

**Army Regulation 165-1**

**Religious Support**

# **Army Chaplain Corps Activities**

**Headquarters  
Department of the Army  
Washington, DC  
3 December 2009**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 165-1

Army Chaplain Corps Activities

This major revision, dated 3 December 2009--

- o Provides new guidelines incorporating decisions from Garrison function initiatives which detail new relationships and responsibilities for Chaplains (chap 1).
- o Provides a new chapter describing Chaplain Assistant roles and responsibilities (chap 4).
- o Provides new policies on religious education personnel, contracting civilian clergy, and chapel volunteers/faith group leaders (chap 5).
- o Describes the Chaplain Professional Reinforcement Training as the next model to blend education, unit training, and self-development into a life long learning process (chap 9).
- o Updates Chaplain Reserve component requirements (chap 10).
- o Addresses religious support during Transformation and includes ministry in the joint, interagency, intergovernmental, and multinational environment (chap 17).
- o Updates Internal Control Evaluation Checklists (apps C, D, and E).
- o Describes the Army Chaplaincy Strategic Plan as the primary planning document to merge Chaplaincy activities with the Army Campaign Plan (throughout).
- o Presents a revised format which describes the principles of Chaplain Activities through chapter narratives while accounting for more detail or explanation in easy to use and updated tables of information (throughout).
- o Eliminates the term Installation Chaplain and describes new terms for Senior Chaplaincy Leadership (throughout).
- o Eliminates the term Command Religious Program. Introduces Command Master Religious Plan as the primary planning document to merge Chaplaincy activities with the command (throughout).

## Religious Support


### Army Chaplain Corps Activities

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By Order of the Secretary of the Army:

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*General, United States Army*  
*Chief of Staff*

Official:

  
JOYCE E. MORROW  
*Administrative Assistant to the*  
*Secretary of the Army*

**History.** This publication is a major revision.

**Summary.** This regulation prescribes policies on Total Army religious support activities, religious ministries, Chaplain and Chaplain Assistant personnel, Chaplain recruitment, the Chaplain Candidate Program, policy development, mobilization and readiness, training, moral leadership, management of information, logistics, and resources.

**Applicability.** This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

**Proponent and exception authority.** The proponent for this regulation is the Chief of Chaplains. The proponent has the authority to approve exceptions or waivers

to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army management control process.** This regulation contains management control provisions and identifies key management controls that must be evaluated (see appendixes D and E).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Office, Chief of Chaplains (DACH–3/5/7), 2700 Army Pentagon, Washington, DC 20310–2700.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office, Chief of Chaplains (DACH–3/5/7), 2700 Army Pentagon, Washington, DC 20310–2700.

**Committee Continuance Approval.**

The Department of the Army committee management official concurs in the establishment and/or continuance of the committee(s) outlined herein. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZX), 2511 Jefferson Davis Highway, 13th Floor, Taylor Building, Arlington, VA 22202–3926. Further, if it is determined that an established “group” identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

**Distribution.** This publication is available in electronic media only and intended for command levels B, C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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\*This publication supersedes AR 165–1, dated 25 March 2004.

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## **Glossary**



# Chapter 1 Introduction

## Section I General

### 1–1. Purpose

This regulation establishes the policies, duties, and responsibilities of the U.S. Army Chaplaincy in meeting the Army's religious, moral, and spiritual requirements in support of Title 10, United States Code, Department of Defense Directives, and Instructions, and Chief of Chaplains requirements.

### 1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

### 1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

### 1–4. Responsibilities

Responsibilities are listed in section II of chapter 1.

### 1–5. Establishment of the Army Chaplaincy

*a.* The Continental Congress established Chaplains as an integral part of the Army of the United States on 29 July 1775. The Chaplaincy remains a relevant and integral part of the heritage and future of the Army. Chaplains have served in significant numbers from the earliest battles of the American War of Independence to the present. American Chaplains represent the unique commitment of the American social and religious culture that values freedom of conscience and spiritual choice as proclaimed in the founding documents.

*b.* The importance and influence of the Chaplain to the religious, moral, and spiritual health of the unit have been valued throughout the history of the Army. Army Chaplains represent faith groups within the pluralistic religious culture in America and demonstrate the values of religious freedom of conscience and spiritual choice. In many nations of the world, religious beliefs influence perceptions of power, diplomacy, law, and social customs. Chaplains provide to commanders and staff invaluable insight into the impacts of religion when developing strategy, campaign plans, and conducting operations. Commanders continue to value the impact of the Chaplaincy in its core commitment to the soul and spirit of the Army to: Nurture the Living, Care for Wounded, and Honor the Dead across the full spectrum of military operations.

### 1–6. The Chaplaincy and the U.S. Constitution

*a.* The First Amendment to the U.S. Constitution prohibits enactment of any law “respecting an establishment of religion “or” prohibiting the free exercise thereof.” Congress recognizes the necessity of the Chaplain Corps in striking a balance between the establishment and free exercise clauses.

*b.* The Establishment Clause forbids any governmental authority from mandating a religion or way of prayer. In the pluralistic religious setting of the military, Unit Ministry Teams (UMTs) provide opportunities for religious support (worship services, religious classes, prayers, and so forth) for individuals from all religious backgrounds. Chaplains cooperate with each other without compromising their faith tradition or ecclesiastical endorsement requirements, to ensure the most comprehensive religious support opportunities possible within the unique military environment.

*c.* The Free Exercise clause guarantees individuals the right to practice what their religion requires and conscience dictates. Soldiers, Family members, and authorized Department of Defense (DOD) civilians are entitled to Chaplain support. Chaplains are expected to advise the command on all matters pertaining to the free exercise of religion and to speak with a candor and urgency befitting the exercise of their religious duties. Chaplains assist the commander in providing for the accommodation of religious practices.

*d.* The Chaplaincy is an instrumentality of the U.S. Government to ensure that the “free-exercise” rights of religion are not abridged. This constitutional principle is deeply imbedded in the statutory foundations of the Army. The Chaplain and Chaplain Assistant are core and essential manpower at every echelon of the force and are both inherently Governmental in Nature (GIN) – military (Memorandum, HQDA, DAMO–FMP, 30 October 2008, subject: Decision Point 91, Unit Ministry Team ((UMT) Implementation Plan). In maintaining the balance between the establishment and Free Exercise Clause, Army Chaplaincy functions are exempt from conversion to civilian structures.

### 1–7. The Chaplaincy and Public Law

*a.* Title 10, United States Code (USC), Section 3073 (10 USC 3073), Section 3547 (10 USC 3547), and Section 3581 (10 USC 3581), establishes the position of Chaplain in the Army and, together with regulations promulgated by the Secretary of the Army, prescribes the duties of that position. This statutory authority requires commanders to furnish facilities and transportation for Chaplains to perform their duty.

- b.* Public law requires Chaplains to conduct religious services for personnel of their assigned command.
- c.* The duties of Chaplains beyond those specifically mandated by statute are derived duties, assigned by the Army, with extensive historical and legal precedent. They are described throughout this regulation.
- d.* General Order No. 253, issued by the War Department, Washington, DC, dated 28 December 1909, established the position of Chaplain Assistant for the purpose of assisting the Chaplain in the performance of their official duties.

## **1–8. Policy development**

- a.* Establishment of policy—
  - (1) The Chief of Chaplains (CCH) establishes policy for the Army Chaplaincy.
  - (2) Recommendations for policy changes are submitted through staff channels to the Director, DACH–3/5/7 for final approval by the CCH.
- b.* Review of publications—
  - (1) Drafts of surveys, studies, or other documents that represent, or may be construed to represent the position, or policy of the Army Chaplaincy will be forwarded to the Director, DACH–3/5/7, for review before publication.
  - (2) The Director, DACH–3/5/7, is responsible for reviewing regulations and draft regulations for the CCH.
- c.* The Army Chaplaincy Strategic Plan (ACSP)—
  - (1) The CCH promulgates the Chaplain Corps vision, mission, values, goals, objectives, and implementation directives through the Army Chaplaincy Strategic Plan.
  - (2) The ACSP complements the strategic planning efforts of the Army Campaign Plan (ACP) and provides the Chaplain Corps with a planning and evaluation tool to monitor performance for short, mid, and long-term objectives. Although this document is not a funding document, guidance contained in it may be cited to justify programs that form the basis for the annual Command Master Religious Plan (CMRP).

## **Section II**

### **Responsibilities (additional responsibilities are found in subsequent chapters)**

#### **1–9. Commanders**

The religious program for the Army is the commanders program. Commanders establish and maintain a climate of high moral and ethical standards. Commanders will—

- a.* Provide equitable support for religious, spiritual, moral, and ethical activities of all personnel in their commands.
- b.* Provide opportunity, time, and facilities for the free exercise of religion in accordance with law, regulations, and mission requirements.
- c.* Accommodate special religious practices of personnel in their commands, consistent with DODD 1300.17 and AR 600–20.
- d.* Facilitate Chaplain access and support to commands or organizations without assigned Chaplains or unit ministry teams (UMTs) (see chap 3).
- e.* Approve and resource the CMRP.
- f.* Provide Chaplains, Chaplain Assistants, and Religious Education Specialists with the resources required for performing the religious support mission to include personnel, training, facilities, transportation, equipment, supplies, and financial resources (see chaps 12 through 15).
- g.* Approve use of government facilities for religious purposes (AR 210–22).
- h.* Support Chaplain-led programs that build and maintain strong personal character, Family structures, and moral well being (10 USC 1789) (see chap 16).
- i.* Submit to the CCH for certification all religious support personnel force structure initiatives pertaining to the MTOE or TDA documents for their command (see AR 5–22).

#### **1–10. Chief of Chaplains**

The Chief of Chaplains (CCH) provides leadership to the Chaplain Corps and exercises staff supervision over Chaplains, Chaplain Assistants, Directors of Religious Education (DREs), religious activities, and religious support operations throughout the Army (see table 1–1). The CCH will—

- a.* Advise the Secretary of the Army and the Chief of Staff of the Army.
- b.* Serve as the Army proponent for the Chaplain Corps and direct Army-wide religious support to Soldiers, Family members, and authorized personnel (AR 5–22 and AR 600–3).
- c.* Serve as the proponent for Army moral leadership training.
- d.* Assign and reassign all Active Component (AC) Chaplain Assignments, including release from active duty (RFAD), and establish career development life cycle and personnel management authority for the Chaplain Corps and religious education specialists.
- e.* Direct and supervise all aspects for recruiting and accessioning qualified clergy from religious organizations (DODD 1304.19).

- f. Provide guidance to the Chief, National Guard Bureau (CNGB) for Army National Guard (ARNG) recruiting and accessioning.
- g. Establish plans, programs, and policies for the Army Chaplaincy.
- h. Establish and maintain a CCH Leadership Council.
- i. Develop and direct the ACSP.
- j. Determine all religious support requirements relative to doctrine, organization, training, materiel, leader development and education, personnel, and facilities (DOTMLPF).
- k. Direct and supervise all aspects of the following:
  - (1) Chaplain Candidate Program.
  - (2) Chaplain Recruitment Program.
  - (3) Chaplain and Chaplain Assistant professional training.
  - (4) Religious education and youth ministry.
  - (5) Chaplain Family life ministry and training.
  - (6) Clinical pastoral education (CPE).
- l. Direct the professional training and development of Chaplains and Chaplain Assistants and selected DOD civilians and serve as the proponent for the U.S. Army Chaplain Center and School (USACHCS).
- m. Provide supervisory oversight for all Chaplain logistic support, supply, equipment, and religious facilities. Recommend the design, construction, and decommissioning of religious facilities and support structures.
- n. Direct and supervise all aspects of the Chaplain Automated Religious Support System (CARSS).
- o. Direct and supervise all aspects of the Chapel Tithes and Offering Fund (CTOF) in the Army.
- p. Serve as the senior Chaplain authority for the Army to the Department of Defense (DOD), the Joint Staff, the Army Staff, Army Commands (all components), and other governmental agencies on all matters regarding the Army Chaplaincy.
- q. Coordinate with Ecclesiastical Endorsing Agencies, leaders of religious organizations, and other nation Chaplain services regarding the Army Chaplaincy.
- r. Develop opportunities to provide responsive religious support in a joint, intergovernmental, interagency, and multinational (JIIM) environment.
- s. Represent the Department of the Army on the Armed Forces Chaplains Board (AFCB) (DODD 5120.8).
- t. Establish metrics for evaluating Army religious programs (AR 5–18).
- u. Establish policies and provide management for the budgeting and resourcing of religious support in the Army.
- v. Direct UMT assistance in suicide prevention/intervention training.
- w. Establish policies and guidance for the Chaplain Branch regarding military operations, contingencies, and Mobilization, Deployment, Redeployment, and Demobilization (MDRD). Coordinate the mobilization, management, and training of ARNG and U.S. Army Reserve (USAR) Chaplains and Chaplain Assistants.

### **1–11. Deputy Chief of Chaplains**

The Deputy Chief of Chaplains (DCCH) serves as the chief operations officer for the CCH and senior coordinating general officer for actions assigned to Assistant Chiefs of Chaplain (Reserve Components); the Senior Army Chaplains of Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs); and the USACHCS.

- a. Coordinates Chaplain recruitment for the Total Army.
- b. Facilitates the coordination of Chaplain activities during consequence management and defense support to civil authority (DSCA).
- c. Directs mobilization and contingency operation planning for the CCH.
- d. Serves as the branch proponent for the CCH to USACHCS.
- e. Directs diversity management for the branch.
- f. Chairs the senior advisory committee and the mobilize, train, man, and accession the force committees.
- g. Performs other duties as assigned by the CCH.

### **1–12. Assistant Chief of Chaplains for Mobilization and Readiness**

The Assistant Chief of Chaplains for Mobilization and Readiness (ACCH–MR) serves as the general officer coordinator on all matters of USAR Chaplaincy for the CCH. The ACCH–MR communicates Chief of the Army Reserves (CAR) command information and issues to the CCH and coordinates and communicates CCH priorities with the CAR and USAR subordinate commands.

- a. Supports CCH training strategy and Chaplaincy Annual Sustainment Training (CAST) for the USAR.
- b. Supports and implements the ACSP.
- c. Coordinates and reviews UMT force structure in the USARC for the CCH. Assists with USAR force projection requirements and mobilization strategy for the CCH.

- d. Facilitates the USAR Chaplain recruiting program in accordance with the DCCH and CAR goals and objectives.
- e. Facilitates Chaplain support in the USAR for the Deployment Cycle Support (DCS) Program.
- f. Serves as Chairman of the Mandatory Removal Date Extension Panel and a member of CCH Executive Leadership Council (ELC).
- g. Performs other duties as prescribed by the CCH and the CAR.

### **1–13. Assistant Chief of Chaplains for the Army National Guard**

The Assistant Chief of Chaplains for the Army National Guard (ACCH–ARNG) serves as the general officer coordinator on all matters of ARNG Chaplaincy for the CCH. The ACCH–ARNG communicates ARNG command information and issues to the CCH and coordinates and communicates CCH priorities with the Director, Army National Guard (DARNG), and Joint State Headquarters.

- a. Supports CCH training strategy and CAST for ARNG.
- b. Supports and implements the ACSP.
- c. Reviews UMT force structure in the ARNG for the CCH and communicates ARNG force projection requirements and mobilization strategy to the CCH.
- d. Facilitates the ARNG Chaplain recruiting program in accordance with the DCCH and National Guard Bureau (NGB), and Joint Task Force Headquarters (JTFQ) goals and objectives.
- e. Facilitates Chaplain support to ARNG Deployment Cycle Support (DCS) program.
- f. Performs other duties as prescribed by the CCH and the DARNG.

### **1–14. Chief of Chaplains Sergeant Major**

The Chief of Chaplains Sergeant Major serves as the senior enlisted advisor and Chaplain Assistant to the CCH. The Chief of Chaplains Sergeant Major is the senior enlisted coordinator for Chaplain Assistant training, assignment, functions, and proponent requirements.

- a. Coordinates enlisted actions across the Army Staff and conducts liaison with the Sergeant Major of the Army (SMA) and other senior Department of the Army/DOD Non Commissioned Officers (NCOs), and Senior Petty Officers of the Navy.
- b. Serves as the Active Guard Reserve (AGR) Enlisted Assignments Manager for CCH.
- c. Develops assignment slate of MSG/SGM 56M assignments.
- d. Serves as CCH Liaison to Human Resource Command (HRC) for Chaplain Assistant issues/actions.
- e. Serves as the Regimental Sergeant Major of the Chaplain Corps.
- f. Represents and serves as the Senior Advisor Group member AFCB (DODD 5120.8).

### **1–15. Commandant, U.S. Army Chaplain Center and School**

The Commandant commands, controls, and administers all aspects of the Army Chaplain Center and School and serves as the Chaplain Branch Proponent to Training and Doctrine Command (TRADOC) for the Chaplain Corps (AR 5–22).

- a. Develops and coordinates DOTMLPF requirements with TRADOC for the CCH.
- b. Serves as the lead agent for the CCH in the supervision of the Capability Development Integration Directorate (CDID), Center for Spiritual Leadership (CSL), and the Center for World Religions (CWR).
- c. Directs all aspects of Chaplain and Chaplain Assistant professional training and leader development for the CCH.
- d. Supervises and directs the professional Reading Program for the Chaplaincy.
- e. Supervises and coordinates all aspects of the Chaplaincy professional journal and any other official Chaplain Corps publications.
- f. Manages requirements, authorizations, justifications, and standards of grade for military occupational specialty (MOS) 56M, Chaplain Assistant.
- g. Recommends TOE force structure changes to meet the needs of the future force and supervises all aspects of combat development for the CCH.
- h. Directs and coordinates all aspects of the U.S. Army Chaplain Museum.
- i. Represents the CCH for all commandant level TRADOC or Army requirements.
- j. Resources the Chaplain Professional Reinforcement Training (CPRT) with appropriate information management tools and curriculum. Directs the learning management system and Chaplain enrollment requirements for CPRT.

### **1–16. Senior Army Chaplain**

a. Senior Army Chaplains (SrACHs) are the ACOM, ASCC, and DRU Command Chaplains. The SrACHs ensure Title 10 religious support on behalf of their commanders for the Soldiers, their Family members, and authorized civilians of those commands, throughout their areas of operations and responsibility. The SrACHs serve on the special and personal staff of their commanders, direct technical channel objectives and unity of effort in facilitating religious support for those commands, and serve as the CCHs representative to those commands for implementing the ACSP. The SrACHs are the primary facilitators of dialogue, situational awareness, and cooperation between their commands

and the Office of the Chief of Chaplains (OCCH). The SrACHs retain technical channel training and readiness oversight throughout their affiliated command and control structure (see table 1–3).

*b.* Command Chaplains for ASCCs outside the continental United States (OCONUS) will establish and convene a Religious Support Coordination Council (RSCC) for religious support planning and execution in their command area of responsibility. Membership in the RSCC will include the following:

- (1) The OCONUS geographic ASCC Chaplain, who will chair the RSCC.
- (2) All Senior Chaplains (SrCH) within that ASCCs footprint (see para 1–16).
- (3) A UMT representative from any ACOM, non-geographic ASCC, and DRU with units in the footprint. The OCONUS geographic ASCC Chaplain will coordinate with the SrACHs of the appropriate commands, who will designate their representatives to the RSCC.

*c.* The SrACHs will not adjust the workload or priorities of any UMT on the installation outside the SrACHs affiliated command and control structure. The CCH may direct Branch specific tasks through the technical channel that affects the workload of any chaplain. (See app B, Religious Support Functions and Tasks on the Installation.)

### **1–17. Senior Chaplain**

*a.* The Senior Chaplain (SrCH) provides executive-level, installation-wide religious support oversight and advice for the Army-designated Senior Commander (SC), and is the CCHs representative at the installation. The SrCH ensures religious support for Soldiers, their Family members, and authorized civilians on the installation, as a Title 10 entitlement and readiness enabler. The SrCH oversees a collaborative effort among the garrison and mission unit UMTs to achieve religious support synergy in support of CCH policy and SC intent. The SrCH annually presents the Installation CMRP for the SCs approval, including CMRPs from the garrison command and all mission units (tenant units) on the installation. The SrCHs serving OCONUS also participate in the appropriate RSCC (see para 1–16*b*).

