ministry needs. However, they are representative of the types of conduct which cannot be permitted in any efficient and harmonious organization. As a general guide, the following list describes conduct which is not permitted at UGJM and will lead to corrective action up to and including termination.

- Falsification of employment application, time records, or other documents.
- Refusal to work or perform a reasonable assignment.
- Threatening or harassing language/conduct to or in the presence of a co-worker(s), volunteers, or supporters of UGJM.
- Indecent, lewd or offensive sexually suggestive behavior.
- Taking, selling, distributing or having possession of drugs/narcotics or alcoholic beverages while on business or on property at any time. Being under the influence of such substances while in the performance of one's duties.
- Deliberate damage/abuse/destruction of property or jail's property, or the property of another employee (i.e., equipment, tools, and materials).
- Unauthorized removal of the Greensboro Jail or co-worker property or proprietary information.
- Fighting on property or while on ministry business.
- Willful violation or disregard of safety rules.
- Negligence in the performance of duties resulting in, for example; low productivity, personal injury or injury to others, or the concealment of defective work.
- Failure to wear identification badges in plain view where required, or permitting another individual to use your badge or card access key.
- Possession of weapons, explosives, or other illegal items while on property.



- Use of cameras/camera phones or other types of recording devices without written authorization or local designate while on property.
- Obtaining or attempting to obtain authorization of any kind/for any reason under false pretenses.
- Disregard of established availability for work guidelines, or failure to provide proper notice or to obtain authorization/documentation as appropriate for absences.

Jury Duty

UGJM recognizes that you may be called to serve as a juror from time to time. We support you as a responsible citizen to fulfill this duty.

Should you be selected for jury duty, you will receive the difference between your base pay and any compensation you receive for jury service for a maximum of two (2) weeks in a calendar year. This may be extended based on unusual circumstances on an individual basis.

If you receive notification to serve on a jury, notify your supervisor immediately.

Bereavement Leave

You can never be compensated for the loss of an immediate family member through death. In the event of such an occurrence, it is the intent of UGJM to protect employees from loss of earnings due to making necessary funeral arrangements and attending the funeral.

All employees who have thirty (30) or more days of continuous service will be paid up to a maximum of three days absence for each occasion of death in the immediate family (spouse, child, parent, brother, sister, mother-in-law, father-in-law, grandparent, grandchild, brother-in-law, sister-in-law, grandparent-in-law, step child, step parent, and foster child). Payments will not exceed eight (8) hours per day, and payment will not be made for non-scheduled workdays, holidays, or vacations. Proof of attendance at the funeral may be requested.

The ministry intends to exercise the greatest degree of understanding in these difficult times, and it is anticipated that you will also use your best judgment.

Paid Holidays

UGJM observes nine (9) paid holidays throughout the year as follows for Full Time employees:

New Year's Day	Thanksgiving Day
Good Friday	Day after Thanksgiving
Memorial Day	Christmas Eve
Independence Day	Christmas Day
Labor Day	



If you should have to work on a paid holiday, you will be granted time off with pay at a later date post approval from your supervisor.

Paid Time Off

Full-Time employees accrue 10 hours of PTO per month, starting the month of your hire with UGJM. Qualifying part-time employees will accrue 5 hours of PTO per month starting with the month of hire. Accrued PTO is recorded on the 1st of each month for time worked the preceding month. Employees hired on or before the 15th of the month will receive one half accrual of PTO for the month of hire.

Employees with continued service at UGJM are rewarded for their longevity with increased PTO. The amounts of PTO employees receive each year increases with the length of their employment as shown in the following schedule:

<u>Years of Service</u>	<u>Maximum PTO Accrual per Year Full-Time</u>	<u>Full-Time Accrual Rate per Month</u>	<u>Maximum Banked PTO Allowable</u>
1-5	15 Days	10.0 Hours	30 Days
6-9	20 Days	13.33 Hours	40 Days
10 or more	25 Days	16.67 Hours	40 Days

*NOTE: New employees must complete a 90-day probationary period before any accrued PTO may be used.

Employees may elect to save accrued PTO by banking unused hours. There are a maximum number of PTO days that you are allowed to retain in your “bank”, as indicated in the PTO schedule above. Employee who have reached the maximum allowable banked days will not accrue additional PTO until PTO is used and the balance of the bank falls below the maximum.

PTO will continue to accrue as long as the employee works a full calendar month exclusive of periods of leaves of absence, FMLA leave, or long-term disability leave. Paid holidays, personal leave days, or days for which short-term disability is due do not count against an employee in the accrual of earned PTO. Employees on short-term disability will not receive PTO penalty or PTO loss.

Use of Accrued PTO

PTO may be used any time after it has been accrued and credited to the employee, providing that the employee has completed the 90-day probationary period.

All PTO usage is subject to UGJM approval. PTO days must be approved at least 2 weeks in advance by your supervisor. PTO request must be made in writing, utilizing a “Paid Time Off” request form.



Failure to obtain prior written approval for any PTO days taken will result in an unexcused absence, and will subject the employee to disciplinary action up to and including termination. Employees who are unable to get prior written notice due to accident or illness may obtain verbal approval, if on a case-by-case basis, the UGJM determines that such a course of actions is reasonable.

Upon termination of employment, UGJM, at its sole discretion, will determine if earned PTO will be paid to the employee.

Fiscal & Legal Procedure

Article VII of UGJM's Bylaws provide as follows (UGJM is referred to therein as the "Corporation"):

Section 7.1. Contracts. The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

Section 7.2: Authority to Borrow, Encumber Assets. No officer, director, agent or employee of the Corporation shall have any power or authority to borrow money on behalf of the Corporation, to pledge its credit or to mortgage or pledge its real or personal property except within the scope and to the extent of the authority delegated by resolutions adopted from time to time by the Board of Directors.

Accordingly, in the absence of a standing delegation of authority by the UGJM Board, all legal contracts and service agreements must be pre-approved by the UGJM Board before they are executed by the duly authorized officer of UGJM. Prior to signing material contracts Or service agreements, the Executive Committee forwards the document to the UGJM's attorney for review.

State and County Jail Property Requirements

All keys and pass codes (alarm codes) that are provided to UGJM staff as a courtesy of employment within the Greensboro Jail must be surrendered upon the employee's termination or instruction from the employee's Supervisor or Jail Officers and/or officials.

If your keys are lost or misplaced, contact the Greensboro Jail Officials immediately.

Below are expectations for employees that have been issued keys:

- Never loan your keys to anyone.
- Never give your pass code to anyone.
- Never leave your keys unattended.
- Never leave your keys in your car.
- Never leave your pass code notes in view.



Building / Grounds / Equipment Use

Any UGJM and/or Greensboro Jail owned property and/or equipment (i.e. keys, credit cards, cell phones, uniforms, laptop computers, desktop computers, computer equipment, telephone/fax/internet access, grounds equipment, etc.) that are issued or available on jail premises to perform your job remain the property of the owner. It is your responsibility that these items are used by you for the purpose for which they are issued.

All employees are required to comply with any and all rules and regulations that are in place within the Greensboro Jail location. Failure to comply will result in disciplinary action up to and including discharge.

Closing

Summary

This employee handbook has been compiled to inform you of UGJM practices, policies, and benefits. We encourage both you and your family to become familiar with its contents since much of it is important to them also.

Because these policies, work rules, and benefits may change from time to time, you as an employee should always consult with your supervisor as well as your handbook if you have any questions about any material included here. Replacement pages will be distributed as changes occur.

Receipt of Handbook

I have received a copy of the UGJM Employee Handbook which outlines the benefits, policies, and employee responsibilities to the organization.

Since the information in this Handbook is necessarily subject to change as situations warrant, it is understood that this not an employment contract and that changes in policies may supersede, revise, or eliminate the policies as stated in the Handbook. Changes may be made with or without advance notice. Further, I understand that my employment is “at-will” and I may resign at any time or UGJM may terminate my employment with or without cause and with or without advance notice.