*b.* The SrCH is responsible to the SC and the CCH for the integrated delivery of religious support across all commands on the installation. The SrCH collaborates with appropriate SrACHs whose commands have tenant units on the installation.

*c.* The CCH is responsible for designating the SrCH. The SrCH is ordinarily the senior grade Chaplain assigned to an Army unit on the installation, simultaneously serving as either the Garrison Chaplain or as a mission unit Chaplain. Where multiple commands have Chaplains of equally high grade, the SrCH is ordinarily that ranking Chaplain assigned to the SCs own mission unit. In all cases, the CCH retains responsibility for designating the SrCH. If the SrCH deploys, the CCH may designate an acting SrCH for the duration of the deployment.

*d.* The SrCH will validate exemptions for mission unit UMT personnel from participating in comprehensive, garrison-based religious support for the installation (see para 1–19*a*(3)).

*e.* The SrCH will not adjust the work load or priorities of other UMTs on the installation outside of the SrCHs affiliated command and control structure, except as authorized by regulation or approved by the CCH, and further delineated within the Installation CMRP. The CCH may direct Branch specific tasks through the technical channel that affects the workload of any Chaplain. (See app B, Religious Support Functions and Tasks on the Installation.)

### **1–18. Garrison Chaplain**

*a.* The Garrison Chaplain is the command Chaplain for the Garrison Commander (GC). The Garrison Chaplain is responsible to the GC for garrison-based religious support advisement, planning, and execution. The Garrison Chaplain annually prepares the Garrison CMRP for the GCs approval. The Garrison UMT gives religious support in accordance with CCH policy and HQDA-approved Common Levels of Support to—

(1) Soldiers, their Family members, and authorized civilians assigned to the garrison (unit and distinctive faith religious support).

(2) All authorized attendees of garrison chapel and other garrison religious support programs (area and distinctive faith religious support).

(3) Low density faith group mission unit Soldiers and their Family members, through worship services, religious rites, and pastoral care, as applicable (distinctive faith religious support) (see table B–1, tasks 1.1, 2.1, 3.1).

(4) Deploying mission unit Soldiers and their Family members under the Army Force Generation (ARFORGEN) construct, beginning 30 days prior to deployment through 90 days after redeployment (unit and distinctive faith religious support) (see table B–2, tasks 10.2, 10.3, 10.4).

*b.* When the Garrison Chaplain also serves as the SrCH, additional roles and responsibilities apply (see para 1–16). When not serving as the SrCH, the Garrison Chaplain cooperates in the broadest possible way in support of the CCHs policy and the SCs religious support intent.

*c.* The Garrison Chaplain will not adjust the work load or priorities of mission unit UMTs on the installation, except as authorized by regulation or approved by the CCH. The CCH may direct Branch specific tasks through the technical channel that affects the workload of any Chaplain. (See app B, Religious Support Functions and Tasks on the Installation.)

## 1–19. Mission unit Chaplain

*a.* A mission unit Chaplain is the command Chaplain for the commander of a mission unit (tenant unit on an installation). The mission unit Chaplain is responsible to the mission unit commander for unit-based advisement, planning, and execution of religious support; and the operational and expeditionary readiness of UMTs within that command. The mission unit Chaplain annually prepares the unit CMRP for the mission unit commander’s approval. The mission unit UMT performs or provides religious support in accordance with CCH policy to—

(1) Soldiers, their Family members, and authorized civilians assigned to that mission unit (unit and distinctive faith religious support).

(2) Soldiers, Service members, and authorized civilians assigned to other units operating in the mission units area of operations and responsibility (area and distinctive faith religious support).

(3) Soldiers, their Family members, and authorized civilians assigned to other units on the installation (unit, area, and distinctive faith religious support) to enable comprehensive, garrison-based religious support across the installation.

*(a)* This support includes conducting garrison chapel services, religious rites, religious education, and youth ministry activities (See table B–1, tasks 1.1, 2.1, 3.1, 4.1, 4.2).

*(b)* This support includes participating in Garrison Chaplain roster support (On-Call Duty Chaplain, next-of-kin notification, funeral roster, and Chaplain Assistant chapel roster support) (See table B–1, task 3.2). Mission unit UMTs are exempt during periods of deployment (beginning 30 days prior to deployment through 90 days after redeployment) and during other critical mission unit requirements (as determined by the SrCH).

*b.* When the mission unit Chaplain also serves as the SrCH, additional roles and responsibilities apply (see para 1–16). When not serving as the SrCH, the mission unit Chaplain cooperates in the broadest possible way in support of the CCHs policy and the SCs religious support intent.

*c.* The mission unit Chaplain will not adjust the work load or priorities of the garrison UMT, or other mission unit UMTs on the installation outside of the mission unit Chaplain’s own unit of assignment, except as authorized by regulation or approved by the CCH. The CCH may direct branch specific tasks through the technical channel that affects the workload of any Chaplain. (See app B, Religious Support Functions and Tasks on the Installation.)

**Table 1–1**  
**Office of the Chief of Chaplains staff functional areas of interest**

<b>CHIEF OF STAFF (COS)</b>	
OCCH administrative officer	Public relations coordinator (invocations, presentations, and so forth)
Public information coordinator (FOIA/PA)	Regiment coordinator
Director of Administration Functions	Manages suspense actions
Represents the DCCH–CCH	Executive Officer for Security Assistance (SAC)
Senior action officer for the DCCH and CCH for administration requirements	
<b>DACH–1</b>	
CCH Trainer for Chaplain personnel requirements and Chaplain personnel action officer training	Formulate and implement Chaplain personnel policy and guidance, assignment priorities, and manage underrepresented faith group priorities
Supervise the maintenance of the Chaplain career management individual files	Direct, provide Chaplain personnel training/briefings, and interviews
Direct Chaplain Assignments System and manage Colonel Assignment System	Direct Chaplain Schools Selection Boards and Utilization Assignments, manage Advisory Board Process, and Support DA Centralized Board Process
Direct and manage Chaplain personnel proponent functions	Liaison with Endorsing Agents on issues of personnel management
Manage chaplain recruiting and accessioning goals, budget end strength (BES), promotion system, personnel distribution plan, accession/appointment recommendation process	
<b>DACH–3/5/7</b>	
Direct, manage and establish Chaplaincy policy development to include: officer and enlisted proponentcy, moral and religious welfare, Soldier ministry, Family life training and ministry, CCH policies and regulations	Direct force management for the Chaplain Branch (to include: force development, force integration, combat development, training development and doctrine development) and force mobilization requirements (MDRD)
Oversee studies and analysis	Integrate Chaplain branch combat developments policy and guidance
Integrate CPRT into the overall training strategy of the Chaplaincy	Provide overall direction and management of the CPRT initiative

**Table 1-1  
Office of the Chief of Chaplains staff functional areas of interest—Continued**

CCH Trainer for plans, policy development, and training requirements	Direct, research, and develop branch specific training products
Staff oversight of RS materiel development and acquisition	Direct Chaplain Branch Operation and Contingency planning
Liaison to ARSTAF, ACOM, ASCC, DRU Command Chaplains on Chaplain Branch plans, policies, objectives, and religious support requirements	Manage the CCH long range goals and strategic plan and direct strategy application for the Chaplain Branch
<b>DACH-4/6/8/EN/STRATCOM</b>	
Direct NAF Chaplains Fund Operations and use of AF in religious support	Direct CCH Grant and Specialized Services Programs AF and NAF support
Direct CARSS	Direct Command Master Religious Plan (CMRP)
Direct the DACH Budget cycle to include PPBES/POM	Direct the CHAPNET Information Management System operations
Direct logistics management in religious support	Direct materiel development in religious support
Direct facilities management and construction in religious support	Advisor for PWOCUSA
Direct marketing, communications, and media development	Direct the development of strategic partnerships and centers of influence
CCH Trainer for information, resources management, logistics, and military construction requirements	Plan, program, and budget of RS materiel development
<b>DACH-SFM (Soldier and Family Ministry)</b>	
Manage the PST Family Life (PST-FL) portion of the CPRT and certify Family Life Chaplains to provide PST-FL	Direct Chaplaincy Spiritual Leadership planning and development to include: vocation, Chaplaincy Mentoring Program, and ministry initiatives to positively influence Army culture
Direct branch incentives development strategy to eliminate faith group under-representation	Certify credentials of all Religious Education personnel for the CCH
<b>DACH-RCI</b>	
CCH Staff advisor for Reserve Affairs	Establish RC Chaplain Branch policy ICW CCH
Liaison and integrator of USAR with Compo 1 and 2	CCH Senior Trainer for USAR Chaplain Branch
Coordinate RC manpower, accession, and personnel actions	Advisor to Chief, Army Reserve and OCAR staff
Coordinate RC Affairs with DOD and DA agencies	Manage AGR Chaplain Program, assignments, and accessions
Manage OCCH IMA's and CCH Contingency Force Pool	Recruiting liaison with OCAR, USAREC, and USARC
Notes:	
<sup>1</sup> These are the functional areas of interest in the OCCH. The list is not an exhaustive list of duties. These are provided as a point of reference to assist the Chaplaincy at large in addressing issues with the appropriate staff proponent. The directors serve a variety of additional responsibilities associated with Army Staff requirements and CCH discretion.	

**Table 1-2  
Senior Army Chaplain Roles**

<b>SrACH Roles</b>	
Coordinates AC training assistance and evaluation in response to RC requests and Command readiness requirements	Creates effective staff responsiveness to enable religious programs in assigned command area of responsibility
Develops and communicates the vision, goals, and objectives to implement the CCH ACSP	Provides solutions for Installation issues ISO SC/SrCH and OCCH priorities
Synchronizes and integrates RC UMT training as often as possible to meet mission demands	Defines and establishes Chaplain mission statements and METL for the command
Serves, if necessary, as the liaison for the OCCH to NGO, PVO, OGA in support of theater level operations	Supports, conducts, and assesses UMT training and readiness in the Command
Establishes collaborative and effective staff relationships with appropriate headquarters to facilitate the delivery of religious support and future capabilities	Coordinates and sustains Chaplain and Chaplain Assistant force structure throughout the command ISO OCCH and Command requirements

**Table 1–2  
Senior Army Chaplain Roles—Continued**

Develops and recommends UMT actions ISO DSCA and DSPD	Coordinates and reviews Chaplaincy resource allocations for subordinate commands and installations
Determines requirements and functions, if necessary, as an ARFOR UMT staff	Establishes, maintains, and executes Chaplaincy mobilization and contingency plans
Coordinates religious support force flow and replacement strategy with ASCC, OCCH, and combatant commands	Supports, conducts, and assesses UMT training and readiness within assigned command area of responsibility
Coordinates Joint Service agreements of support with ASCC and Combatant Commands	Participates in and supports the OCCH Recruitment and Retention Program
Coordinates religious support materiel distribution plan ISO theater operations and ASCC priorities	Coordinates with DACH–1 and SrCH on the installation for personnel management
Develops effective information management religious support infrastructure ISO full spectrum needs	Synchronizes religious support program and budget requirements with command resources and the ACSP
Coordinates religious support to Theater level Graves Registration, EPW facilities, and RSOI	Establishes the criteria and evaluation metrics ICW OCCH to support the Army Stationing and Installation Plan (ASIP) (See AR 5–18)

Notes:

<sup>1</sup> This list of roles provides the base line expected by the CCH. It is not exhaustive. Certain ACOMs conduct lead agent responsibilities for the CCH. These responsibilities are independent of this table and are adjusted at the discretion of the CCH.

**Table 1–3  
Senior Chaplain and Garrison Chaplain**

<b>The Senior Chaplain (SrCH) on the Installation</b>	
Provides executive-level, installation-wide religious support oversight and advice for the SC, and responsible for implementation of the ACSP at that installation	Develops and presents the Installation CMRP for the SCs approval, integrating CMRPs from the Garrison Command and all mission (tenant) units on the Installation
Exercises a collaborative relationship with higher headquarters command Chaplains and the OCCH to sustain open dialogue and situational awareness	Ensures training in logistics policy and regulation, and all procedures for procurement and disposal of religious support supplies and equipment
Establishes and maintains a religious support supply plan, which documents the religious support supplies, equipment, and facility requirements needed to accomplish the religious support mission	Ensures an installation-wide 5-year master replacement plan reviewed annually ICW IMCOM and DACH–4/6/8/EN/STRATCOM
Ensures an installation-wide real property management plan for facility use and property accountability	Defines and establishes Chaplain mission statements and METL for the installation
Implements the CCH training strategy and reviews UMT training and readiness (DA Pam 165–3)	Ensures installation-wide UMT training in CCH directed professional development training topics
Ensures integration of UMT mobilization planning and support programs for the installation	Integrates religious support operations into the total Installation management system
Supervises installation religious support facility use and management programs for the SC	Ensures installation-wide Chaplaincy mobilization and contingency plans
Ensures installation-wide Family readiness programs	Ensures Chaplain recruiting and retention programs
Implements the Army Suicide Prevention Training Plan	Serves as the special/personal staff Chaplain for the SC
<b>The Garrison Chaplain</b>	
In accordance with SrCH and the CMRP priorities, establishes constructive interaction with local civilian clergy and religious groups in order to build a positive religious support community for the installation	Submits the GC approved garrison CMRP to the SrCH and executes the Garrison portion of the SC Installation CMRP



**Table 1-3  
Senior Chaplain and Garrison Chaplain—Continued**

Plans and executes Garrison-based installation religious support in accordance with common levels of support (CLS)	Manages Garrison religious support facility construction, renovation, and refurbishment projects
Manages Garrison-based UMT mobilization planning and support ICW SrCH guidance	Serves as the special/personal staff Chaplain to the GC
Manages Garrison Chaplaincy TDA force structure actions	Directs and supervises assigned or attached Garrison UMTs
Manages installation-level CTOF religious support funding Executes Garrison-based Chaplain recruiting and retention programs ICW CCH guidance	Provides suicide awareness training for Garrison Soldiers and Family members Supports the Army Chaplaincy Strategic Plan

Notes:

<sup>1</sup> This list of roles provides the base line expected by the CCH. It is not exhaustive. They may be adjusted at the discretion of the CCH.

**Table 1-4  
U.S. Army Reserve Command Chaplain and Army National Guard Chaplain duties**

<b>The USARC Command Chaplain</b>	
Develops and executes the Command Master Religious Plan and implements the ACSP	Coordinates with appropriate headquarters to facilitate responsive and relevant religious support in DSCA operations
Implements the CCH Recruitment Program for USARC	Reviews force structure requirements and recommends changes to OCCH
Plans, conducts, supports, and assesses the training and readiness of USAR UMTs	Provides OCCH with a monthly status report of mobilized USAR UMTs
Develops and executes Chaplaincy mobilization and contingency plans	Supports the Army Chaplaincy Strategic Plan in the USAR
Coordinates with the DACH-3/5/7 and DACH-RCI on matters of mutual interest that create religious support synergy and unity of effort across the USAR	

<b>The Joint Force Headquarters State Chaplain (JFHSC)</b>	<b>ARNG Staff Chaplain</b>
Coordinates and administers the ARNG Chaplain Candidate Program	Provides OCCH with a monthly status report of mobilized ARNG UMTs
Monitors the planning and mobilization process as it affects the retention and recruitment of ARNG UMT members	Serves as the ARNG Chaplain liaison with the OCCH, USAR, and DARNG
Enables ARNG UMT responsiveness and preparedness for State or Federal call up	Keeps OCCH informed of ARNG force structure and manning levels
Supports the CCH Recruitment and Retention Program and the ACSP	Supports the Army Chaplaincy Strategic Plan

Notes:

<sup>1</sup> This list of duties provides the base line expected by the OCCH. It is not exhaustive. The Reserve Components carry a large variety of responsibilities independent of this table.

## **Chapter 2 Religious Support in the Army**

### **2-1. General**

*a.* Commanders provide opportunities for the free exercise of religion through their Chaplains, Chaplain Assistants, and other religious support members.

*b.* Participation in religious activities is voluntary. However, Army personnel may be required to provide administrative support before, during, or after worship services or religious activities in support of the CMRP.

*c.* Commanders will approve Soldiers requests for accommodation of specific religious practices whenever possible, subject to the limits of military necessity. Examples of accommodation include: Soldiers with religious dietary

requirements, the wearing of religious apparel, and sufficient time for travel to and from religious activities (see AR 600–20 and AR 670–1).

d. Religious support activities using government facilities are a primary entitlement for Soldiers, their Family members, retirees, DOD civilians, and other authorized personnel. Access to or use of these facilities is subject to law, local command approval, and CMRP priorities. While certain activities may be open to the public, attendance at such activities does not lead to any claim on further pastoral ministry or coverage for unauthorized personnel.

## 2–2. The Unit Ministry Team

a. The UMT performs and/or provides the religious support activities described in paragraph 2–3, below. The UMT consists of, but is not limited to, at least one Chaplain and one Chaplain Assistant. The team concept exists throughout the various organizational levels of the Army.

b. The UMT is organized to respond to the religious, moral, and spiritual needs of Soldiers, their Families, and other authorized personnel. The UMT performs and/or provides unit, area, and distinctive faith group religious support. The UMT works with other support personnel when available such as musicians, choir directors, religious educators, distinctive faith group leaders, and chapel volunteers to create the best levels of support.

c. The responsive nature of religious support may require the UMT members to perform interdependent, dependent, and independent functions across commands. Chaplain Assistants may be required to perform certain mission functions independent of the Chaplain’s direct supervision. This is especially true when the Chaplain and Chaplain Assistant optimize separate skills to best accomplish the delivery of religious support. The Chaplain determines UMT priority of effort and decides when simultaneous, independent operations are necessary as an exception.

## 2–3. Religious support operations

a. The Army Chaplain Corps is organized to provide the most responsive religious support and Chaplain presence at the unit level across the full spectrum of Army operations. Religious support includes providing those aspects of religious education, clergy counsel and reassuring presence, authentic worship, and faith group expression that would otherwise be denied as a practical matter to personnel under the varied circumstances of military contingencies. Religious support operations are continuous, detailed, systematic, relevant, and responsive to the needs of the Army population. The UMT, and especially the Chaplain, provides specialized applications of professional religious skills to support the individual Soldier extending upward throughout the entire command structure and outward to the broadest command audience authorized.

b. Religious support is based on three major principles: Nurture the Living, Care for the Wounded, and Honor the Dead. The Army Chaplain Corps delivers religious support through two core competencies. They are expressed through 11 Religious Support Activities (RSAs) that apply to all mission unit UMTs and Garrison UMTs. (See table 2–1 and FM 1–05.)

(1) *Professional military religious leader.* Perform or provide religious support that meets the spiritual and religious requirements of the unique military culture.

(2) *Professional military religious support staff advisor.* Provide professional religious counsel to the command on the impact of religion on mission and operations, plan, program, resource, and execute religious support in military operations.

**Table 2–1**  
**Religious support activities**

Core competency: Professional Military Religious Leader.	Core competency: Professional Military Religious Support Staff Advisor.
Religious Services. Conduct worship, funeral, and memorial services.	Professional advice to the Commander and staff. Support to the command on all matters of religion, morals, and morale as affected by religion; the impact of religion on military missions; command climate assessments, memorial ceremonies, and other ceremonies.
Rites, sacraments, and ordinances. Conduct marriages, burials, baptisms, confirmations, blessings, daily prayers, and other required religious ministrations.	Management and administration. Manage UMT personnel, equipment, facilities, supplies, funds (APF and CTOF), and force structure.
Pastoral Care and Counseling. Conduct visitation, prayers, pastoral care and counseling, and religious encouragement to the Army family.	Moral and spiritual support. Conduct and provide advice on moral leadership training (see para 9–13), and programs of spiritual development and sustainment (prayer breakfasts, spiritual fitness events and so forth).

**Table 2-1**  
**Religious support activities—Continued**

Religious education and youth ministry. Conduct activities of faith formation and sustainment, religious-based programming on marriage, parenting, youth, the single life, problem solving, communication skills, and other vocational aspects. Train chapel volunteers.	Religious support planning/operations. Participate and advise the command in planning operations and delivering religious support in all phases.
Family life ministry. Conduct Family life ministry training and counseling.	Religious support training. Train UMTs in professionally directed CCH training, unit religious support METL training, and spiritual resiliency.
Institutional ministry. Perform or provide religious support in hospitals and confinement or correctional facilities.	