Employee Signature

Date Signed

Exhibit B

Volunteer Manual



Volunteer Manual

INTRODUCTION

This manual is written to provide information and guidelines to assist the men and women who work as volunteers with the Unite Greensboro Jail Ministry (hereinafter "UGJM") in the Guilford County Jail. The manual can also be utilized to aid in the orientation of new volunteers or as a tool to recruit individuals who are considering volunteering their time and efforts to provide faith-based services.

We also hope that this manual will answer some of your questions about your place in the faith-based services performed in the various parts of the correctional facilities.

RECRUITMENT OF VOLUNTEERS

A volunteer is an invited guest of the UGJM who must work in cooperation with the Chaplain and the institutional staff. The UGJM recruits and utilizes volunteers from local churches as a way to provide a means of ministry and direct impact to the men and women incarcerated within the Guilford County Jail. In addition to ministering to the inmates, our volunteers will also have opportunities to interact and minister to the officers and employees of the Guilford County Sheriff's Office.

UGJM goal is to have enough volunteers each weekend to fill the fourteen male housing areas and two female housing areas therefore providing each inmate with an opportunity to attend at least one Bible study a week.

QUALIFICATIONS FOR VOLUNTEERING

UGJM needs people who desire to provide services to inmates and/or staff. Beyond this desire and/or calling, our experience shows and the Sheriff's office requires that we have basic requirements to participate in faith-based services. These requirements are:

- The volunteer applicant must be at least 21 years old and have a valid driver's license, or State of North Carolina Identification.
- The volunteer applicant must pass a background check conducted by the department. A past misdemeanor or felony conviction involving moral turpitude or violence may disqualify the volunteer applicant for service. The volunteer applicant must advise the assigned departmental Chaplain of such.
- The volunteer applicant must demonstrate a commitment to his/her faith in the way he/she live their life.
- The volunteer applicant must be able to express his/her faith to others. He/she should be able to discuss his/her faith with some ability.
- Must be able to provide a recommendation or referral from a faith leader in a local church, if required by the Chaplain.

HOW TO VOLUNTEER: THE PROCESS

The steps toward becoming a Volunteer are:

- The volunteer applicant must check to see if his/her qualifications meet the requirements to become a volunteer.
- The volunteer applicant must read the volunteer manual.
- The volunteer applicant must complete all sections on the volunteer application and submit the completed application to the Chaplain in whose area he/she wish to be involved, along with the following: A valid Driver License or Identification Card, signed Non-Staff Volunteer Application, and a reference letter of good standing from his/her house of worship leader.

- The Chaplain will review and verify the accuracy of personal information submitted on the volunteer application.
- The Chaplain will sign off on the volunteer application package.
- The Chaplain will submit the completed volunteer application package to the department's Sheriff Office for a criminal background check.
- Once the volunteer application has been accepted, the applicant will be contacted by UGJM and an appointment will be scheduled to have the applicant's scheduled for training.
- Attendance to the UGJM Training is mandatory before the applicant is able to volunteer.
- If the volunteer application is disapproved, the Chaplain will keep the original application and send a copy of the application to the facility Commanding Officer for their information and records.
- The Chaplain will contact the volunteer applicant and notify him/ her that the application was approved or disapproved.
- Volunteers must renew their volunteer approved status annually. Volunteer will be required to resubmit a copy of a valid Driver License or Identification card.
- The volunteer applicant must attend all mandatory training and meetings at the request of the Chaplain and/or volunteer Chaplain.
- Volunteers must attend required PREA training and maintain PREA certification as required.
- All volunteers must stay abreast of all policy and procedures thru updates provided by UGJM and my additionally be required to attend mandatory meetings.
- On an annual basis a local and national criminal records check will be conducted of all current volunteers by the Sherriff's Office.

WORKING AS A VOLUNTEER INSIDE: Security Rules and Regulations

The Guilford County Sheriff's Office invites the volunteers to do ministry and as an invited guest, the volunteer must work harmoniously with staff and follow all rules and regulations without exception. Any violation of these rules and regulations may result in termination from the Volunteer Program.

These requirements are:

- Wear your facility visitor identification pass (ID) while you are in the facility.
- Comply with all orders from officers and staff. There is an element of danger in any confinement facility and certain requests from staff may be for your own safety.
- Never carry anything unauthorized in or out of the facility. This is considered contra-band. It may be illegal by law or expressly prohibited by those legally charged with the administration and operation of the facility or program. Even the most innocent request to carry an item in or out for an inmate may involve you and our faith-based program in the commission of a crime.
- Clear all items you bring in or out through the Chaplain. All printed handouts must be pre-approved one week prior to your planned distribution.
- Do not provide food, sharp objects, pens, pins, pencils, money or any other products to the inmates. Review attached list "Items that are NOT permitted in Secured Perimeter of Greensboro Jail" and remain in compliance with those regulations at all times.
- Never pass anything from one inmate to another — including any verbal greetings or communications. Again, what seems innocent may not be so innocent.
- Do not make or receive telephone calls for inmates.
- Do not give legal, medical or psychological advice.
- Do not take favors or gifts from inmates.
- Bring official identification to be checked against the computer list at the entry point. Please leave purses, cellular telephones and pagers outside in your car. Do not bring anything that can be used as a weapon.
- Never bring an unauthorized visitor with you.
- Do not take names, addresses or telephone numbers with you outside to divulge an inmate's name and facility is to forfeit their confidentiality. You must not divulge the name or any information about a juvenile in custody to anyone other than the facility Chaplain. To do so is a violation of the law.

- Do not divulge contents of a criminal history or arrest record.
- Do not reveal the contents of any official Guilford County Sheriff Department reports or documents except as authorized by the Guilford County Sheriff Department.
- Do not alter, forge, destroy or tamper with any correctional record, report, citation or other Departmental document.
- Do not give out your personal address or telephone number. If an inmate indicates an interest in contacting you on the outside, give them the Chaplain's office phone number.

VOLUNTEER PROTOCOL

We need to develop and maintain positive relationships with the staff and officers in the facilities. Volunteers assigned to work in the various facilities are to report to the assigned team leaders or the Chaplain at that facility.

The following protocol shall be followed in the execution of your duties:

- Always greet the officers in each area as soon as you arrive there. Be respectful and sensitive to their job requirements and express appreciation for their assistance.
- If an officer denies your request, do not argue about that decision.
- If you observe inappropriate behavior on the part of the staff or you are treated disrespectfully, please document such activity in writing and inform the Chaplain immediately.
- Do not ask the officer for any program changes. If changes need to be made, talk to the Chaplain.
- Be courteous and friendly toward all staff members.
- Do not criticize the justice system or staff in the inmate's presence; this means maintaining neutrality if the inmate complains of injustice. If you think there is some basis for concern, please talk to the Chaplain.
- Keep your promise. If you say, "I'll see you next week" Be there! If your plans are uncertain, make that clear.
- In jail, racial and gender based comments can be explosive issues. Be aware of your own prejudices in your language and behavior. These issues cause great controversy inside. In this diverse environment, you must think seriously about the consequences of your words, actions, and attitudes. We must be respectful toward all people.
- Do not offer an inmate placement in your home.
- As a general courtesy, if you see an ex-inmate on the outside, allow him or her to make the first advance of recognition. Try not to greet first.
- Maintain audio or visual contact with staff at all times.
- Avoid doing or saying anything that could cause your character to be brought under suspicion.
- Avoid physical contact with inmates and juveniles. Physical contact, i.e. hugging can be misconstrued.
- Do not condemn any other faith or denomination.
- Any materials given to an inmate must be approved by the Chaplain and the floor officer.
- Volunteers must adhere to their scheduled program time and instruction of the officers on duty.
- Any schedule or floor changes must be approved by the officers on duty.