## Chapter 3

### Status, Roles, and Responsibilities of Chaplains

#### 3-1. Professional status

*a. Professional qualifications.* The Chaplain is a religious professional whose educational qualifications and certification by a religious organization meet the appointment requirements of DODD 1304.19. Endorsement is the official formal statement by a competent authority of a religious organization attesting to the credentials of an individual as a qualified professional religious leader. Endorsing Agents represent various faith groups. All Endorsing Agents support the pluralistic requirements of the Army without relinquishing their respective faith demands. Chaplains are responsible to keep the command informed when they perceive a requirement that may exceed their endorsement accountability (see paras 3-2 and 8-9).

*b. Dual functionality.* Army Chaplains have a dual role as religious leaders and religious support staff officers. Their duties are prescribed by law, DOD policy, Army regulations, religious requirements, and Army mission. Each Chaplain also remains accountable to their assigned chain of command, and the Chaplain technical staff channels up through the CCH. Chaplains continually balance their responsibilities in both areas and are expected to avoid placing the technical channel in conflict with the chain of command. Commanders are expected to collaboratively support this dual accountability. Chaplains also remain fully accountable to the code of ethics and ecclesiastical standards of their endorsing faith group. In some instances, this may restrict Chaplain participation in a command event, but it does not relieve the Chaplain from providing for adequate religious support to accomplish the mission.

*c. Governmental in nature-military.* The Chaplain Corps conducts a constitutional and statutory mission that make it Governmental in nature-military.

*d. Areas of responsibility.* Chaplains have roles and responsibilities beyond their unit of assignment. Chaplains are responsible for unit, area, and distinctive faith group religious support. Assignment orders will document recurring coverage responsibilities of Chaplains beyond their assigned duties. Priority of support is usually unit, area, and distinctive faith groups.

(1) *Unit religious support.* Command-directed UMT religious support delivered to assigned unit.

(2) *Area religious support.* Command-directed UMT religious support delivered to units without assigned UMT assets or as an economy of force mission to maximize religious support in distributed operations. This also includes coordinated RS across the installation.

(3) *Distinctive Faith Group religious support.* Faith group specific religious support given to authorized personnel for the exercise of precise requirements of denominations or religions. Personnel and mission constraints determine the availability of distinctive faith group support. Distinctive faith group support is often provided on an area basis and augmented by distinctive faith group leaders (see chap 5).

*e. Rank without command.* A Chaplain has rank without command. Chaplains exercise general military authority to perform functions of operational supervision and control (10 USC 3581 and AR 600-20).

*f. Non-combatants.* Chaplains will not bear arms in combat or in unit combat skills training. Chaplains function as protected personnel under the Geneva Convention and are noncombatants as a matter of Army policy (FM 27-10). Chaplain activities in religious support operations will not compromise the noncombatant status.

*g. Title.* The proper title for a Chaplain is Chaplain regardless of military rank or professional title. When addressed in writing, the Chaplain's rank will be indicated in parentheses, for example, CH (CPT) (see AR 25-50 and AR 600-20).

*h. Technical supervision.* Chaplains provide technical supervision to and serve in the rating chain of subordinate Chaplains and Chaplain Assistants (AR 623-3).

#### 3-2. Chaplain as professional military religious leader

*a. General.* All Chaplains provide for the nurture and practice of religious beliefs, traditions, and customs in a pluralistic environment to strengthen the spiritual lives of Soldiers and their Families. Chaplains conduct the religious

programs and activities for the Command and provide professional advice and counsel on religious, moral, and ethical issues.

*b. Roles and responsibilities.*

(1) Chaplains are required by law to hold religious services for members of the command to which they are assigned, when practicable. Chaplains provide for religious support, pastoral care, and the moral and spiritual well-being of the command (10 USC 3547).

(2) Chaplains will minister to the personnel of their unit and/or facilitate the free-exercise rights of all personnel, regardless of religious affiliation of either the Chaplain or the unit member.

(3) Chaplains will perform their professional military religious leader ministrations in accordance with the tenets or faith requirements of the religious organization that certifies and endorses them (see DODD 1304.19).

(4) Chaplains will conduct or assist in arranging for burial services at the interring of members of the military service, retired military personnel, and other personnel as authorized by DOD policy, Army regulations, and applicable law.

(5) Chaplains, at their discretion, may perform marriage ceremonies for authorized personnel upon request and in accordance with the laws of the State or country where the marriage is to take place. Chaplain participation in marriage preparations and ceremonies is in keeping with individual conscience and distinctive faith requirements. Chaplains may perform marriage ceremonies for DOD military personnel overseas in compliance with all applicable civil law requirements of the host nations, Army regulations, and any other military command directives.

(6) 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 faith. Chaplains will make every effort to provide for required ministrations which they cannot personally perform.

(7) Chaplains will provide religious support for authorized personnel confined in military, civilian, or foreign confinement facilities (AR 190–47).

(8) The Chaplain is a teacher of religion and provides religious instruction. The Chaplain is responsible to the commander for the religious education program.

### **3–3. Chaplain as principle military religious advisor**

*a. General.*

(1) Chaplains serve on the special or personal staff of a command with direct access to the commander (FM 6–0).

(2) Chaplains, in performing their duties, are expected to speak with a prophetic voice and must confront the issues of religious accommodation, the obstruction of free exercise of religion, and moral turpitude in conflict with the Army values.

*b. Roles and responsibilities.*

(1) Chaplains advise the commander and staff on matters of religion, morals, and morale, including, but not limited to—

- (a) The religious needs of assigned personnel.
- (b) The spiritual, ethical, and moral health of the command.
- (c) The personal impact of command policies, leadership practices, and management systems.
- (d) Plans or programs for advancing Army values and Soldier or Family resilience.
- (e) Religious support personnel matters and area coverage issues.
- (f) Construction, renovation, and maintenance of religious facilities.
- (g) Ethical, moral, and humanitarian implications of operational decisions.
- (h) Analysis of the impacts of indigenous religions on military operations.

(2) Chaplains plan, coordinate, execute, and supervise all religious support activities and resources for the Commander, including, but not limited to—

- (a) Religious leader liaison (RLL), religious analysis, and religious support products for all plans and orders.
- (b) Use of chapels and equipment (Common Table of Allowances (CTA) 50–909).
- (c) Management of ecclesiastical and administrative supplies, chapel furnishings, facilities, and other resources to support the CMRP.
- (d) Establishment and operation of Chaplain advisory councils and other staff, parish development programs, and chapel volunteer training.
- (e) Management of chapel tithes and offering fund (see chap 14).
- (f) Training of Chaplains and Chaplain Assistants.
- (g) Recommend TOE, MTOE, and TDA religious support adjustments.
- (h) Liaise with Chaplains of higher, equal, and subordinate headquarters.
- (i) Participate in the CCH Recruitment Program.
- (j) Publicize the CMRP.

(3) *Chaplain professional and technical communication.* Chaplains will solve problems and resolve issues at the lowest possible echelon. Chaplains wishing to communicate with the CCH on professional matters will do so through technical supervisory channels. Technical supervisory Chaplains are obligated to forward all formal communication directed to the CCH in a timely manner.

### **3-4. Duty considerations**

- a. Commanders will ensure that Chaplains and Chaplain Assistants deploy with their assigned units.
- b. In a temporary military emergency, Chaplains may volunteer to participate or cooperate in nonreligious, noncombatant functions that contribute to the welfare of the command.
- c. Commanders will not—
  - (1) Detail a Chaplain as an exchange, athletic, recreation, drug or alcohol, suicide prevention program manager, graves registration, welfare, morale, unit victim advocate (UVA), sexual assault response coordinator (SARC), dining facility, personal affairs, information, education, human relations, equal opportunity, next of kin notification, prisoner escort, safety, survivor assistance, or civil affairs officer. However, in the event of the death of a Chaplain, a Chaplain(s) will be appointed to assist summary court officers in review of confidential records and personal effects when next of kin is present.
  - (2) Assign a Chaplain as military judge, trial counsel, defense counsel, financial liability investigating officer, investigating officer, or member, or adviser to investigative boards of officers. Chaplains may be required, however, to conduct inquiries into Chaplain-related activities or incidents. If applicable, Chaplains will forward an Endorsing Agent written restrictions regarding service on court martial duty to the respective command and legal counsel.
  - (3) Require a Chaplain to serve in a capacity that may require the revelation of privileged or sensitive information incidental to such a service.
  - (4) Ask a Chaplain to participate in any activity that violates their non-combatant status.
  - (5) Ask a Chaplain to reveal any privileged communication.

### **3-5. Religious services, rites, sacraments, ordinances, and religious ministrations**

- a. *Chaplain uniforms.* When conducting religious services, a Chaplain will wear the military uniform, vestments, or other appropriate attire established by a religious organizations law or practice. The Chaplains scarf, stole, or tallit may be worn with the uniform. Chaplain ceremonial stoles are authorized for wear with Army Class A or dress/mess uniforms in conducting either religious services or military ceremonies.
- b. *Chaplain services.* Chaplains are authorized to conduct religious services, rites, sacraments, ordinances, and other religious ministrations as required by their respective distinctive faith group. Chaplains will not be required to take part in religious services, rites, sacraments, ordinances, and other religious ministrations when such participation would be at variance with the tenants of their faith.
- c. *Chaplain fees.* Chaplains will not accept nor prescribe fees for performing religious support activities that are part of their official military duty. Accepting gifts is subject to guidance of DOD 5500.7R.
- d. *Chaplain travel.*
  - (1) Chaplains are required to be spiritually fit and adaptive leaders, responsive to the Army needs, and relevant to the expression of faith. Chaplains are authorized to attend endorser-established ecclesiastical training, seminars, and religious updates in an official temporary duty (TDY) status. Ecclesiastical endorsement is a professional relationship essential to maintain military ministry credentials. Commanders support essential ecclesiastical training as part of the professional development of Chaplains. Chaplains will attend these training events in an on duty status and in appropriate uniform.
  - (2) Permissive temporary duty (PTDY) is also authorized for Chaplains to attend and participate in nonessential religious activities, conferences, seminars, or similar meetings to enhance their professionalism in service for the Army. Requests for PTDY will be in accordance with AR 600-8-10 and CCH guidelines and policies.
- e. *Chaplain housing.*
  - (1) Unmarried Chaplains and unaccompanied married Chaplains on an all others tour or dependent-restricted tour may compete for Family housing within the appropriate grade category. Chaplains, at their request, may choose a private unaccompanied personnel housing (UPH) apartment consisting of a bedroom, bathroom, living room, and kitchen or kitchenette. Temporary use of visiting officers quarters may be authorized under the provisions of AR 210-50.
  - (2) In overseas areas where administrative restrictions are placed on household goods weight allowances, unmarried Chaplains or Chaplains on an all others tour will be authorized the same weight allowance as an accompanied married officer of the same grade competing for comparable quarters.

## **Chapter 4 Status, Roles, and Responsibilities of Chaplain Assistants**

### **4-1. General**

*a.* General Order No. 253, issued by the War Department, Washington, DC, dated 28 December 1909, established the Chaplain Assistant, for the purpose of assisting the Chaplain in the performance of his official duties.” The Chaplain Assistant was established as a separate career management field (CMF 56) on 1 October 2001. DA Pam 611-21 and military occupational specialty (MOS) details Chaplain Assistant requirements.

*b.* The Chaplain Assistant as a member of the U.S. Army Chaplain Corps is a Soldier that provides expertise in religious support and religious support operations. Chaplain Assistants support the religious mission of the commander in responding to the needs of Soldiers, Family members, and other authorized personnel.

*c.* The Chaplain Assistant is a combatant. In addition to specialized religious tasks, the Chaplain Assistant performs and coordinates for the necessary security requirements to conduct religious support operations and minimize the personal security risks of the Chaplain.

*d.* Chaplain Assistants use their technical religious support expertise to assist the commander and Chaplain in shaping the environment to accomplish the Commanders religious support mission. Chaplain Assistants apply their skills along three core capabilities: integrate religious operations, spiritual readiness, and basic human interaction tasks. Chaplain Assistants integrate religious support operations in the JIIM environment, and within full spectrum operations at the tactical, operational, and strategic levels.

*e.* The Chaplain Assistant requires a SECRET security clearance. Initial entry accessions and In-Service reclassifications must possess a security eligibility of SECRET prior to award of MOS 56M. All MOS 56M Soldiers must have initiated a request for a security eligibility of SECRET (see DA Pam 611-21).

### **4-2. Privileged communication and sensitive information**

(See chap 16-2, Confidential and Privileged Communications.)

### **4-3. Responsibilities**

*a.* Chaplain Assistants provide a unique blend of technical religious support and tough Soldier competence. Chaplain Assistants work directly for Chaplains even though they remain a part of the larger enlisted structure of the unit of assignment. The many duties associated with carrying out the CMRP routinely exceed normal duty hours and predictability. The commander will consult with his assigned Chaplain before assigning a Chaplain Assistant with duties that do not directly relate to the functioning of the UMT.

*b.* Chaplain Assistants will be provided time off for duties performed during hours which fall outside the normal duty day as established by the unit training schedule, weekends, and holidays. All other absences will be in accordance with AR 600-8-10.

*c.* Chaplain Assistants will participate in UMT and unit training and become expert in their MOS, Warriors tasks, and battle drills. Chaplain Assistants will support both the mission unit and Garrison CMRP and be integrated into chapel activities at their home station or deployment location.

*d.* Chaplain Assistants directly support the religious program and work for a supervisory Chaplain and are accountable to the appropriate technical Chaplain Assistant NCO supervisory chain. The technical supervisory chain determines daily work schedule and accountability ISO mission requirements.

*e.* Chaplain Assistants will wear the Army uniform while on duty in accordance with AR 670-1.

*f.* Chaplain Assistants will not accept fees for performing any functions that are part of their official duties.

*g.* Chaplain Assistants may serve as chapel volunteer coordinators.

### **4-4. Roles of Chaplain Assistant noncommissioned officers, Senior and Master Chaplain Assistants noncommissioned officers, and Chief Chaplain Assistant noncommissioned officer**

*a.* Advise their commanders and command sergeant majors on all matters pertaining to Chaplain Assistant (56M) training, manning, and growth and development of the Soldiers career track and lifelong learning cycle.

*b.* Coordinate and recommend UMT policy for the command.

*c.* Conduct UMT staff assistance visits and organization inspections of UMT activities, training, facilities, performance, and professional development and growth.

*d.* Provide staff guidance and training in leadership, military acculturation, mobilization, contingency team building, administration, personnel management, and CTOF procedures.

*e.* Plan, resource, supervise, conduct, and evaluate staff training for Chaplain Assistants.

*f.* Lead or participate in unit training and command ceremonies, as required.

*g.* Monitor and recommend Chaplain Assistant personnel assignments and use to the command.

*h.* Facilitate the CMRP through effective coordination and collaboration with other senior NCOs of the Command.

*i.* Review the 56M portion of force structure documents (The Army Authorization Document System (TAADS), Personnel Manning Authorization Document (PMAD)).

- j.* Assist Soldiers in sustaining and developing Army values, moral leadership, and conflict resolution skills.
- k.* See DA Pam 611–21 for additional Chief Chaplain Assistant NCO (SGM), Master Chaplain Assistant NCO (MSG), Senior Chaplain Assistant NCO (SFC), and Chaplain Assistant NCO (SGT/SSG) responsibilities.

## **Chapter 5**

### **Religious Support Personnel**

#### **5–1. Purpose**

The mission and ministry of the Chaplaincy is supported, extended, and enhanced by other religious support personnel. These include Department of the Army civilians (DACs) assigned as Directors of Religious Education (DREs), religious education specialists, youth ministry specialists, administrative support personnel, shortage faith group clergy, musicians, distinctive faith group leaders (DFGLs), chapel auxiliaries, and volunteers. These individuals support the Chaplaincy in various professional and technical ways in bringing quality ministry and spiritual support to Soldiers and Family members.

#### **5–2. Religious education personnel**

*a.* Directors of Religious Education, religious education specialists, and youth ministry specialists serve as the Garrison Chaplains key resource persons in the area of religious education and spiritual formation. Religious education personnel analyze, develop, manage, present, and evaluate religious education programs and spiritual formation processes that facilitate the religious and spiritual development of Soldiers and Family members. Religious education is an expression of one's faith experience and plays an integral part in stabilizing character, heart, and soul during the rigors of deployment, combat, and reintegration.

*b.* The Garrison Chaplain provides direct supervision of the Directors of Religious Education (DRE), religious education specialists, or youth ministry specialists (Federal Civil Service employees) employed by the command. Usually the senior religious educator provides technical supervision of all other religious educators supporting the Garrison.

*c.* The senior Garrison DRE assists the Garrison Chaplain by providing guidance and direction for religious program design, curriculum and resource selection, teacher training, management of volunteers, and administration of the religious education program for all religious groups. Religious educators will also assist Chaplains and other individuals who request advice or support in securing educational resources needed for the practice of specific religious faith groups. The sole or senior religious educator serves as a member of the Garrison Chaplain's personal staff.

*d.* The CCH establishes the criteria for religious educators and will certify all candidates for religious education positions before employment. The CCH maintains a register of certified religious educators and verifies certification of applicants for position vacancies prior to Civilian Personnel Operations Center (CPOC) forwarding a referral list to the selecting official.

*e.* Religious educators hired as Federal Civil Service personnel will be appointed in excepted service positions in the 1701 Series – General Education and Training. Use of standardized position descriptions from the approved list in the Fully Automated System for Classification (FASCLASS) is required.

*f.* The CCH may also direct the employment of religious education program managers/directors to provide technical/professional administration, standardization, strategic planning, career management, Army-wide program coordination, and support for the professional religious educators on Army garrisons.

*g.* The CCH, as proponent for CMF 52 (Religious Education), expects continuing education and professional training of the civilian force to be conducted to the same high standards as the training and education of Chaplains and Chaplain Assistants. Training, education, and professional development of incumbent Army religious educators will be conducted in accordance with current Army Civilian Education System requirements and the CCH training priorities. Army religious educators will attend the CCH Annual Religious Education Training Conference and will complete a minimum of 5 Continuing Education Units (CEUs) per year as a condition of continued employment. The IMCOM Chaplain will publish annual training and education implementation guidance for Army religious educators.

*h.* Commanders are not authorized to eliminate, transfer, or otherwise alter requirements or authorizations for civilian religious education employees that exist on the table of distribution and authorizations (TDAs) of their organizations without consultation with the Headquarters, Installation Management Command Chaplain, and the CCH.

*i.* Religious educators will not be employed in lieu of the authorization for a Chaplain or Chaplain Assistant.

*j.* Religious educators will not conduct chapel or field worship services and will not assume supervisory responsibility for chapel or field worship services.

#### **5–3. Contracting religious education personnel**

*a.* Contracting the services of Directors of Religious Education, religious education specialists, or youth ministry specialists is authorized as an exception to policy. Chaplains remain responsible for the CMRP.

- b.* Exceptions to this policy must be approved by the Headquarters, IMCOM, and must meet the following criteria:
- (1) No Chaplain, DOD civilian, or lay volunteer is available to perform the function. This must be documented in the request for exception to policy.
  - (2) A fully documented religious program need exists.
  - (3) The services of a civilian religious educator or youth ministry specialist may only be procured by means of a non-personal services (NPS) contract in compliance with the Federal Acquisition Regulations (FAR), Part 37.
  - (4) The statement of work will be described using a per-service basis only.
  - (5) The contract cannot exceed 12 months. At the end of each 12-month period the need must be reevaluated, and the request for exception to policy must be resubmitted.
  - (6) No NPS contracts will be authorized for work described and established under government job descriptions for government employees, nor will a contract cover all the duties and functions of a specific position description established by the U.S. Government.

#### **5-4. Contracting for religious services from civilian clergy**

- a.* Contracting the Services of civilian clergy is authorized as an exception to policy when the Army is unable to provide a military Chaplain to meet the religious worship and sacramental needs of Soldiers and their Family members.
- b.* Exceptions to this policy must be approved by the IMCOM Chaplain, or for U.S. Army Medical Command units, by the Command Chaplain, Headquarters, U.S. Army Medical Command (MEDCOM).
- c.* Contracts must meet the following criteria:
- (1) No active duty or Reserve Component Chaplain of any Service is available to perform the function as documented in the request of exception to policy.
  - (2) A fully documented religious program need exists.
  - (3) The services of civilian clergy may only be procured by means of a non-personal services contract in compliance with the FAR, Part 37.
  - (4) The statement of work will be described using a per-service basis only.
  - (5) The contract cannot exceed 12 months. At the end of each 12-month period the need must be reevaluated and the request for exception to policy must be resubmitted.