MEDICAL CONCERNS

Inmates can carry infectious diseases, i.e. hepatitis, tuberculosis, etc. If you are sick or your immune system becomes compromised, please do not come into the facilities. Please talk to your doctor to see if you need any immunizations or if you are in good enough health to be in the facilities. If your vision, hearing or your physical mobility becomes impaired, you may not be allowed to enter the facilities. This is due to the need to be aware of emergency situations and directions as well as to quickly evacuate.

VISITATION

Your security clearance cannot be used to visit family or friends. You may only be in the facilities during your authorized time, in your assigned area and may only conduct business that has been coordinated with the Chaplain. If you have family or friends who are incarcerated, please notify the Chaplain. If one of the people in your services has been moved to another area or facility you may not see them without Chaplain's authorization. Remember your clearance is only good

for specific time, place and function. If you violate this, your clearance may be terminated. If your faith leader or anyone else asks you to visit someone you cannot do this, contact the Chaplain.

SAFETY GUIDELINES

The jail facilities are locations where violence and fights could possibly erupt. If a fight starts, get out of the way. Do not intervene, but find an officer. You must follow the instructions of the officer at all times. If you are told to stop what you are doing or hear the call "lock down", you must follow orders given by officers and staff and immediately leave the facilities. The officers may also lock you into a room out of the way until the situation is resolved.

Protocol for Volunteers

Before it starts:

- Listen to your intuition.
- Pay attention to the body language of the inmates (clenched fists, nervous behavior, constantly looking around, facial expressions, agitation, etc.).
- If you sense something bad is going to happen, let a staff member know or end the session immediately.

If a fight breaks out and no officer is present:

- Get out as quickly as possible and notify the staff immediately.
- DO NOT try to break up the fight.
- DO NOT watch.
- DO NOT go back in.
- Notify the officers on staff / Chaplain immediately.

If a fight breaks out and an officer is present:

- DO NOT attempt to break up the fight.
- Do exactly as a staff member instructs you.
- Get as far away from the fight as possible and stay there until all is clear.
- Notify the Chaplain immediately.

Social Media Communications Policy

Introduction

UGJM understands the importance of social computing, networking and social media in today's world. Social media takes many forms including (Facebook, LinkedIn, MySpace, Twitter, etc), blogs, wikis, file sharing sites, forums, discussion groups and chat rooms. Social Media can be an extremely effective way of marketing our ministry and expanding our interactions with other volunteers and churches. While embracing new technologies, we also want to make sure that the Ministry and our volunteers engage in social networking in a responsible manner.

This policy provides guidance on how to engage in social networking in a way to protect yourself and the interests of the Ministry, its employees, volunteers and churches. These guidelines supplement current UGJM policies.

Guidelines

1. Social Networking Sites Should Not Be Considered Private. Generally, information posted on social networking sites is public and you should expect that even with your use of certain privacy settings what you post on social networking sites will be seen by others and should not be considered private.
2. Be Respectful. Always be fair and courteous to fellow volunteers and or other people who support and work on behalf of UGJM. Also, keep in mind that you are more likely to resolve complaints by speaking directly with UGJM staff rather than posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, and threatening or intimidating, that disparages volunteers, employees, or supporters, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that

could contribute to a hostile environment on the basis of race, sex, disability, religion or any other status protected by law or UGJM policy.

3. Use Common Sense/Think before you Post. Ultimately, you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects the performance of UGJM employees, or otherwise adversely affects board members, volunteers, supporters, people who work on behalf of UGJM or our legitimate ministry interests may result in termination from your volunteer duties with the ministry.
4. Protect confidential information. Respect the privacy of all UGJM employees, board members, volunteers, supporters, and any people who work on behalf of UGJM. Do not share or disclose confidential information of UGJM on social media sites.
5. No phony identities; be clear about who you are. Only authorized individuals may communicate information on behalf of the UGJM. Without permission you are not authorized to make statements, comments or press releases on behalf of the UGJM. Be clear and write in first person. You should make clear that you are speaking for yourself and not on behalf of the UGJM. In some instances it may be appropriate to add in this language: "The views expressed on this 'site' are my own and do not reflect the views and opinions of UGJM."
6. Respect copyrights and fair use. Remember to respect the copyrighted materials owned by others, and reference the sources you use. Never distribute copyrighted materials (such as videos, photos, books, etc.) online as copyright infringement and plagiarism laws apply to posts on the Internet.
7. Use social networking safely. Always review the applicable privacy and security settings so that you understand how much or little information you are comfortable sharing.

Dress Code

It is the policy of the UGJM that each volunteer dress, grooming, and personal hygiene should be appropriate to the ministry situation. Volunteers are expected at all times to present a professional image to inmates, co-volunteers, officers and the public. Favorable personal appearance is an ongoing requirement of volunteering with UGJM. Radical departures from conventional dress or personal grooming and hygiene standards are not permitted.

Certain volunteers may be required to meet special dress, grooming, and/or hygiene standards depending on the nature of their role.

News Media Relations

It is UGJM policy not to grant interviews to the media without prior approval of the Chair of the Executive Committee. With respect to ministry matters which are appropriate for public knowledge, it is the policy of the ministry to cooperate with news media inquiries and communicate truthfully with the media.

No volunteer will give media interviews without prior approval of the Chair of the Executive Committee. This policy will ensure that accurate information will be given for those matters which are appropriate for public knowledge.

Any requests for interviews by the media for any location will be referred to the Chair of the Executive Committee. During the time a volunteer is attempting to contact the above, reporters should be told "no comment."

Courtesy and common sense should always be used in dealing with reporters. If a reporter asks a question or asks to interview the volunteer, he/she will politely decline and explain that the Chair of the Executive Committee must first be contacted for approval. The volunteer should ask the reporter for his or her name, the name of the publication or television or radio station, a telephone number, and the topic which they wish to discuss.

The volunteer will then contact the Chaplain who will report the information to the Chair of the Executive Committee with the above information for approval.



Approval must also be obtained for any photographs or video by both UGJM as well as the appropriate Greensboro Jail officers.

(Nothing in this policy is intended or will be applied in a manner to limit complaints or discourse which is protected by law.)

CONCLUSION

Regardless of where these youth and adults are or what they have done, they are people. Try to walk a bit in their shoes. If you find yourself particularly offended or "turned off" by an inmate, see the Chaplain. We are here to help and not to add to an inmate's problems.

Volunteering in a correctional setting is not easy. The rewards are not immediate. The disappointments are many. If an inmate tells you something that is disturbing to you personally — or you are feeling frustrated — please contact the Chaplain. We are here to help you serve compassionately and effectively.

Your time and talents can be used to reach troubled, hurting, and broken people. Thank you for your interest. We hope this material will assist you in your volunteer work.

Items NOT Permitted in Secured Perimeter of Greensboro Jail Central

1. Cell phones, I-pods, tablets, laptops or any other wireless communication device or component of one of those devices.
2. Cigarettes, E-Cigs, cigars or any type of tobacco and/or tobacco products or matches, lighter and flame producing devices.
3. Aerosol spray cans (disinfectants, cleaners, deodorizer, hair sprays, breather sprays, paint)
4. Aluminum cans (soda, juice, soups)
5. Glass containers (Soda, juice, water, flower vases, ceramic mugs, other breakables)
6. Chemical items not provided by Greensboro Jail Central (cleaners & disinfectants to include wipes, sprays, powders)
7. Prescription medications and/or Over-the-Counter medication should not be brought into the facility.
8. Health and beauty products (make-up, eye liner, all flammable items prohibited)
9. Heat producing appliances (hair dryers, space heaters, curling irons)
10. Any products without original labeling
11. Knives, forks, and spoons (other than staff in dining room)
12. Bags of any kind.