#### **5-5. Distinctive faith group leaders**

- a.* The DFGLs may provide ministry on an exception to policy basis when military Chaplains are not available to meet the faith group coverage requirements of Soldiers and Families. A DFGL provides a very precise service for a proscribed period of time to further the CMRP in the free exercise of religion. The DFGL has no inherent authority or implied permission to conduct religious activities outside of the CMRP.
- b.* Distinctive faith group leaders—
- (1) Are volunteers.
  - (2) Do not function as military Chaplains or as a separate military religious authority.
  - (3) Must be sponsored and supervised by an assigned Chaplain.
  - (4) May collect offerings at services in accordance with chapter 15 of this regulation.
  - (5) Military or nonmilitary member will not be paid or receive any services, travel, or other personal expenses from APF, but is entitled to the funding of distinctive faith group religious activities in accordance with the approved CMRP and local policies governing CTOF.
  - (6) Will not perform collective Protestant Services.
  - (7) A DFGL performs a service within the CMRP in cooperation with the Command and the Chaplaincy for U.S. authorized personnel. There is no international, interagency, or coalition role even though services generally remain open to the public.
- c.* The DFGLs seeking to provide religious services in U.S. Government controlled facilities must submit an application with the approval and sponsorship of a local Chaplain to either the SrCH or the senior command Chaplain at the division or higher level in deployed situations. The SrCH or appropriate command Chaplain endorses the request and forwards to the appropriate IMCOM or MEDCOM Chaplain for approval. DFGLs will not conduct services before approval by the IMCOM or MEDCOM Command Chaplains. The DFGL status must be resubmitted for approval upon change of the sponsoring Chaplain and is required to be renewed annually. The prospective DFGL must—
- (1) Present an original (no copy) written approval by a religious organization on official letterhead.
  - (a)* The written approval acts as the credential by a religious organization recognized by the Armed Forces Chaplains Board (AFCB) or recognized as a tax-exempt religious organization by the Internal Revenue Service (IRS) and in possession of an IRS tax-exempt number. (The IRS tax exempt number must be included in the approval description for non-AFCB recognized organizations.)
  - (b)* The distinctive faith group approval description will include the groups origin and general worship practices, the length of time it has existed, the number of members of the faith group, and the current ecclesiastical standing of the



applicant for the purposes of serving as a DFGL. In all cases the letter will clearly state the sponsoring faith group's concurrence that the DFGL serves in compliance with the appropriate CMRP under the supervision of the Chaplain.

- (2) Document the need for the requested distinctive faith group service.
- (3) Explain why the service cannot be conducted by a military Chaplain.
- (4) Explain why the local Chaplain-led services cannot meet the specific theological/distinctive faith requirements of the group.

*d.* The IMCOM and MEDCOM Command Chaplains will maintain a register of approved DFGLs and forward the applicable names of DFGLs to the respective ASCC Command Chaplains to enhance situational awareness and collaboration in their areas of responsibility.

*e.* The SrCH or the senior command Chaplain (division or higher) managing the CMRP using DFGLs may suspend the participation of the DFGL for up to 30 days in response to instances that measurably hinder the CMRP.

(1) If suspension is warranted, the suspending authority must provide the distinctive faith group congregation a minimum of two weeks notice to suspend. The notice does not include the reason, but does include details to assist the worshipping congregation in finding temporary free exercise opportunities where possible.

(2) The suspending authority will investigate the issues requiring suspension and provide a narrative report of such to the SC of the installation or unit, and to the appropriate senior technical command Chaplain (IMCOM or MEDCOM). The narrative will include a recommendation to resume the program with the incumbent DFGL, or a recommendation to terminate the incumbent DFGL along with an application for a new DFGL replacement.

(3) The appropriate senior technical command Chaplain (IMCOM or MEDCOM) will approve or disapprove the permanent dismissal of a DFGL within the 30 days of the beginning of the suspension.

(4) The DFGL furthers the free exercise requirements of the CMRP in cooperation with the senior Chaplain responsible for executing the program. Suspension or dismissal of a DFGL creates an immediate shortfall in the CMRP and should not occur unless issues are irresolvable any other way. Reasons for suspension should be of a nature that profoundly impact negatively upon the command and the CMRP. These considerations would include: personal moral conduct that brings reproach upon Army values and command discipline, refusal to comply with authorized regulations and guidelines, criminal activity, or a disregard for the pluralistic environment of the Army.

## **5-6. Chapel auxiliaries and chapel volunteers**

*a.* Military personnel, their Families, and authorized civilian employees may serve as volunteer workers in religious activities. Volunteers from outside the military community must be approved by the command and will perform their functions under the direction of the SrCH and the supervision of designated Chaplains or DRE staff members.

*b.* Chapel volunteers will be registered by the Chapel Volunteer Coordinator and will comply with the requirements for background checks, registration, and documentation of hours worked in accordance with the Chapel Volunteer Management System where appropriate. Specific management requirements are listed in the revised HQ IMCOM Chapel Volunteer Management System Implementing Guidance.

*c.* Chaplains and DREs will provide training opportunities to help volunteers develop their religious knowledge, education, administrative, and other skills.

*d.* Chaplains or DREs will ensure that chapel volunteers are appropriately recognized for their service in as many venues as practical including an annual command or installation volunteer appreciation event.

## **5-7. Chapel watch care and childcare**

*a.* Religious education events and other chapel programs may include provisions for watch care or child care at chapel facilities.

(1) Watch care is short-term service for infants and children whose parent or guardian is participating on location in a chapel activity. Chapel watch care is typically provided by approved chapel volunteers or NPS contracted individuals contracted on a per event/per hour basis.

(2) Chapel child care is short-term service provided by child and youth services (CYS) in the chapel facilities, governed by a memorandum of agreement or understanding, as a collaborative effort between CYS and the Garrison Chaplain (or Medical Treatment Facility Chaplain) in support of command religious activities. Chapel child care is designed as the care normally provided by CYS to children ages 4 weeks to preschool independent of the location of the parent or guardian to the chapel facility. (This can apply by exception up to age 11 for support during worship services, religious education programs, enrichment retreats, and other official religious activities.)

*b.* The CYS program provides an umbrella structure for childcare, which includes use of chapel facilities for onsite child care (AR 608-10, para 7-26, Short Term Alternative Childcare). The CYS conducted childcare in chapel and religious education facilities will generally not require facility structural alteration, and the religious significance and décor of chapels will be maintained. Garrison proponents for fire, health, and safety will determine and monitor adherence with locally established chapel child care facility standards.

*c.* The CMRP outlines the financial responsibility for costs of childcare for Garrison religious programs to include caregivers and basic facility equipment and supplies.

*d.* The CYS child care personnel supporting chapel/Chaplain-sponsored programs will be CYS employees and meet

all CYS employment requirements to include background checks and training. The CYS personnel pay will be in accordance with Child and youth program assistant (CYPA) pay plan. A CYS employee will be designated to coordinate all child care in support of chapel activities.

*e.* The Garrison Chaplain will provide space for child care in selected chapels/religious education facilities in compliance with fire, cleanliness, hygiene, and safety standards. Designated chapel facilities used for child care will include: age-appropriate furniture, storage, toys, and staff workspace. Watch care and childcare personnel supporting the religious program work with military chapel staff members to maintain cleanliness and accountability of facilities and equipment as part of the chapel childcare program.

**Table 5-1**  
**Religious educator requirements**

<b>Religious Educator Requirements</b>	
Minimum professional educational criteria include, but are not limited to:	
For entry-level positions or those at GS 1701-09 equivalent and below	For positions at GS 1701-11 equivalent level and above
A Bachelors degree from an accredited college or university, with a major or minor in religious education, or a minimum of 18 documented credit hours in religious education.	A Master of Religious Education degree or its equivalent from an accredited graduate school, and a minimum of 5 years of documented professional religious education experience.
A minimum of 3 years of documented professional religious education experience. Additional years of documented religious education experience may be substituted for up to six credits of the academic requirement (at a rate of 1 year of documented professional religious education experience for one religious education academic credit).	A graduate degree of any discipline other than religious education must include a minimum of 24 documented credits in religious education.

**Certification.** The CCH requires that only applicants who have been certified at a grade equivalent to or higher than the stated grade of the position being advertised or those currently serving in a validated Army RE position will be considered fully qualified applicants. To be certified for positions in the Religious Education Career Field, applicants must submit transcripts and resumes to the OCCH designated certifying official as stated in the vacancy announcement.

## **Chapter 6**

### **Chaplain Recruitment and Accessioning**

#### **6-1. General**

The dynamic process of recruiting Chaplains and Chaplain Assistants and professional religious educators demands a Total Army effort. The CCH relies upon the proactive efforts of all Army components and professional religious educators to facilitate the recruiting of qualified personnel for the Chaplaincy. Every Chaplain and Chaplain Assistant is a recruiter. The CCH Recruitment and Accessioning Program procures Chaplains for the Active Army and USAR to provide professionally qualified Chaplains to support the free exercise of religion for all members of the Army. The CCH recommends recruitment and accession strategies to the ARNG to enhance ARNG recruitment plans. This chapter outlines the responsibilities and policies for the management and implementation of this program.

#### **6-2. Chief of Chaplains**

The Chief of Chaplains will—

- a.* Determine Chaplaincy requirements to meet the pluralistic needs of the Army.
- b.* Determine Active Army Chaplain accessions to meet annual requirements.
- c.* Provide guidance on Army Chaplaincy requirements to the ARNG.
- d.* Coordinate annual USAR Chaplain and Chaplain Candidate recruiting missions with the Chief, Army Reserve (CAR).
- e.* Coordinate USAR recruiting mission changes with the CAR.
- f.* Direct the CCH Marketing and Communications Plan in coordination with Accession Command.
- g.* Support Accession Command requests for funding and recruiting incentives through Army and legislative channels.
- h.* Coordinate with OCAR, USAREC to establish adequate authorizations and personnel to accomplish recruiting missions for Chaplain and Chaplain Candidate accessions.
- i.* Coordinate with the Army Reserve Active Duty Management Directorate in assigning Chaplains to USAREC to ensure 100 percent fill of AGR Chaplain recruiter authorizations.

- j.* Determine the requirements for Chaplain Corps marketing and communication issues.

### **6-3. Deputy Chief of Staff for Personnel, Army**

The Deputy Chief of Staff, G-1 (DCS, G-1) will—

- a.* Coordinate annual USAR Chaplain direct accession and Chaplain Candidate missions, and mission changes, with the CAR, CCH, and Commanding General, USAREC.
- b.* Assign USAR Chaplain and Chaplain Candidate missions to Commanding General, USAREC.
- c.* Provide a coordination point of contact for Chaplain AC and USAR recruiting issues.
- d.* Determine funding and personnel support requirements for Chaplain and Chaplain Candidate recruiting missions to support CAR, CCH, and USAREC requirements.

### **6-4. Director, Army National Guard**

The Director, Army National Guard (DARNG) will—

- a.* Direct the administration and management of the ARNG CCH Recruitment Program.
- b.* Support funding and recruiting incentives through Army and legislative channels.

### **6-5. The National Guard Bureau – Army Strength Maintenance Division Officer**

The National Guard Bureau – Army Strength Maintenance Division Officer (ARNG) will—

- a.* Manage the DARNG CCH Recruitment Program through the Army National Guard Strength Maintenance Division Officer (NGB-ASMO) in accordance with DARNG and Army National Guard Staff Chaplain (NGB-ARZ-CH) guidance.
- b.* Advise the CCH and the DARNG regarding ARNG Chaplain and Chaplain Candidate recruiting and accessions.
- c.* Oversee marketing for ARNG Chaplain and Chaplain Candidate recruiting.

### **6-6. Chief, Army Reserve**

The Chief, Army Reserve (CAR) will—

- a.* Coordinate and submit USAR Chaplain and Chaplain Candidate recruiting missions to the DCS, G-1.
- b.* Coordinate recruiting mission changes with the DCS, G-1 and the ACCH-MR.
- c.* Provide funding for USAREC to support the USAR Chaplain and Chaplain Candidate recruiting missions in the Program Objective Memorandum.
- d.* Award retirement point credit to USAR Chaplains for participation in Chaplain recruiting.
- e.* Provide AGR Chaplain, AGR enlisted, and civilian authorizations and personnel to USAREC to support Chaplain and Chaplain Candidate recruitment missions.

### **6-7. Commander, U.S. Army Recruiting Command**

The Commander, U.S. Army Recruiting Command (USAREC) will—

- a.* Coordinate with the DCS, G-1, OCAR, and OCCH in establishing USAR Chaplaincy recruitment policy and negotiating Chaplain and Chaplain Candidate missions.
- b.* Manage inter-service appointments and intra-service branch transfers and reappointments for AC and USAR.
- c.* Program and budget funds in support of the USAR Chaplain and Chaplain Candidate recruiting missions.
- d.* Analyze and recommend personnel requirements to the DCS, G-1 and CAR to meet annual Chaplain and Chaplain Candidate recruiting missions.
- e.* Coordinate manpower changes affecting Chaplain and Chaplain Candidate recruiting missions with the OCCH and CAR.
- f.* Provide recruiting mission logistic support.
- g.* Provide national advertising in support of the Chaplain Corps mission.

### **6-8. Installation Management Command Chaplain**

The Installation Management Command Chaplain (IMCOM) will—

- a.* Support and assist the CCH Recruitment Program and implementation throughout IMCOM.
- b.* Provide annual Chaplain recruitment training for Chaplains within IMCOM.
- c.* Coordinate IMCOM budget manpower guidance to implement CCH Recruitment Program.

### **6-9. United States Army Reserve Command Chaplain**

The United States Army Reserve Command (USARC) Chaplain will—

- a.* Provide Chaplain recruitment training to the Chaplaincy within the USARC.
- b.* Recommend budgeting and manpower support for USARC implementation of CCH Recruitment Program.
- c.* Coordinate the awarding of retirement point credits for Chaplains participating in recruiting mission.

- d.* Provide implementation guidance to manage and supervise the recruitment program within the USARC.

#### **6-10. Chief of Chaplains, Reserve Components Integration**

Chief of Chaplains, Reserve Components Integration (DACH-RCI) will—

- a.* Provide annual report of all USAR Chaplain Candidate names, addresses, phone numbers, and schools to USAREC.
- b.* Process all USAR Chaplains and Chaplain Candidates for appointment through HRC.

#### **6-11. Installation Senior Chaplains**

Installation Senior Chaplains (SrCH) will—

- a.* Supervise and coordinate installation level CCH Recruitment Program.
- b.* Facilitate annual Chaplain recruitment training.
- c.* Appoint an installation point of contact for Chaplain recruiting activities.
- d.* Budget for installation CCH Recruitment Program activities.
- e.* Maintain and disseminate Chaplain recruiting materials and information.
- f.* Counsel each honorably separating AC Chaplain concerning the potential of continuing service in the ARNG or USAR.

#### **6-12. Joint Force Headquarters State Chaplain**

Joint Force Headquarters State Chaplain (JFHSC) will—

- a.* Support NGB-ASM actions that implement the CCH Recruitment Program within the JFHQ and encourage the recruiting activities of subordinate Command Chaplains.
- b.* Ensure annual Chaplain recruitment training for all ARNG Chaplains, Chaplain candidates, and Chaplain Assistants within their State.
- c.* Budget for CCH Recruitment Program activities.
- d.* Coordinate retirement point credit for Chaplaincy member recruiting activities.
- e.* Coordinate all actions related to recruiting and retention with the State recruiting and retention commanders (RRCs) implementing the recruiting and retention mission at the State level.

#### **6-13. Chief of Chaplains Accession Selection Boards**

Chief of Chaplains Accession Selection Boards will—

- a.* The CCH is the convening authority for Accession Selection Boards. The DCCH chairs the Accession Committee.
- b.* The CCH will convene, as needed, accession selection boards to consider applications for Chaplain appointment or reappointment to Army Chaplaincy or staff specialist appointment in the Chaplain Candidate Program.
- c.* The CCH is the approving authority for appointments to both the Army Chaplaincy and Chaplain Candidate Program. Upon completion of each Accession Selection Board, the CCH will forward a memorandum of appointment for those approved to HRC and the NGB requesting a commission be issued.

#### **6-14. Accession requirements**

*a.* Chaplains serve in the U.S. Military as representatives of their distinctive faith group. The U.S. Government provides for the free exercise of religion through the broadest possible representation of credentialed professional religious clergy made available to the military through the process of endorsement. Endorsement is the official formal statement by competent authority of a religious organization attesting to the credentials of an individual as a qualified professional religious leader. The various faith groups are referred to as endorsing agencies (DODD 1304.19 and DODI 1304.28).

*b.* Chaplains come from the ranks of professional religious leaders who volunteer to serve in a military setting. The Chaplains remain accountable to their Endorsers in all matters pertaining to the continued maintenance of their credentials while they perform religious functions in the Army. If a Chaplain does something to jeopardize the religious credentials, the sponsoring agency may withdraw its endorsement. A Chaplain can no longer function as a Chaplain when an endorsement is withdrawn, and separation from service actions must begin. Chaplains must maintain a healthy relationship with their respective Endorsers while serving in the Army.

*c.* Chaplains are accessioned into the Army based upon compliance with a variety of factors prescribed in DOD policy, CCH policy, and formal accession board actions. See table 6-1 for accessioning requirements and procedures.

*d.* Initial appointment of grade for the respective components will be made in accordance with AR 135-100 and DA Pam 165-17. See DA Pam 165-17, table 2-1 for conditions and procedures for grade and date of rank (DOR) determinations.

**Table 6-1**  
**Chaplain Accession procedure**

Accession Requirements for Army Chaplaincy  
**Ecclesiastical Endorsement**

A faith group (referred to as an endorsing agency) listed with the Armed Forces Chaplains Board submits the completed DD Form 2088 directly to the Office of the Chief of Chaplains (DACH-1), Office of the Chief of Chaplains, 2700 Army Pentagon, Washington, DC 20310-2700.

Educational standards for appointment are established by the CCH in accordance with DODI 1304.28.

(1) Possess a baccalaureate degree of not less than 120 semester hours (180 quarter hours) from an accredited college or university listed in the current edition of the American Council on Education's (ACE) Accredited Institutions of Postsecondary Education, or from a school whose credits are accepted by a college or seminary listed in this publication.	(2) Successfully complete a degree program of graduate professional study in theology or related subjects. Total required hours must not be less than an aggregate of 72 hours, of which 1/2 must be in the fields of theology/religious philosophy, religious ethics, general religion, world religions, the practice of religion, and a faith groups foundational writings. The graduate professional study requirement can be met only at a graduate school listed in the current edition of the American Council on Education's (ACE) Accredited Institutions of Postsecondary Education.
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For AC accession, the applicant must have a minimum of 2 years of full-time professional experience following the completion of educational requirements. The endorsing agent must attest to the applicants well-formed pastoral identity and faithful representation of the religious organization.

Chaplain interview. All applicants must be interviewed through an appropriate and prearranged interview procedure. Under no circumstances will an applicant select the interviewing Chaplain. The Director, DACH-1 will specify the SrCH interview for AC accession applicants. The USAREC Chaplain will arrange the Senior Chaplain (05 or 06) interview for USAR applicants. The JFHSC is responsible for arranging interviews for ARNG applicants. The interviewer will assess the applicant in accordance with DA Pam 165-17. Applicants are not reimbursed for travel or incidental expenses connected with the senior Chaplain interview.

Additional requirements. Chaplain applicants must:

(1) Obtain a security clearance in accordance AR 380-67.	(2) Submit a DD Form 368 (Request for Conditional Release) from the losing service or component, if the applicant is an inter- or intra-service transfer. Chaplain Candidates are not required to submit a DD 368 when accessioning for reappointment to the Chaplain branch within the same RC or from the USAR to AC.
(3) Submit a DD Form 2808 (Report of Medical Examination), certifying fitness according to the standards listed in AR 40-501. In addition, applicants must conform to the height and weight standards per AR 600-9; no waivers are authorized.	(4) Submit all prior service records to include a copy of DD Form 214 (Certificate of Release or Discharge from Active Duty), copies of evaluation reports (OERs / NCOERs), academic evaluation reports (AERs), or equivalent documents from other services, copies of highest awards, all permanent skill badges, and disciplinary actions.
(5) Fulfill all additional requirements as specified in the application packet submitted to the Accessions Selections Board.	

Notes:

<sup>1</sup> DD Form 2088 (Ecclesiastical Endorsement Agent Certification) is in accordance with DODD 1304.19.

## Chapter 7

### Chaplain Candidate Program

#### 7-1. General

*a.* The Chaplain Candidate Program (CCP) exists for the purpose of familiarizing theological and religious studies graduate students with religious support activities within the U.S. Army. Qualified participants in this program may accession as an Army Chaplain in 1 of the 3 components of the Army Chaplaincy upon completion of their educational and religious faith group requirements.

*b.* The USAR CCP provides training and basic orientation to the duties and responsibilities of an Army Chaplain on military installations, specialized military settings, and troop program units (TPU). The ARNG CCP provides training in TPU settings to provide an apprenticeship model to prepare candidates for full spectrum Chaplain tasks.

#### 7-2. Responsibilities

*a.* The CCH is the proponent for the CCP.

*b.* DACH-RCI will—

(1) Manage the life cycle of USAR Chaplain Candidates.

(a) Administer and manage the Professional Development Education Programs (that is, Practicums).

(b) Prepare an annual statistical CCP report (USAR and ARNG) for the CCH.

(2) Provide for the coordination and oversight of the CCP at the RSC Chaplains Office.

*c.* The DARNG will—

- (1) Provide for the administration of the ARNG CCP.
- (2) Budget and fund the ARNG CCP.

*d.* The OCAR/USARC will—

- (1) Provide for the administration of the USAR CCP.
- (2) Budget and fund the USAR CCP.
- (3) Budget and fund the Tuition Assistance Program.

*e.* The Commander at each Regional Support Command will—

- (1) Provide for the command and control of the USAR Chaplain Candidates.
- (2) Provide records management of the USAR Chaplain Candidates.

*f.* The Command Chaplain IMCOM/USARC/MEDCOM respectively will approve the active duty installations, Reserve installations, and medical treatment facilities within their Command to conduct USAR Chaplain Candidate training and ensure the availability of training personnel and resources. The DODIs and Army regulations do not authorize Chaplain candidates to serve as, or in the place of, Chaplains.

*g.* The Commandant, USACHCS, will task the Director of Training (DOT) to evaluate Chaplain candidate performance on DA Form 1059 (Service School Academic Evaluation Report- AER) for each phase of Chaplain Basic Officer Leadership Course (CHBOLC) that the Chaplain Candidate completes during split training options and upon completion of CHBOLC. All AERs will be forwarded to the Candidate's Command as directed in their orders. The DOT will also ensure that the information is entered into the Army Training Requirements and Resource System (ATRRS) and the Army Resident Individual Training Management System.

*h.* The SrCH will—

- (1) Supervise practicum training for Chaplain Candidates.
- (2) Ensure that the Chaplain Candidates performance is evaluated on a DA Form 1059 (Service School Academic Evaluation Report) and forward it as directed in ADT orders. Chaplain Candidates will not receive an Officer Evaluation Report (OER).

*i.* The JFHSCH/RSCCH will—

- (1) Ensure the training of Chaplain Candidates is under the supervision of a Chaplain.
- (2) Ensure that the Chaplain Candidates performance is evaluated annually on DA Form 1059 (Service School Academic Evaluation Report) (or upon change of Chaplain training supervisor). The JFHSCH/RSCCH forwards the DA Form 1059 to the appropriate authority for record as an AER and a permanent part of the Soldier's official military personnel file (OMPF).

### **7-3. Chaplain Candidate Educational and Ecclesiastical requirements**

*a.* Educational qualifications for appointment as an Army Chaplain Candidate will be consistent with the requirements of DODD 1304.19, as either—

- (1) Enrollment as a full-time student in graduate religious studies for the next entering class of a qualifying educational institution as defined by DODD 1304.19.
- (2) Graduation from a qualifying educational institution and engagement in fulfilling religious professional experience requirements leading to full certification by the candidates religious organization or group.

*b.* For either option, to enter the CCP, an individual must have approval from a religious organization registered with the DOD. This approval is only for participation in the CCP and does not constitute approval for the individual to be accessioned as an Army Chaplain. This approval must be maintained for the length of the individual's participation in the CCP.

*c.* Any transfer between the ARNG and USAR requires a new ecclesiastical approval.

*d.* A break in full-time student status requires approval from ARNG Staff Chaplain for ARNG Chaplain Candidates, and from DACH-RCI Directorate for USAR Chaplain Candidates. This break will not exceed 1 year and will only be authorized once during the period of individuals participation in the CCP, in accordance with AR 135-175, paragraph 4-4b(4)(b).

### **7-4. Appointment in the Chaplain Candidate Program**

*a.* Appointment of commissioned officers in the ARNG and USAR for participation in the CCP will be in accordance with AR 135-100.

*b.* Chaplain Candidates are appointed to the Staff Specialist Branch and carry the Special Skill Identifier of 00A56.

*c.* Chaplain Candidates who receive direct appointments incur an 8-year Reserve obligation in accordance with AR 135-100.

*d.* Reserve Officers' Training Corps (ROTC) officers who enter the CCP in an education delay status will fulfill their ROTC obligation either in the Chaplain Corps or in a basic branch.

## **7-5. Status of U.S. Army Reserve/Army National Guard Chaplain Candidates**

*a.* All USAR Chaplain Candidates are in an educational delay status while meeting the distinctive faith group requirements for recognition as a religious professional and endorsement by their particular religious organization or group. The ARNG recognizes Chaplain Candidates as students or awaiting ecclesiastical endorsement, but administratively processes them as it does any regular branch officer.

*b.* Chaplain Candidates have a maximum of 6 years to finish their educational and ecclesiastical requirements while in the CCP. This period is not an entitlement, but an opportunity to participate in the candidate program long enough to complete their particular faith group or organizations requirements to be recognized as a fully qualified religious professional.

*c.* Chaplain Candidates will be addressed orally by their rank and will be identified, in writing, as Chaplain Candidate.

*d.* Chaplain Candidates will not be assigned to Army Chaplain positions.

*e.* Chaplain Candidates will not perform Chaplain duties.

*f.* Chaplain Candidates are not mobilization assets and will not deploy OCONUS.

## **7-6. Chaplain Candidate uniform**

*a.* Chaplain Candidates will wear Staff Specialist Branch insignia. Under no conditions will the Chaplain Candidate wear the Chaplain Branch insignia.

*b.* Chaplain Candidates will wear a nameplate on Class A and Class B uniforms with the words Chaplain Candidate under the candidates last name in the type size consistent with standards in AR 670-1.

*c.* When wearing the Army combat uniform (ACU), supervisory Chaplains may direct Chaplain Candidates to put on a nameplate stating that they are Chaplain Candidates. The nameplate will not incorporate the Chaplain branch insignia but may contain the staff specialist branch insignia.

## **7-7. Chaplain Candidate assignments and attachments**

*a.* The ARNG Chaplain Candidates will be assigned to their respective State Joint Headquarters where they will occupy a temporary TDA position and will be attached to units no lower than battalion level for training.

*b.* The ARNG and USAR Chaplain Candidates will attend regularly scheduled drills with a designated unit and will receive both pay and retirement points. Chaplain Candidates will not function independently as a Chaplain or supplement Chaplain unit vacancies.

*c.* The USAR Chaplain Candidates will be assigned in the Select Reserve (SELRES) in an over-strength status for command and control purposes. They will be attached to a unit no lower than battalion level for training.

## **7-8. Chaplain Candidate supervision**

*a.* Chaplain Candidates will be supervised by a Chaplain when serving in a unit or other training opportunities and will not be assigned as a primary religious support provider.

*b.* A supervisory Chaplain will assess the level of military skills and pastoral experience of each Chaplain Candidate, and assign duties appropriately.

*c.* Chaplain Candidates may perform, under the on-site supervision of a Chaplain, religious duties for which they are properly credentialed or otherwise approved by their respective faith groups or organizations.

## **7-9. Chaplain Candidate training**

*a.* Chaplain Candidates will complete CHBOLC as soon as possible. The ARNG Chaplain Candidates will complete CHBOLC within 3 years of their commissioning.

*b.* Army National Guard – training opportunities include—

(1) Annual training (AT) with their unit each year.

(2) Chaplain Annual Sustainment Training, not to exceed 5 days per year.

(3) Funeral honors detail, functioning as supporting staff officer, not officiating as a Chaplain.

*c.* State mission support, to include Title 32 disaster recovery, Family program activities, mobilization support activities, and other approved training, not serving as a Chaplain.

*d.* The USAR – training opportunities include—

(1) Monthly Inactive Duty Training (IDT) and Annual Training (AT) with their unit each year.

(2) Chaplain Annual Sustainment Training, not to exceed 5 days per year.

(3) Chaplain professional development education (that is, Practicums, and so forth) at selected active duty and USAR training sites, for unit, installation, recruiting, hospital, and confinement ministry experiences. Annual periods are not to exceed regulatory limitations.

(4) Specialized training in the Emergency Medical Ministry (EMM) Course, Combat Medical Ministry (CMM) Course, CPE, Basic Airborne Course, and Air Assault Course.

*e.* Self-Improvement Reading (SIR) Program available from USACHCS.

- f. Other approved training events for points only.
- g. Mentoring - available through the CCH Mentor Program; paired with a retired Chaplain mentor.

#### **7-10. Chaplain Candidate promotions**

a. An ARNG administrative board meets quarterly to promote 2LTs to 1LT who have a minimum of 18 months time-in-grade. Completion of CHBOLC is required for ARNG Chaplain Candidates to 1LT while it is waived for USAR Chaplain Candidates in accordance with AR 135-155.

b. An Army Promotion List (APL) Board meets annually to promote 1LTs to CPT (promotion to CPT requires completion of CHBOLC).

#### **7-11. Chaplain Candidate reappointment**

a. Upon completion of educational and ecclesiastical requirements, reappointment action is necessary for a Chaplain Candidate to be commissioned as a Chaplain. Reappointment packets may be submitted to the OCCH Accessions Board 6 months prior to graduation from seminary (see table 6-1).

b. The ARNG Chaplain Candidates submit reappointment packets through the ARNG Regional Recruiter or the State Officer Strength Manager. The USAR Chaplain Candidates submit packets through USAR Chaplain recruiters.

c. The USAR Chaplain Candidates incur a 4-year USAR service obligation as a result of participation in Tuition Assistance (TA) programs. Failure to fulfill the USAR service obligation (which includes accessions to active duty) requires repayment of the TA amount received on a prorata basis.

d. The ROTC Chaplain Candidates with an active duty obligation must either enter active duty as a Chaplain or seek reappointment to another branch.

#### **7-12. Chaplain Candidate separation**

Separation may occur subject to the following:

a. *Loss/change of ecclesiastical approval.*

(1) The DACH-RCI Directorate/ARNG Staff Chaplain will inform Chaplain Candidates, in writing, that their certifying agency has withdrawn their ecclesiastical approval. The Chaplain Candidate has 60 days to provide Department of the Army Chief of Chaplains-Personnel (DACH-1) a valid ecclesiastical approval from a recognized endorsing body or be separated from service.

(2) Chaplain Candidates desiring to change ecclesiastical approval must coordinate the change with their losing religious organization, their gaining religious organization, and with DACH-1. The Chaplain Candidate is responsible for ensuring that DACH-1 receives the new ecclesiastical approval before the withdrawal of the prior ecclesiastical approval.

b. *Adverse personnel actions.*

(1) Upon notification of pending or probable adverse action to be taken by a Commander against a Chaplain Candidate, the appropriate senior or supervisory Chaplain will immediately inform the DACH-RCI Directorate/ARNG Staff Chaplain, direct the Chaplain Candidate concerned to contact their individual distinctive faith group personnel, and notify the DACH-RCI Directorate/ARNG Staff Chaplain when that action is complete.

(2) Chaplains will not contact distinctive faith personnel responsible for any Chaplain Candidate in regard to pending or probable adverse personnel actions without the written authorization of the CCH or designee.

## **Chapter 8 Chaplain Personnel Management**

### **8-1. Proponent**

The CCH manages all AC Chaplain assignments through the DACH-1. Refer to DA Pam 165-17 for instructions, information, and further guidance regarding Chaplain personnel management.

### **8-2. Appointment as Chaplain**

a. Professionally qualified clergy, who meet the requirements of their respective religious organization (RO), may be appointed as Chaplains to provide for the free exercise of religion within the Army (see DODD 1304.19, AR 135-100, and AR 601-100). Upon appointment, Chaplains represent their RO and serve as commissioned officers in the U.S. Army. (The RO is also referred to as the endorsing agency. Some endorsing agencies represent multiple ROs. However, any change in RO must be reported in accordance with para 8-9, below.)

b. Chaplain accession requirements (see chap 6, para 6-15 and table 6-1).

c. The CCH may grant waivers relating to age, moral character, and appointment grade in order to address special religious needs of the Army.



d. All applications for Chaplain appointments are managed by Office, Chief of Chaplains (DACH-1), Office of the Chief of Chaplains, 2700 Army Pentagon, Washington, DC 20310-2700.

### **8-3. Appointment from Active Duty, Reserve, or prior service personnel**

a. Chaplain RC or Regular Army (RA) appointments require prior CCH approval of an ecclesiastical endorsement (DD Form 2088) submitted by an Armed Forces Chaplains Board listed Ecclesiastical Endorsing Agent.

b. Chaplain Candidates (Staff Specialist Branch), active duty or reserve officers in other branches, or prior service personnel must apply for appointment to the Chaplain Corps. HRC will process all RA appointment applications recommended by the DA Accessions Board and approved by the CCH.

c. The JFHQ will process all CCH approved Army National Guard Chaplain appointments.

d. Active Duty (AD) requests from Army National Guard of the United States (ARNG) or U.S. Army Reserve (USAR) Chaplains must process their application through command channels (USAR through USARC or HRC as appropriate, ARNG through their Joint Forces Headquarters, National Guard Bureau).

e. Chaplain candidates, Intra or Inter-service transfers, and prior service members must apply for Chaplain appointment through their Reserve Components (RC) recruiters or ARNG State Officer Strength Manager (OSM).

### **8-4. Entry on Active Duty**

a. Chaplains accessioned to active duty as company grade officers may receive up to 3 years DOR (if eligible) upon inclusion on the active duty list.

b. Field grade Chaplain accessions will receive a DOR equal to their date of entry on active duty (EAD) in accordance with AR 601-100 and DA Pam 165-17.

c. Chaplains are managed by Active Duty List (ADL) position and not by year group.

### **8-5. Career status**

a. Chaplains accessioned in the AC receive an RA commission with indefinite appointment. In accordance with AR 350-100, paragraph 2-2, newly accessioned AD Chaplains incur a 3-year active duty service obligation (ADSO) beginning with their date of EAD.

b. Chaplains accessioned for ARNG or USAR receive an RC commission with indefinite appointment. Reserve Component Chaplains requesting RA appointment must adhere to the appointment requirements of AR 601-100 and this regulation.

c. Military service obligation (MSO). Individuals appointed as Chaplains are obligated by law (10 USC 651) and regulation (AR 350-100) to complete 8 years of AD or RC service prior to voluntary separation.

d. All Chaplains are required to have on file at the Office of the Chief of Chaplains a valid DD Form 2088 from an Armed Forces Chaplains Board listed Ecclesiastical Endorsing Agent. Endorsing Agents must submit a new DD Form 2088 to the CCH for acceptance/approval at the following Chaplain career points:

(1) Application for accession to AD, RC, or Active Guard (AGR).

(2) Transition between components (AD to RC or RC to AD).

(3) Change in RO. Chaplains without a valid DD Form 2088 on file with OCCH are subject to involuntary separation under the provisions of AR 600-8-24, AR 135-175, and the Reserve Officer Personnel Management Act (ROPMA).

### **8-6. Professional development**

Commanders will ensure that Chaplains receive necessary professional development training by encouraging and funding attendance at technical and professional training events.

a. As a progressive process of training and education, Chaplain professional development equips Chaplains for leadership assignments by enhancing their professional, clinical, and personal skills. Professional development derived from a balanced combination of institutional schooling, self-development, realistic training, and professional experience equips Chaplains with the attributes and technical competencies necessary for worldwide religious support.

b. The Army Chaplain Life Cycle Model identifies those professional Chaplain character attributes and core competencies essential for performing or providing effective ministry to Army personnel and Family members. It includes institutional training, advanced schooling and education, progressive assignments, and self-development. The goals are combat readiness, peacetime mission accomplishment, development of senior leadership of the branch, and the management of religious support.

c. The DACH-3/5/7 determines branch training requirements and Chaplain lifecycle training synchronization.

d. Chaplains are eligible for assignments based on professional development, assignment history, specialized skills and training, grade, and military education.

e. DACH-1.

(1) Manages Army Educational Requirement System (AERS) and determines the required length of initial utilization tours and ADSO following Advanced Civilian Schooling (ACS).

(2) Manages the slating process and enrollment of Chaplains selected for branch functional and military education courses.

(3) Prepares and conducts all DACH advisory selection boards and administers board results.

(4) Manages requests for constructive or equivalent credit.

(5) Determines qualifications for and awards Chaplain skill identifiers.

(6) Manages ecclesiastical endorsements for Chaplains in all components.

f. The ARNG Chaplains are managed by states and coordinated with the ARNG Staff Chaplain. The USAR Chaplains are managed through their respective command channels.

### **8-7. Chaplain personnel assignments**

a. The CCH has assignment authority for all AC Chaplains.

b. The DACH-1 manages personnel actions policy.

c. The DACH-1 manages and executes all active duty Chaplain assignments.

d. The HRC, USARC and JFHSC manage RC Chaplain assignments according to the following guidelines:

(1) In collaboration with USARC and HRC, USARC subordinate command Chaplains determine Chaplain manning strategies for incoming troop program unit (TPU) Chaplains.

(2) The DACH-RCI in coordination with HRC, assigns Individual Ready Reserve (IRR), Active Guard and Reserve (AGR), and Drilling Individual Mobilization Augmentee (DIMA) Chaplains.

(3) The JFHSC recommends to their commanders ARNG Chaplain and Chaplain Assistant assignments.

### **8-8. Voluntary and mandatory release from Active Duty**

a. The CCH is the approving authority for AC Chaplain voluntary resignations, retirements, and non-regulatory ADSO waiver requests.

b. When a Chaplains tour of AD is terminated due to discharge or retirement, the period of service will be characterized as Honorable, General (Under Honorable Conditions), Under Other Than Honorable, or Dishonorable, depending on the circumstances. Characterization of service normally reflects the officers pattern of behavior and duty performance rather than an isolated incident. However, there are circumstances in which conduct reflected by a single incident may provide the basis of characterization of service.

c. Unless waived by the CCH, Chaplains who have incurred an ADSO because of participation in either the Advanced Civilian Education or Clinical Pastoral Education programs must complete the term of obligated service prior to voluntary separation.

d. The CCH will make maximum use of voluntary release programs to minimize involuntary separations.

e. The CCH will establish branch eligibility criteria for participation in voluntary separation incentive programs, when available.

f. Mandatory removal date (MRD) is the date an officer must separate from AD due to non-selection for promotion (MAJ, LTC) or because of reaching maximum age or years of service set by public law. The CCH will consider all MRD deferment requests on a case-by-case basis and utilize such deferments as needed to address critical branch personnel needs. The Assistant Secretary of the Army for Manpower Reserve Affairs ASA(M&RA) is the final approval authority for MRD deferment requests.

### **8-9. Loss/change of ecclesiastical endorsement**

a. All Chaplains are required to have on file with OCCH an Ecclesiastical Endorsement (DD Form 2088) submitted for them by an AFCB Listed Endorsing Agent. If an Endorsing Agent withdraws a Chaplain's ecclesiastical endorsement, then the officer must immediately cease from all religious activities, that is, performance of rites, ceremonies, services, pastoral counseling, and so forth. Under no circumstances will the Chaplain perform any Chaplain functions without a valid ecclesiastical endorsement.

b. A withdrawal of ecclesiastical endorsement is official when a Chaplain's Endorsing Agent notifies the CCH of the loss of endorsement in writing. In accordance with DODI 1304.28 and AR 600-8-24, the CCH will then notify the Chaplain of the loss of endorsement and offer the following 4 options:

(1) Seek a new ecclesiastical endorsement from an AFCB Listed Endorsing Agent. If another ecclesiastical endorsement is not obtained, the Chaplain will undergo involuntary separation in accordance with AR 600-8-24 or AR 135-175.

(2) Submit a voluntary retirement request, if eligible.

(3) Submit an unqualified resignation request. If the Chaplain has not fulfilled their MSO, then the request is forwarded to the ASA(M&RA) for waiver approval.

(4) Request a branch transfer. If a Chaplain is granted an appointment in another branch, the officer will not wear the Chaplain branch insignia or be assigned to a Chaplain position.

c. Chaplains seeking a change in ecclesiastical endorsement must submit a request to OCCH, DACH-1 and coordinate the action with both current and prospective Endorsing Agents to avoid a loss of endorsement. As the

approving authority, the CCH may convene a special advisory board to review the circumstances surrounding a Chaplain's request for a change in ecclesiastical endorsement.

### **8-10. Adverse personnel actions**

When notified of an impending command adverse action against a Chaplain (AC or RC), the SrCH, USARC, ARNG Staff Chaplain, or senior supervisory Chaplain in a deployed environment will—

- a. Immediately inform the CCH, DCCH, or Chief of Staff, OCCH.
- b. Direct the Chaplain concerned to contact their Ecclesiastical Endorsing Agent. No Chaplain will contact the Endorsing Agent of any other Chaplain about pending or probable adverse personnel actions without CCH permission.

### **8-11. Chief of Chaplains prerogatives**

The CCH reserves the right to discuss the health, welfare, and behavior of all Chaplains with their respective Endorsing Agents. The trust relationship between the Chaplain Branch and religious organizations is maintained by open communication and the exchange of information regarding the well-being of endorsed Chaplains and Family members. However, the Privacy Act may preclude the CCH from providing Endorsing Agents with requested information because of confidentiality or the restrictions of an on-going investigation.

## **Chapter 9 Training**

### **Section I Introduction and Responsibilities**

#### **9-1. General**

a. Branch specific and appropriate professional training provide the skills and knowledge enabling Chaplains and Chaplain Assistants to provide religious support and perform staff functions in the Army and the Joint environment. In addition to individual training, Chaplains and Chaplain Assistants conduct collective training to increase UMT effectiveness in the delivery of unit and area religious support.

b. Chaplains and Chaplain Assistants are trained in accordance with the Army Training and Leader Development Strategy (AR 350-1) and the CCH Annual Training and Leader Development Guidance.

#### **9-2. Responsibilities for training**

- a. *The Chief of Chaplains will—*
  - (1) Develop and publish the Chaplaincy Training Strategy (DA Pam 165-3).
  - (2) Develop and publish annual training guidance for the Chaplain Corps.
  - (3) Establish Chaplain career training objectives.
  - (4) Provide professional training for Chaplains, Chaplain Assistants, Chaplain Candidates, and Directors of Religious Education.
  - (5) Direct the training and function of the USACHCS.
  - (6) Synchronize Chaplaincy training across the Chaplain Corps.
- b. Commanding General, U.S. Army Forces Command – The CG, FORSCOM, provides for the conduct of CAST in CONUS.
- c. Commanding General, Army Service Component Commands, U.S. Army Pacific, U.S. Army Europe, provides for the conduct of their respective CAST OCONUS.
- d. Commanding General, Seventh Army and Eighth, U.S. Army, provides for the conduct of their respective CAST OCONUS.
- e. Commanding General, U.S. Army Medical Command will—
  - (1) Provide CPE at selected Army Medical Centers for Chaplains.
  - (2) Provide short-course clinical ministry training for Chaplains and Chaplain Assistants.
- f. Commanders at battalion level and above.
  - (1) Include Religious Support into the headquarters CMETL.
  - (2) Provide opportunity, resources, and funding for required Chaplain and Chaplain Assistant training.
  - (3) Identify and evaluate UMT training needs and effectiveness.
- g. Commandant, USACHCS will—
  - (1) Ensure alignment of all institutional training with TRADOC requirements.
  - (2) Develop and execute training and leader development in support of the CCH Training Strategy and Annual Training guidance.

- (3) Develop training support packages (TSPs) for CAST in coordination with DACH-3/5/7 and FORSCOM.
  - (4) Operate the scheduling and quota management system for all training at USACHCS.
  - (5) Analyze, design, implement, and evaluate individual and collective professional training and training material for Chaplains, Chaplain Assistants, and Chaplain Candidates.
  - (6) Maintain the publication list for the Self-Improvement Reading Program.
  - (7) Provide training support materials and guidance, on request, through appropriate channels, to promote standardized mission training.
- h. Army Commands, ASCCs, DRUs command Chaplains.*
- (1) Ensure UMTs are participating in their respective (Installation, Region, JFHQ) Chaplaincy Training Plan throughout assigned command area of responsibility.
  - (2) Publish (and forward a copy to DACH-3/5/7) Annual Training and Leader Development Guidance to subordinate UMTs throughout assigned command area of responsibility.
  - (3) The ASCC Command Chaplain, OCONUS, may design specific annual training events that incorporate the special challenges and unique environments of the OCONUS areas of responsibility and command mission. The ASCC Chaplain integrates this training into the command budget and annual training plan.
- i. The SrCH, JFHSCH, RRSC, Division, and Corps Chaplains.*
- (1) Develop, coordinate, and implement an annual fiscal year integrated training plan for Chaplains and Chaplain Assistants at the installation, region, and command level. Collaborate with the appropriate technical channel Senior Chaplain.
  - (2) Establish a Chaplaincy Training Council of Chaplains and Chaplain Assistants to assist in developing, coordinating, and implementing the training plan.
  - (3) Annual training plans will support the ACSP, the Chaplaincy Training Strategy (DA Pam 165-3), and the CCH Annual Training and Leader Development Guidance.
  - (4) Oversee the implementation of CPRT and assess UMT training needs on the installation and in TPUs.
  - (5) Provide training for Soldiers and Families as required by Army Regulation (AR 350-1, AR 600-63), Deployment Cycle Support (DCS), command directive, and CCH guidance.

## **Section II**

### **Chaplain Training**

#### **9-3. Domains of training**

- a. Chaplain training builds on and sustains professional competencies to function effectively as religious leaders and staff officers in the Army. Training is a continuous process throughout the Chaplain's career and is conducted across the 3 domains of Army Training: institutional, operational, and self-development.*
- b. Institutional training for Chaplains includes: the CHBOLC, the Chaplain Captains Career Course (C4), the Brigade Functional Area Qualification Course (the branch component training of Intermediate Level Education (ILE)), Joint Professional Military Education, Senior Service College, Advanced Civil Schools, and Chaplain functional courses as part of the Professional Military Education (PME) for Chaplains.*
- (1) The DACH-1 assigns Active Component (AC) Chaplains to attend institutional courses at USACHCS.
  - (2) The USAR Chaplains.
    - (a) The respective General Officer level of command schedules TPU USAR Chaplains to attend CHBOLC, C4, and ILE (correspondence or USAR training school).
    - (b) The DACH-RCI schedules IRR USAR Chaplains to attend CHBOLC.
    - (c) The USAR Chaplain requests attendance at all Chaplain functional (PME) courses through the USARC Chaplain.
      - (3) The ARNG Chaplains attend institutional and Chaplain functional courses through coordination with their JFHSCH.
      - (4) Chaplains are board selected to attend ILE Resident and Regional Training, and the Army War College Resident and Non-Resident. The DACH-1 notifies AC and USAR Chaplains when they are selected for these courses. Chaplains not selected to attend the ILE resident or regional training must complete the training by either Distance Learning or through The Army School System (TASS).
- c. Operational training consists of command directed and branch specific training.*
- (1) *Command directed unit training.* Training that is conducted in the Chaplain's unit of assignment such as: Warrior Task Training, Combat Training Center Rotations, and other general and/or direct mission essential task training directed by the Commander. This also includes any UMT self directed unit oriented proficiency training. All Chaplains support and participate in their unit training plan, however, Chaplains will not bear arms (see para 3-1f).
  - (2) *Chaplaincy-specific training.* This training is directed by the CCH training strategy and planned and executed at the installation, state, region, or command level. It includes collective core capability mission essential tasks. All Chaplains are expected to support and participate in consolidated UMT training. Branch designed training includes the

large scale training conferences conducted annually by OCCH as Senior Leaders Development Training (SLDT) and CAST. The UMT also participates in meeting the Annual Training and Leader Development Guidance of the appropriate ACOM, ASCC, USARC, JFHSC, and DRU Command Chaplain.

*d. Self-development training focuses on lifelong learning.* Self-development allows individuals to pursue personal and professional development goals that cannot be met by institutional and operational training. Every Chaplain pursues a lifetime goal of professional and personal growth to sustain peak proficiency and professional expertise. Chaplains develop and regularly update a self-development action plan. Supervisors will provide regular feedback on performance and assist their subordinates in developing/refining a development action plan to guide performance improvement.

#### **9-4. Chaplain Professional Reinforcement Training**

*a.* This program is designed by the Chaplaincy to increase individual Chaplain pastoral skills and improve Chaplain supervisory and coaching capabilities through the professional military education programs of instruction and unit based operational training. The initiative has a centrally managed structure with an emphasis on decentralized execution.

*b.* Active Component Chaplains on their first assignment are required to participate in a Pastoral Skills Training Program focusing on either Family life counseling skills or Clinical Pastoral Education. Chaplain supervisors of initial term Chaplains are required to complete a personalized Individual Development/Spiritual Development Plan (IDP/SDP) on each of their newly assigned Chaplains. The Distance Learning Systems staff at USACHCS will enroll ARNG and USAR CHBOLC graduates into the CPRT distance learning course.

*c.* The CPRT has 4 elements: Distance Learning (dL), Pastoral Skills Training (PST), Unit-Based Operational Training, and Professional Self-Development Training. CPRT requires initial term Active Component Chaplains to complete one phase of PST-FL or one phase of Pastoral Skills Training - Clinical (PST-CL). Chaplains in the USAR and ARNG are required to complete distance learning materials as a pre-requisite for attendance at the C4 resident phase (C23). Distance Learning consists of 51 on-screen hours and an estimated 125 additional study hours (176 hours total).

(1) *Distance learning.* This training currently consists of C4 Phase 1 which applies only to Chaplains in the USAR and ARNG.

(2) *Pastoral skills training.* Develops the individual Chaplain's pastoral skills and is composed of two parts: PST-FL and PST-CL. The CPRT requires initial term AC Chaplains to complete one phase of PST-FL or one phase of PST-CL. PST is conducted in integrated units that comprise a complete training process. A complete unit of PST includes 100 clock hours of training conducted over a 12-20 week period. Typically, a Chaplain participating in PST will meet with a PST training group for one day each week and once separately each week with the supervising trainer. Total training time each week is 5-8 hours.

(3) *Unit-based operational training.* This training is conducted at the unit level and consists of 2 critical components:

*(a)* Mission Essential Task List (METL) based UMT training built on an assessment of the UMTs ability to execute the collective battle staff and individual tasks required to accomplish the mission of their unit as envisioned in the commanders training guidance, CMETL, and DMETL.

*(b)* Supervisory counseling (professional growth/career development, event, and performance) and professional development coaching.

(4) *Professional self-development.* This training is the responsibility of the individual and focuses on expanding personal knowledge and experience to supplement training from the institutional and operational domains. It is based on a person's self-assessment and enhances professional skills for the present position or prepares the individual for future positions and responsibilities. Each person should seek advice and counsel from schools, leaders, mentors, and peers to determine individual strengths and weaknesses. The goal is to create a culture of lifelong learning through professional self-development.

#### **9-5. Chaplain Advanced Education Program**

*a.* The Chaplain Advanced Education Program (CAEP) exists to provide selected Chaplains with the skills necessary to meet certain assignment specific requirements. DACH-1 is responsible for convening a CAEP DA Central Regulatory Selection Board annually (AR 621-1). The board nominates qualified AC Chaplain applicants to attend CPE training and Advanced Civil School for fully and partially funded civilian degrees at approved institutions for up to 15 months.

(1) Graduates of ACS will apply their specialized training in Army Educational Requirements Systems positions such as CPE Supervisor, pastoral counseling, Family Life Ministry, Ethics, Biomedical Ethics, World Religions, Business Administration/Comptrollership, and other disciplines deemed necessary by the CCH.

(2) The Commander MEDCOM in coordination with the CCH validates CPE requirements for MEDCOM and appoints the MEDCOM Command Chaplain as the Field Operating Executive Agent for Army CPE. The Commander

MEDCOM also funds MEDCOM established CPE programs and accreditation/certification fees and provides for CPE supervision.

(3) Students are selected each year to attend CPE training in accordance with Army requirements. The MEDCOM CPE programs (1 year in duration) meet the requirements for the 7R skill identifier.

*b.* Chaplains completing ACS, CPE, and Supervisor-In-Training incur an active duty service obligation for a period equal to 3 times the length of the schooling and training but not more than 3 years in a utilization tour (AR 350-100) unless released sooner for the convenience of the U.S. Government.

*c.* The CCH will maintain Family Life Chaplain Training and Resource Centers (FLCTRCs) to support Family Life training and ministry. These resource centers support the schooling of Family life Chaplains and Supervisors in Training and are staffed by a Chaplain Assistant and a Family Life qualified Chaplain Supervisor. These centers will provide distance clinical supervision, curriculum, and professional development for Family life Chaplains in the field.

## **Section III**

### **Chaplain Assistant Training**

#### **9-6. Levels of training**

Chaplain Assistant (56M) training prepares a Soldier to perform as a member of the Unit Ministry Team in increasing levels of responsibility. The institutional training for the Chaplain Assistant is as follows:

*a.* Skill Level 1 courses (MOS 56M10).

(1) Advanced Individual Training (AIT).

(2) Total Army Reclassification Chaplain Assistants Course for Soldiers of all components who have completed one AIT and are unable to attend AIT at USACHCS.

(3) Chaplain Fund Clerk Course.

*b.* Skill Level 2 courses (MOS 56M20). Warrior Leaders Course (WLC), a Noncommissioned Officer Education System (NCOES) course offered at Army Training Centers, National Guard Academies, and U.S. Army Reserve Academies. The WLC is a prerequisite for attending the Advanced Leaders Course (ALC).

*c.* Skill Level 3 courses (MOS 56M30).

(1) Chaplain Assistant ALC, an NCOES course offered at the Soldier Support Institute NCO Academy, National Guard Academies (Phase 1 only), and Army Reserve Academies (Phase 1 and 2). ALC prepares a 56M to work at brigade level. ALC is a prerequisite for attending Senior Leaders Course (SLC).

(2) Battle Staff (ASI 2S).

(3) Chaplain Fund Manager Course.

*d.* Skill Level 4 courses (MOS 56M40). Chaplain Assistant Supervisor SLC, an NCOES course offered at the Soldiers Support Institute NCO Academy, National Guard Academies, and Army Reserve Academies.

*e.* Skill Level 5 courses (MOS 56M50). Senior Chaplain Assistant Noncommissioned Officer Course.

(1) Senior Staff NCO Course.

(2) First Sergeant's Course (must be occupying a 1SG duty position).

(3) Sergeants Major Academy.

#### **9-7. Other Chaplain Assistant training**

*a.* Refer to DA Pam 600-25 for specific information on institutional and operational training.

*b.* Chaplain Assistants participate in collective MOS-specific and professional development training in compliance with the Chaplain training strategy and plan.

*c.* Self-development training allows individuals to pursue personal and professional development goals that cannot be met by institutional and operational training. Every Chaplain Assistant must commit to a lifetime of professional and personal growth. Supervisory Chaplain Assistants assist subordinates in preparing and maintaining a self-development plan, preparing them for leadership at the next level.

## **Section IV**

### **Unit Ministry Team Training**

#### **9-8. Unit Ministry Team training in organizations**

*a.* A UMT works together to perform or provide religious support for an organization. Organization missions vary, but the principles of UMT cohesiveness, efficiency, and endurance remain essential in all UMTs responsibilities.

*b.* The UMT sustains proficiency through multiple collective experiences across the spectrum of training domains of garrison and field operations. The UMT trains with the organization as much as possible to ensure the highest levels of religious support are integrated with unit operations and procedures.

## **9-9. Other Unit Ministry Team training**

The UMT trains and achieves proficiency at both religious support and staff functional tasks as well as their Warrior tasks and drills.

## **Section V**

### **Moral Leadership Training**

#### **9-10. Introduction**

*a.* The Moral Leadership Training Program of the Army addresses the broad range and impact of moral concerns of the profession of arms and the conduct of war. Moral leadership training focuses on the education and application of current Army values and the virtues and values that were formative in the shaping of America and are still present in the contemporary military setting. This training recognizes the inherent dignity of all people, the value of the state, the virtues of leadership, selfless citizenship, and duty. Moral leadership training also examines the religious and spiritual connections associated with ethical decision making, personal values, and personal relationships.

*b.* The Chaplain, as the adviser to the commander in the areas of morals and morale as affected by religion, is the principal staff officer for this program. The program is command directed and is a staff function of the Chaplain and not to be used as part of a religious event. The program is designed to be flexible in its implementation and topic selection.

*c.* Commanders resource the Moral Leadership Training Program. Training cycles, deployments, location, situation, and other missions of the unit influence the selection of the moral leadership training topics.

#### **9-11. Concept**

Moral leadership training is a commander's tool to address the moral, social, ethical, and spiritual questions that affect the climate of the command and the lives of all personnel assigned to that command. The body of military law, statutes, regulations, traditions, and customs is designed to guide the actions of Soldiers and DA civilians. Military leaders and commanders at all levels are charged to uphold the law, to establish the military social climate, and to seek to promote the best alternatives of choice for their Soldiers. Standards are established at every level of command. The values of loyalty, honesty, obedience, professionalism, and responsibility become part of a belief structure of individuals and of the corporate whole. Moral leadership training is designed to assist the commander in undergirding leadership tasks in order to enhance moral standards and resilience, strengthen character, promote American identity, and lead with credibility.

#### **9-12. Objectives**

The Moral Leadership Training Program has the following objectives:

- a.* To establish a command program of moral leadership training.
- b.* To enhance Soldierly virtues and values within the members of the Command.
- c.* To instill the values of responsible citizenship and service to country.
- d.* To develop cohesion in the exercise of understood moral and ethical standards.
- e.* To provide moral leadership material for the Command.
- f.* To examine the relationships between the expression of faith, religion, and morality.

#### **9-13. Staff responsibility**

Moral leadership training is the commander's program for fostering and strengthening the moral leadership climate of the Command.

- a.* The Chaplain is the commander's staff officer responsible for conducting the moral leadership program.
- b.* The commander's staff will participate in planning, resourcing, and coordinating efforts to present the moral leadership instruction in accordance with their primary staff functional responsibility.

#### **9-14. Range of topics**

Topics appropriate for moral leadership training include, but are not limited to—

- a.* The moral dimensions of decisionmaking.
- b.* Personal responsibility.
- c.* Personal integrity.
- d.* Family relationships and responsibilities.
- e.* Drug/alcohol abuse and personal morality.
- f.* Trust and morality in team development.
- g.* Human relationships and moral responsibility.
- h.* Moral dimensions of actions in combat and crisis.
- i.* Americas moral/religious heritage.

- j.* Safety and its moral implications.
- k.* Suicide prevention/intervention training.
- l.* Sexual harassment prevention training.
- m.* Consideration of Others (CO2).
- n.* Social, organizational, and individual values.
- o.* Reaction to combat fatigue, fear, fighting, and surviving.
- p.* Loss, separation, disappointment, illness, and death.
- q.* AIDS, as a medical, social, and moral problem.
- r.* Develop a culture of respect.
- s.* Character development and resiliency.

#### **9–15. Materials**

- a.* Commanders will approve teaching subjects.
- b.* Recommended training materials related to the topics (see para 9–12) will be developed and distributed through Chaplain technical channels by USACHCS, under the guidance of DACH–3/5/7.
- c.* Preparation and use of original materials by individual Chaplains, in coordination with local commanders and their staff officers, is encouraged.

#### **9–16. Methods of instruction**

The training objective may be attained using a variety of instructional methods—

- a.* Formal classroom training/instruction.
- b.* Panel discussions/symposia.
- c.* Multimedia presentations.
- d.* Experiential learning groups.
- e.* Self-paced training.
- f.* Distance learning.
- g.* Off site excursions, for example, staff rides, terrain walks, museums, and so forth.

## **Chapter 10**

### **Army National Guard and Army Reserve Chaplaincy Readiness and Mobilization**

#### **10–1. General**

The ARNG and USAR Chaplains and Chaplain Assistants will be ready, trained, and equipped to respond to peacetime and wartime contingencies. The UMTs mobilize and deploy with units to ensure religious support is provided throughout the area of operation (AO) and/or in support of CONUS contingencies. This chapter addresses both the mobilization and deployment of ARNG and USAR UMTs and the process of Individual Augmentees (IA). Unless stated otherwise, mobilization will refer to serving under the authority of Title 10.

#### **10–2. Guidance**

- a.* All ARNG and USAR Chaplains must complete the CHBOLC prior to being mobilized and/or deployed for CONUS or OCONUS employment in accordance with Title 10.
- b.* The ARNG and USAR Chaplains must have a valid DD Form 2088 to mobilize.
- c.* Retired Chaplains must obtain a current DD Form 2088 prior to recall to Active Duty with retiree recall comment in remarks.
- d.* The cross-leveling of Chaplains and Chaplain Assistants is conducted as an exception to policy and requires thorough coordination between all appropriate HQs. Any cross leveling between AC and RC must have OCCH written approval. Unit integrity will be maintained when possible. The CCH priorities for cross-leveling Chaplains and Chaplain Assistants are—
  - (1) Deploying units with vacant authorized UMT positions.
  - (2) Installations supporting large populations of Family members that need UMT augmentation in support of expeditionary requirements.
  - (3) High demand/low density (HD/LD) faith group requirements.
  - (4) Training centers.
  - (5) Other requirements validated by the CCH.



### **10-3. Mobilization management**

*a.* During contingency operations, mobilization, and deployments, the CCH manages Chaplain and Chaplain Assistant assets through a decentralized process that allows quick response to contingency requirements. The DACH-3/5/7 Operational, Mobilization Officer has administrative management responsibility to identify for the CCH UMT assets for mobilization. The CCH SGM has oversight management responsibility for mobilization and deployment of Chaplain Assistants.

*b.* Additional mobilization and contingency guidance is outlined in the Chaplain Annexes of the Army Mobilization and Operations Planning and Execution System (AMOPES), DA Personnel Policy Guidance (PPG) for Contingency Operations in Support of Global War on Terrorism, U. S. Army Forces Command Mobilization Deployment and Execution System (FORMDEPS), and other ACOMs, Installation and Unit Mobilization and Contingency Plans. The CCH provides ACOMs, ASCCs, DRUs, NGB, and JFHQs Command Chaplains with additional guidance regarding the mobilization and deployment of Chaplains and Chaplain Assistants. Coordination will be accomplished via the appropriate command and technical channels.

### **10-4. Mobilization responsibilities**

*a.* The CCH provides the leadership for UMT mobilization and pre-mobilization readiness. Chaplain assets are managed by the CCH through the functional counterparts at ACOMs, ASCCs, DRUs, JFHQs, and Installations.

*b.* The CCH manages the sourcing of RC volunteers and AC Chaplains and Chaplain Assistants to meet IA requirements in contingency operations, rear detachment RS, HD/LD Chaplaincy requirements, and other unique mission requirements.

*c.* The DACH-RCI identifies volunteer USAR, IRR, and IMA Chaplains and Chaplain Assistants eligible for supporting an IA mission.

*d.* The DACH-3/5/7 provides the CCH with a periodic report of USAR mobilized and deployed UMTs.

*e.* The Forces Command (FORSCOM) Chaplain exercises Chaplain staff responsibility to assess the readiness and mobilization, training, and preparing of CONUS UMTs for deployment. The FORSCOM Chaplain conducts an annual Chaplaincy Readiness and Mobilization Planners Training Workshop to validate and maintain Chaplaincy mobilization and readiness capability. The FORSCOM Chaplain will maintain the Chaplaincy Handbook on Readiness and Mobilization.

*f.* The 1<sup>st</sup> Army Chaplain evaluates and assists in ARNG and USAR UMT mobilization training.

*g.* The USARC Chaplain manages the planning and mobilization of USAR TPU UMTs and coordinates with DACH-3/5/7 regarding USAR Chaplains and Chaplain Assistants eligible for IA assignment.

*h.* The ARNG Staff Chaplain-LNO to the CCH monitors the mobilization planning and execution of ARNG UMTs supporting DA and JFHQ missions and provides a monthly roster of mobilized ARNG UMTs to the OCCH. The ARNG Staff Chaplain-LNO to the CCH also informs the OCCH of ARNG assets serving in activated (Title 32) status for more than 30 continuous days.

*i.* The JFHSC and USAR Command Chaplains monitor the readiness and mobilization of UMTs within their Command to provide situational awareness through appropriate HQs and to the OCCH.

*j.* The ACOM and ASCC (CONUS and OCONUS), USARC and DRU Command Chaplains maintain situational awareness of mobilization issues and concerns and provide monthly assessments of and future requirements for mobilized and/or deployed USAR and ARNG assets to the OCCH.

*k.* The Commandant, USACHCS implements a Mobilization Curriculum in the Program of Instruction for use in the officer and enlisted professional development courses at USACHCS.

*l.* The SrCH:

(1) Coordinates RS to CONUS Replacement Centers (CRCs) and Mobilization Station SRP sites.

(2) Appoints a Chaplaincy Readiness and Mobilization Planner.

(3) Maintains a viable Mobilization SOP and UMT Mobilization/Deployment Planner Handbook on Readiness and Mobilization.

(4) Recommends manning adjustments through appropriate commands to meet mission requirements.

(5) Monitors Garrison Mobilization Table of Distribution and Allowances (MOBTDA) authorizations and requirements.

(6) Provides a periodic report of mobilized USAR or ARNG UMTs supporting the Garrison missions to the respective command Chaplain of the higher HQs.

### **10-5. Office of the Chief of Chaplains capabilities to meet individual augmentee requirements**

*a.* Active Duty and USAR AGR Chaplains and Chaplain Assistants may be reassigned to meet validated IA requirements.

*b.* The ARNG and USAR Chaplains and Chaplain Assistants may volunteer to be mobilized to meet validated IA requirements during post deployment dwell time. Chaplaincy IA requirements will be documented by a CCH directed process that balances the Chaplaincy requirements against total Chaplaincy assets.

## **10–6. Reporting**

The ACOM, ASCC, DRU Command Chaplains, USARC, and ARNG-LNO will consolidate and render a status report periodically as determined by the CCH to DACH–3/5/7 listing the name, grade, component, denomination, unit, destination, and length of deployment (OCONUS) and employment (CONUS) of all Chaplains and Chaplain Assistants mobilized for all purposes over 30 days in length. Operational security (OPSEC) will be strictly followed.

## **10–7. Logistics**

All Reserve Component Chaplains and Chaplain Assistants are provided logistical support by their unit of assignment. The SrCH assists deploying or mobilizing ARNG and USAR UMTs by facilitating access to installation chapel facilities, office space, and information technology workstations if available, and discretionary amounts of unique religious support items such as: sacramental wine, religious literature, religious icons (see chap 12).

## **10–8. Exercises and training**

a. All UMT Mobilization planners will actively participate in exercises to improve readiness, validate mobilization plans, and increase expeditionary capabilities.

b. All ARNG and USAR UMTs follow the CCH's and FORSCOM Chaplain's annual Training Guidance and participate in CAST and all unit mission planning, mission rehearsal exercises, and field exercises. All Senior Supervisory Chaplain and Chaplain Assistants at JFHQs and USARC Operational, Functional and Training Commands will ensure subordinate UMTs actively participate in the above.

# **Chapter 11**

## **Knowledge Management and Information Systems**

### **11–1. General**

This chapter establishes the policies and assigns responsibilities for the management of knowledge resources and information systems as it applies to the Army Chaplaincy. The objective is to establish and maintain a user-oriented, multifunctional, strategic knowledge management system with capabilities that are fully integrated with DOD and Army systems.

### **11–2. Chaplain Automated Religious Support System**

a. The Chaplain Automated Religious Support System (CARSS) is the only CCH approved system to accomplish the overall strategic communication objectives of the Army Chaplaincy.

b. The CARSS consolidates Chaplaincy religious support systems, branch-developed software, policies and procedures, and all other Chaplaincy information systems and knowledge resources into a total information and knowledge management system.

c. The CCH will approve all proposals that seek to modify the existing CARSS infrastructure to ensure the compatibility and integrity of the CARSS system. All proposals for expanding CARSS must be consistent with the DOD, DA, OCCH policies, the ACSP, and must be approved by the CCH prior to implementation.

### **11–3. Chaplain Automated Religious Support System Advisory Group**

a. The Chaplain Automated Religious Support System Advisory Group (CARSSAG) acts as the advisor to the CCH in the area of Knowledge Management and Information Technology and provides guidance to the field on the use of CARSS.

b. The Director, DACH–4/6/8/EN/STRATCOM acts as the CARSSAG Chair and exercises supervisory responsibility for CARSS implementation.

c. The CARSS employs a 3-tier administrative channel: OCCH, CARSSAG, and the CARSS Administrator. Proposals, information, reports, inquiries, requests for support, and replies will be routed to the next higher or lower command, as appropriate.

# **Chapter 12**

## **Logistics Management**

### **12–1. General**

a. *Authority.* Commanders are required to furnish Chaplains with facilities, equipment, and transportation for performing their duties.

b. *Chaplaincy logistics management.* Chaplaincy logistics management is a process encompassing requirements

related to planning, acquisition, accountability, use, maintenance, and disposal of all religious facilities, equipment, and supplies.

## **12-2. Responsibilities**

*a.* Commanders at all levels are responsible for providing religious support, supplies, and equipment needed for the religious support mission.

*b.* The CCH exercises responsibility for Chaplain Branch materiel requirements, procurement decisions, distribution strategy, and logistics management for all religious support items furnished through APF.

(1) The DACH-4/6/8/EN/STRATCOM exercises logistics management responsibility for Chaplaincy religious support supplies, equipment, and products. The DACH-4/6/8/EN/STRATCOM accomplishes its logistics management responsibility in coordination with the Capabilities Development Integration Directorate (CDID), USACHCS, U.S. Army Materiel Command (USAMC), and Defense Logistics Agency (DLA).

(2) The CDID, USACHCS, is responsible for requirements recommendation for Materiel and Organization. USAMC monitors and coordinates acquisition related research, and development of Chaplain specific logistics supplies and equipment (see AR 71-9).

(3) The USAMC coordinates with CDID for the collection and processing of Operational Needs Statements (ONS) and Wartime Rapid Acquisition Processes (WRAP).

(4) The USAMC Command Chaplain manages the Chaplain Acquisition Program for development and testing of supplies and equipment.

(5) The DLA coordinates joint acquisition actions, establishes DOD inventory, and facilitates distribution of Chaplain specific supplies and equipment.

*c.* Command and SrCHs are responsible for—

(1) Training Chaplaincy personnel regarding DOD, DA and local logistics policy and regulation, and all procedures for procurement and disposal of religious support supplies and equipment.

(2) Establishing and maintaining a religious support supply plan, which documents the religious support supplies, equipment, and facility requirements needed to accomplish the religious support mission.

(3) Establishing and maintaining a real property management plan which includes facility usage and property accountability.

(4) Conducting an annual validation of a 5-year master replacement plan with IMCOM and DACH-4/6/8/EN/STRATCOM.

## **12-3. Religious facilities**

*a. Construction.* The SrCH ICW the Garrison Chaplain is responsible for identifying religious facility construction requirements and ensuring those requirements are included in the installation master plan. Garrison Chaplains will forward a copy of all active military construction projects through the IMCOM Chaplain to DACH-4/6/8/EN/STRATCOM not later than 30 days after the beginning of each fiscal year (DD Form 1391 (Military Construction Project Data) and AR 420-1, para 4-20, DA Pam 415-15, chap 3).

*b. Space requirements.*

(1) Formulas from the DOD Construction Manual 4270.1M and DA Pam 415-28 establish authorized space based on installation population. The DACH-4/6/8/EN/STRATCOM prioritizes funding for facility renovation projects. Space allowance for chapels in hospital facilities is based on the number of beds in the hospital.

(2) Chaplain office space requirements.

*(a)* Garrison Chaplains will appoint Chaplains and non-commissioned officers as facility managers in charge of religious facilities. Chapel managers and their NCOIC may occupy office space in chapels.

*(b)* Commanders will provide the UMT with appropriate private office space in the unit area that supports the requirement for confidentiality and privileged communication.

*c. Religious facilities designs.* Religious facilities are constructed in accordance with standard designs under the Facilities Standardization Program through Army Corps of Engineers, Center of Standards. (Army Chapel Standard Definitive Design, April 2004). Standard designs include detailed religious functional requirements to accommodate diverse faith groups. Religious facility standard design reviews or modifications to Chapel standard design must be staffed through OCCH and approved by Office of the Assistant Chief of Staff for Installation Management (OACSIM) Facility Design Team.

*d. Types of facilities.* The types of religious facilities are as follows:

(1) Chapels (Facility Category Code 73017) (Army Chapel Standard Definitive Design, April 2004).

*(a)* Chapel (17,900 SF - seating capacity of 200, expandable to 355).

*(b)* Chapel Center (22,600 SF- seating capacity of 400, expandable to 629).

*(c)* Chapel Complex (32,900 SF - seating capacity of 600, expandable to 1191).

*(d)* Initial Entry Training Chapel - seating capacity 1,400.

(2) Religious Education Facility (Facility Category Code 73018).

- (a) Scheme A: 3,300 SF.
- (b) Scheme B: 5,290 SF.
- (c) Scheme C: 9,525 SF.
- (3) Family Life Center (Facility Category Code 73019).
- (a) Scheme A: 11,700 SF.
- (b) Scheme B: 16,970 SF.

*e. Unspecified Minor Military Construction Army.* DA Pam 415–15, appendix B, outlines policies and procedures governing the UMMCA Program for unspecified minor construction requirements that cannot wait for normal programming procedures. Consideration of economy, efficiency, welfare, or morale alone is not sufficient justification for considering a project.

*f. Furnishings and equipment.* Chapel furnishings and equipment listed as Installed Building Equipment (IBE) are part of the construction contract and should be financed with Military Construction Army (MCA) funds in accordance AR 420–1 and DA Pam 415–15. Interior packages will be programmed on a timely basis, but not in advance of congressional approval of funding for the project.

*g. Maintenance of facilities.* The Director of Public Works (DPW) is responsible for planning, coordinating, and programming resources for engineering functions, which include maintenance and repair of facilities, minor construction, custodial services, grounds, fire prevention and protection, and refuse collection and disposal. The SrCH or designee will conduct quarterly inspections of religious facilities.

*h. Use of chapel facilities.* Religious facilities on military installations are classified as dedicated facilities. Appropriate activities, which do not detract from its primary purpose, may be scheduled on a temporary basis. Such facilities are used for religious services for military personnel, their Family members, DOD civilians, and retirees (AR 600–20, para 5–10). Provisions will be made in the construction of the facility to accommodate the requirements of distinctive faith groups, such as: the Blessed Sacrament (Roman Catholic), segregated kosher kitchen/storage (Jewish), and ritual washing (Islamic). The SrCH or designee will manage the scheduling and use of all religious facilities for the installation senior commander.

(1) Distinctive faith groups represented in the command may use religious facilities on a space available basis under the supervision of a Chaplain.

(2) Other appropriate command activities may be conducted in the facility, when the facility is not being used for religious purposes. Appropriate activities are those which do not detract from the perception of sacred space dedicated to the well being and spiritual health of individuals. Chapel sanctuaries are not generic lecture halls or morale, welfare, and recreation sites.

(3) Chapels must be available for meditation and prayer when formal religious services are not scheduled.

(4) Consideration for scheduling use of facilities will be based upon—

(a) Availability when the use of the chapel facility does not conflict with recurring scheduled services of worship or other recurring religious program activities.

(b) Distinctive faith group requirements, traditions, and practices.

(c) Priorities established by local standing operating procedures (SOPs) or supplemental regulations.

(d) Government entitlement to use the facility.

(5) No fees will be charged, received, or prescribed by any Chaplain or Chaplain Assistant for services they perform or for use of chapel facilities (18 USC 209).

*i. Naming and identifying facilities.* The Garrison Commander will designate in writing the name of a new religious facility. A religious facility will be designated by its location, a letter or number, or the name of the installation using the building. Names should not be chosen that prescribe exclusive or primary use. Religious facilities will not be named for any person, living or dead, or designated by a name or term suggesting any distinctive faith group. Exceptions may be granted for facilities officially registered as historically significant (see AR 1–33).

*j. Historically significant facilities.* Requests to designate chapel facilities as buildings of historical significance or interest will be coordinated with DACH–4/6/8/EN/STRATCOM (Executive Order 11593 and DA Pam 405–45).

*k. Symbols.* The chapel environment will be religiously neutral when the facility is not being used for scheduled worship. Portable religious symbols, icons, or statues may be used within a chapel during times of religious worship. Symbols are to be moved or covered when not in use during services. Distinctive religious symbols, such as crosses, crucifixes, the Star of David, Menorah, and other religious symbols will not be affixed or displayed permanently on the chapel interior, exterior, or grounds. Permanent or fixed chapel furnishings, such as the altar, pulpit, lectern, or communion rail will be devoid of distinctive religious symbols.

*l. Memorials.* The acquisition and display of memorial plaques, markers, and signs is governed by AR 1–33. The content, design, and location will be coordinated through appropriate channels and approved by DACH–4/6/8/EN/STRATCOM prior to installation. The guidelines listed in paragraph 12–3*k* apply to the installation of memorials.

*m. Stained glass windows.* Stained glass windows enhance the beauty of Army chapels; they are not museum pieces. Stained glass window designs will not reflect an exclusively distinctive faith group orientation. Neither should they be

devoid of all religious imagery and symbolism. All stained glass window design proposals will be staffed through IMCOM to OCCH for approval before a contract is negotiated for purchase, regardless of the source of funds.

*n. Chapel flags.* Authorization, procurement, and display of chapel flags and Chaplain field flags is in accordance with AR 840–10.

*o. Chapel facility conversion or disposal.* Facility conversion changes recommend the change in use of a building from one facility category code to an alternate purpose. Facility category code 73017 refers to a chapel. Chapels will not be converted or diverted for nonreligious use or disposed of without approval of the Office of the Chief of Chaplains (DACH–4/6/8/EN/STRATCOM). Chapels may be converted to other Religious use facilities (Fac category codes 73018, 19, or 20) by approval of OCCH. All equipment and ecclesiastical furnishings will be removed, stored, or shipped in accordance with applicable regulations. Architectural features such as steeples and stained glass windows will be removed with local installation funds. Request to keep religious architectural features must be submitted through command channels to OCCH for waiver and approval. Commanders initiate requests for chapel facility conversion through IMCOM headquarters master planning branches and the operations division for the OCCH logistics officer (DACH–4/6/8/EN/STRATCOM). AR 405–70 provides additional guidance.

#### **12–4. Logistics support**

*a. Authorization documents.* Specific authorization documents identify Chaplain section or chapel equipment authorizations within the TAADS. Authorization documents available for UMTs to use when planning for or ordering supplies and equipment include:

(1) *Common table of allowances.* The CTA is an authorization document listing equipment, clothing, furnishings, etc. that can be used in either a tactical or mission support environment. Authorization for Chaplaincy equipment is defined in CTA 50–909, table 3.

(2) Table of organization (TOE), modification table of organization and equipment (MTOE), and tables of distribution of allowances (TDA).

(a) The TOE/MTOE and TDAs are produced by the TAADS. The TDAs are normally associated with sustaining base units and MTOEs with tactical units. A MTOE is a TOE modified to support specific units with unique geographical operating environments and missions.

(b) These authorization documents support the organization and equipping of units designed to deploy on operations or perform functions in the sustaining base. Each type of unit (for example, infantry, artillery, armor, training, and so forth) will have its own unique standards for equipping.

(c) The UMT must review the unit authorization document containing the list of authorized equipment. The UMT exercises property management discipline by conducting inventories of assigned equipment regardless of the equipment location and storage. It is the UMTs responsibility to safeguard and maintain authorized unit equipment in operational condition.

(d) The UMT will notify DACH–4/6/8/EN/STRATCOM through appropriate staff channels of changes in CTA 50–909 and CTA 50–970 authorized Chaplain equipment that directly affects religious support capability.

*b. Special authorization policy.* The CCH provides authorization for special items of equipment for UMT use that may not be included in the current CTA, TDA, or MTOE.

(1) Chaplain kits and ceremonial stoles.

(a) The USACHCS issues Chaplain kits and ceremonial stoles to all Chaplains (AC/RC) graduating from CHBOLC.

(b) The USACHCS will not issue Chaplain kits or ceremonial stoles to Chaplain Candidates graduating from CHBOLC. When Chaplain Candidates are accessioned as Chaplains, they may request issuance of a Chaplain kit and ceremonial stole from DACH–4/6/8/EN/STRATCOM. All requests must include the requesting Chaplain's faith group, mailing address, a copy of Chaplain appointment orders, and a copy of CHBOLC graduation certificate. The DACH–4/6/8/EN/STRATCOM will direct USACHCS to issue the Chaplain kit and ceremonial stole.

(c) Chaplain kits and ceremonial stoles are issued as one-time issue, non-recoverable items of individual equipment and will be retained by the Chaplain. Chaplain kits may be reissued due to loss not involving individual culpability. Request for reissue will be forwarded through the respective ACOM, ASCC, or DRU to DACH–4/6/8/EN/STRATCOM for approval.

(2) *Religious publications.* Religious publications that make positive statements about religious beliefs are authorized for display and distribution on military installations in accordance with AR 600–20. Literature, videos, or other media presentations that attack or degrade the beliefs and practices of other religious groups will not be purchased, distributed, or displayed on military installations or areas under the jurisdiction or control of the Army.

#### **12–5. Ecclesiastical equipment and supplies**

Ecclesiastical equipment and supply items are listed under Federal Supply classification 9925. The Defense Logistic Agency (DLA) and the Defense Supply Center Philadelphia manages all Chaplaincy peculiar 9925 items. An updated listing of all ecclesiastical supply and equipment items can be obtained through the DLA Chaplain's services Web site (<http://www.dla.mil/chaplain/>). To order, UMT will be directed to DLAs DOD EMALL Web site: <http://www.emall.dla.mil>. When UMTs need ecclesiastical supplies, they must first check pricing and availability within the DOD

Electronic Commerce system before making purchasing decisions. When DOD sources have the best price for ecclesiastical items, UMTs should purchase from DOD sources.

## **12-6. Property accountability**

*a.* AR 735-5 provides general guidance on the principles and basic procedures for property accountability.

(1) All property acquired by the Army through purchase, lease, rental, transfer, donation, or any other means must be accounted for in an appropriate property account. The Garrison Chaplain will insure that a property manager/hand receipt holder is appointed and property accountability is maintained in accordance with AR 735-5.

(2) Unserviceable or excess blessed or consecrated items will be turned in by the following method:

*(a)* The Garrison Chaplain forwards request for turn into the Property Book Office. Each request will list items to be dropped, the condition of items to be dropped, and a statement that the items will be disposed of in a manner acceptable to the distinctive faith group that blessed or consecrated the item(s). Once dropped from the property book, the consecrated items are disposed of in an appropriate manner. Such items will not be turned over to property disposal officers.

*(b)* Serviceable excess items such as pews or chancel furnishings will be offered to other commands, active and reserve, for continued use.

*b.* The CTOF Manager determines the use of chapel property owned by CTOF. Property will not be accepted under conditions of any special use specified by the donor and will not be identified with the name of any individual donor or person. However, commands and units may be identified as donors of property.

*c.* Property losses that appear to involve individual culpability or possible pecuniary liability must be handled under the procedures outlined in AR 215-1 and AR 735-5. Claims arising out of investigations will be processed in accordance with procedures in AR 27-20 and AR 215-1.

*d.* Property will be disposed of in the following manner:

(1) Property lost, damaged, destroyed, or worn out through normal use, not involving individual culpability or pecuniary liability, may be dropped from accountability.

(2) Unserviceable consecrated or blessed items will be disposed of in a manner acceptable to the faith group for which they were consecrated. Such items will not be turned over to the property disposal officers.

(3) Documentation will be maintained permanently on the method and manner of disposition of any unserviceable property (including consecrated or blessed items) that was accountable to the property officer.

## **Chapter 13 Chaplaincy Resources Management**

### **13-1. General**

*a.* Instructions, information, and further guidance regarding Chaplaincy resources management will be incorporated into a HQDA pamphlet.

*b.* The CMRP is the primary planning process for supporting Chaplaincy programs at all levels of the Army with appropriated and non-appropriated resources.

*c.* The Chaplain is the commander's staff officer for religious support and supervises the CMRP.

*d.* Commanders are authorized to support Essential Elements of Religious Services (EERS) with appropriated resources (10 USC 3547).

(1) The EERS include those concepts, functions, practices, and objects that are held or used by distinctive faiths for worship, religious education, and pastoral care.

(2) Appropriated funds (APF) may be used to provide the services, facilities, ecclesiastical furnishings, equipment, and supplies that are required to fulfill the EERS.

(3) The APF is the primary source of funds for religious support.

*e.* The CTOF provides a supplementary source of non-appropriated funds (NAF) to support the Command Master Religious Plan at all levels of the Army.

(1) The CTOF provides the means by which tithes, offerings, and donations given as an act of worship during religious activities are accounted for, safeguarded, and disbursed.

(2) The CTOFs are supplemental NAFs intended to meet the expenses of spiritual, moral, and related social needs of the religious community for which use of APFs are not authorized.

(3) The CTOF dollars will not be used to augment APFs.

(4) The CTOF contributions are offerings, tithes, and donations given by persons or groups as an act of religion or in direct support of religious stewardship principles. These monies will be spent to support religious programs, goals, and responsible stewardship. The CTOF portion of the approved CMRP, once signed, becomes the funding authorization document (FAD).

### **13-2. Command Master Religious Plan**

*a.* Mission unit chaplains annually prepare the mission unit CMRP for the mission unit commander's approval. Mission units will forward to the Garrison Chaplain CTOF requirements to be included in the garrison CMRP. The Garrison Chaplain annually prepares the garrison CMRP for the Garrison Commander's approval. The SrCH brings into a single integrated plan the annual CMRPs from the garrison command and from all mission units on the installation. The SrCH annually presents the annual installation CMRP for the SCs approval. The signed approved copies of the CMRPs are forwarded to the chaplains of the next higher headquarters.

*b.* Command Master Religious Plan.

(1) Synchronizes religious support capabilities with local mission, resources, and needs, and supports the Army Campaign Plan, Army Chaplaincy Strategic Plan, and command guidance.

(2) Ensures that Soldiers are provided maximum opportunity for the free exercise of religion.

(3) Incorporates needs Assessment, Planning, Implementation, and Evaluation (APIE) into a total Religious Support Plan.

(4) Is a plan for resourcing religious and training activities for a military community, installation, or unit. It is the product of assessing and planning to meet current requirements while maintaining flexibility to respond to changing missions, resources, and needs.

(5) Includes management of APF, CTOF, manpower, logistics, and facility resources.

(6) Applies to Active and Reserve Components, all units in the generating force and operating force of the Army. The CMRP can include considerations for religious support to U.S. interagency entities for which the commander is responsible and deems critical to the mission. The CMRP is not a funding source for Coalition or Multinational Chaplains, even when directly supporting U.S. efforts.

*c.* The signed CMRP is—

(1) The budget management document for the use of APF.

(2) The authorizing document for the CTOF.

(3) The religious support training plan.

*d.* Chaplains and Chaplain Assistants will adhere to the operating principles and procedures of the CMRP process as set forth in this regulation, Chaplaincy Resources Management DA Pamphlet, and future CCH guidance.

*e.* Chapel organizations and activities operating as extensions of the Army Chapel Program such as chapel men's groups, women's groups, youth groups, and other activities in the CMRP are not private organizations under AR 210-22.

### **13-3. The Chaplaincy Program Budget Advisory Committee**

*a.* The Chaplaincy Program Budget Advisory Committee (CPBAC) is a non-governing advisory council convened by the staff Chaplain of a garrison or other command with a CTOF. The CPBAC advises on APF and CTOF.

*b.* The CPBAC is composed of representatives from CMRP-supported programs and tenant units.

*c.* The members of the CPBAC are appointed by the convening Chaplain.

*d.* The CPBAC—

(1) Advises the convening Chaplain regarding the priority and use of funding resources.

(2) Interprets the Budget and Manpower Guidance (BMG) from commanders and advises the convening Chaplain regarding the planning and conduct of the resources in the CMRP.

(3) Conducts review and analysis of the CMRP including programmed and actual use of resources, in accordance with convening Chaplain guidance.

(4) Serves as a coordinating and deliberating body to discuss the balance between proposed and planned chapel programs, and offers recommendations that encourage the broadest and most efficient ways to execute the resources of the CTOF among assigned commands, program elements, and benevolent opportunities.

(5) Recommends CTOF reprogramming funding allocations to meet changing missions, resources, or needs, consistent with CMRP objectives.

(6) Recommends sub-accounts within the CTOF.

(7) Recommends program priorities for the community Sub-account.

(8) Advises sub-account administrators concerning stewardship practices.

(9) Reviews minutes of CPBAC actions for accuracy.

(10) Conducts periodic reviews of statements and ledgers which report the cash position of the CTOF. This will be included in minutes.

(11) Represents the various program elements, to ensure complete transparency in decision making and execution of the total CMRP.

### **13-4. Chaplaincy Resources Manager**

The Chaplaincy Resources Manager (CRM)—

*a.* Serves at HQDA, ACOMs, ASCCs, DRUs, regions, and Garrison levels.

- b.* Is primarily a Chaplain but Director, DACH-4/6/8/EN/STRATCOM may approve a Chaplain Assistant in the rank of SSG or above to serve as the CRM at garrison level.
- c.* Is a certified graduate of the USACHCS Chaplaincy Resource Management Course.
- d.* Ensures APF and CTOF execution of the CMRP.
- e.* Implements proper Chaplain administrative procedures related to contracting, procurement, internal controls, manpower and force management, property and facility management, information management, military construction, logistics, budgeting and programming, and financial accountability for religious support activities.
- f.* Coordinates the actions of the CPBAC.
- g.* The Garrison level Chaplain CRM holds the Skill Identifier (SI) of 7F. After receiving a Masters of Business Administration and completing 1 year of experience, the CRM at the HQDA, ACOM, ASCC, DRU, or region level will be awarded the skill identifier of 7M.

## **Chapter 14 Chaplaincy Resources Management (Appropriated)**

### **14-1. General**

- a.* Appropriated funds are the primary source of funds for the religious support mission.
- b.* Commanders at all levels will allocate appropriated resources to support constitutional, statutory and mission critical EERS, and religious support activities included in an approved CMRP.

### **14-2. Non-personal Services Contracts (Religious Support)**

- a.* The NPS contracts are used only as an exception to policy when the SrCH or Garrison Chaplain certifies that no military personnel, DOD civilians, or volunteers are available to perform that function (see chap 5).
- b.* The NPS contracts are awarded on an intermittent or temporary basis not to exceed 12 months. Funds will adhere with statutes, regulations, and policies governing bona fide needs, and severable and non-severable contracts for crossing fiscal years. The NPS contract is used to support, improve, or provide statutory and mission critical religious activities. These include, but are not limited to, clergy services, musicians, religious education coordinators, youth workers, religious coordinators, and religious resource leaders.
- c.* The appropriate ACOM, ASCC, or DRU Chaplain must concur with all requests for NPS contracts and forward for final approval to the appropriate IMCOM or MEDCOM Chaplain.
- d.* The NPS contractors must render definable, quantifiable services or end products for the U.S. Government in accordance with FAR, Part 37.
- e.* When awarding a contract, quality requirements will be considered against cost to determine the best value to the U.S. Government.
- f.* Contract line item rates for NPS contracts are determined by—
  - (1) Appropriate competition.
  - (2) The OCCH or ACOM, ASCC, DRU Chaplain guidance.
  - (3) Local procurement and contracting offices based on current DOD guidance.
  - (4) Market surveys of comparable services in the geographical area where the service is rendered.
  - (5) Funds availability.
  - (6) Mission requirements.
- g.* The NPS contractors will not be reimbursed for travel to or from home.
- h.* The only payments authorized to a contractor are payments against completion of contract line items under the provisions of the approved NPS contract.
- i.* The OCCH Internal Control Evaluation Checklist for contracting for civilian clergy services is in appendix B.

### **14-3. Use of appropriated funds for religious support activities**

- a.* The APF are authorized for command sponsored religious support activities, including, but not limited to, religious education, retreats, camps, conferences, meetings, workshops, Family support programs, and unit spiritual fitness programs.
- b.* The APF may be used to—
  - (1) Contract for facilities, resource leaders, and expendable supplies including literature and equipment.
  - (2) Support Chaplain led programs to assist members of the Armed Forces and their immediate Family members in building and maintaining strong Family structures. This includes cost of transportation, food, lodging, supplies, fees, childcare, and training materials for members of the Armed Forces and their immediate Family members while participating in such programs, including participation at retreats and training conferences (See 10 USC 1789(c)).



- (3) Pay travel and per diem costs for religious leaders providing a direct benefit to the government under invitational travel authorization.
- (4) Provide group travel for command-sponsored personnel participating in religious activities approved in the CMRP. Under applicable regulations, group travel by U.S. Government vehicle may be authorized when available.
- (5) The APF will not be used to fund recreational activities or personal expenses not specifically authorized by law.

## **Chapter 15**

### **Chaplaincy Resources Management (Non-appropriated Chapel Tithes and Offerings Funds)**

#### **15-1. General**

- a.* This chapter provides policies, principles, and general procedures for establishing, managing, and operating CTOF worldwide, at all levels of command within the Department of the Army.
- b.* Chaplains receive and account for offerings in conjunction with worship services in garrison and in the field, during peacetime and in combat. CTOFs are established to facilitate this EERS.
- c.* The CTOF is not a part of the Armys Morale, Welfare, and Recreation (MWR) system and is specifically exempted from MWR oversight in DODI 1015.15 and AR 215-1, paragraph 1-6, unless stated otherwise in other applicable regulations. The CTOF is not controlled, managed, or supervised by the MWR Central Accounting or Purchasing Offices, or similar activities on installations. However, the AR 215 series provides helpful practices, procedures, and forms useful to CTOF operations.
- d.* All CTOFs are the property of the U.S. Government. The CCH exercises responsibility for CTOF operations.

#### **15-2. Chapel tithes and offerings funds functions**

- a.* Every CTOF is legally constituted as an Instrumentality of the U.S. Government. Funds in CTOF accounts are U.S. Government funds, and CTOF property is U.S. Government property. As fiscal entities, CTOFs maintain custody of and control over their assets. The CTOFs have no independent organizational existence apart from their relationship to the mission of the Chaplaincy. The CTOFs operate under the authority of the U.S. Government in accordance with applicable Federal laws and departmental regulations.
- b.* The CTOFs are non-appropriated funds that provide supplemental support for the religious practices and requirements of Soldiers, authorized DOD personnel, their Family members, and other authorized personnel as defined by the ASIP.
- c.* The CTOFs will not be used to augment APF.
- d.* The giving of offerings is an integral part of religious practice and is an EERS.
- e.* The CTOFs are the instrumentality through which funds received from the religious program of the Army at any level are collected, administered, and disbursed.
- f.* All offerings and donations (property or money) received during command-sponsored worship and other events of the religious program or linked to Chaplain sponsored or chapel related activities of the command must be received by, accounted for, and disbursed by the CTOF.
- g.* The commander approved CMRP, in combination with this regulation, provides the authorization to expend monies from the CTOF.
- h.* The CTOFs are managed by the approved Chaplaincy Financial Accounting System (CFAS) in accordance with this regulation and CCH policy guidance. The accounting system adheres to DOD directives and guidance. It is further defined in the Chaplaincy Resource Management Pamphlet and CCH policy guidance. No accounting systems or software systems other than the approved CFAS software distributed by OCCH will be used to manage CTOFs.

#### **15-3. Types of funds**

- a.* The Department of the Army Chief of Chaplains CTOF is managed directly by the OCCH and serves as a central depository for funds to supplement the APF religious program requirements Army-wide.
- b.* Special organization CTOFs are established to give Chaplains serving units or organizations without a CTOF capability a flexible source of CTOF support to promote spiritual, moral, ethical, and related special activities in furthering the religious program of the Army.
- c.* Installation CTOFs are established to support ongoing chapel programs and promote spiritual, moral, ethical, and related special activities in furthering the religious program of the military community.

#### **15-4. Responsibilities**

- a.* Commanders—
  - (1) Establish and disestablish the CTOF.
  - (2) Appoint on orders a USACHCS qualified CTOF Manager.
  - (3) Appoint on orders a USACHCS qualified CTOF Clerk.

- (4) Approve the CMRP.
- (5) Ensure that CTOF is audited at least every 2 years, upon a change of Fund Manager, or prior to the consolidation, transfer, or disestablishment of a CTOF.
- (6) Review the CPBAC minutes for adherence to published procedures. All CMRP reprogramming decisions will be captured in the CPBAC minutes. Signature by the commander amends the CMRP.
  - b.* ACOM, ASCC, DRU Chaplains—
    - (1) Oversee the Internal Control Program (ICP) and inspect subordinate CTOFs annually to identify policy, procedural, and operational weaknesses and strengths. A consolidated copy of these ICP reports will be sent to, Director, DACH-4/6/8/EN/STRATCOM NLT 30 days after the close to the fiscal year (1 Nov).
    - (2) Collect, consolidate, and transmit reports to Director, DACH-4/6/8/EN/STRATCOM.
    - (3) Oversee the operations of subordinate and special organization CTOFs.
  - c.* Garrison Chaplain—
    - (1) Serves as the Assessable Unit Manager (AUM) for the CTOF Internal control process (or the SrCH if the Garrison Chaplain is 05 or below) (See AR 11-2).
    - (2) Oversees the operations of the Garrison CTOF.
    - (3) Chairs the CPBAC and determines frequency of CPBAC meetings.
    - (4) Appoints members to the CPBAC.
    - (5) Approves the CPBAC minutes and sends to the commander for review.
    - (6) Verifies CTOF monthly reconciliation and informal review reports.
    - (7) Trains the CPBAC in the legal and fiduciary obligations and responsibilities for accounting for government funds.
    - (8) Publishes an annual stewardship report which explains the income and expenditures of the CTOF.
    - (9) Provides prioritized list of community programs funded from the community sub-account to the CTOF Fund Manager for calculation of required transfer percentage for income to the community sub-account. A copy of this list will be placed in congregational bulletins quarterly.
    - (10) Establishes transfer percentage for income to the community sub-account.

#### **15-5. Chapel tithes and offerings fund manager**

The CTOF Manager—

- a.* Is appointed on orders by the Commander.
- b.* Is a Chaplain or Chaplain Assistant in the rank of SSG (with waiver) or above.
- c.* Receives training in financial accountability, fund management, small purchase procedures, property accountability, management controls, and contracting procedures prior to assuming duties.
- d.* Is a graduate of the USACHCS CRM Course.
- e.* Is certified by the Director, DACH-4/6/8/EN/STRATCOM as qualified to assume the duty position of Fund Manager.
- f.* Prepares, submits, and maintains the annual CTOF operating budget as part of the CMRP process.
- g.* Implements CTOF Internal Control Plan (ICP) (see AR 11-2 and apps D and E of this publication).
- h.* Serves as the sole purchasing agent and contracting officer for CTOF with authority for making single purchases or single contracts of 25,000 or less as a government procurement officer.
- i.* Serves as the property accountability officer for CTOF.
- j.* Serves as the information management officer for CTOF.
- k.* Accounts for the assets of CTOF.
- l.* Certifies the bank reconciliation and accuracy of financial statements at the close of the accounting periods.
- m.* Maintains adequate bonding and property insurance through the Risk Management Program (RIMP) under the Army Central Insurance Fund (ACIF).
- n.* Supervises the CTOF Fund Clerk.
- o.* Maintains the CFAS/CTOF Accounting System.
- p.* Recommends transfer percentage for community sub-account to the Garrison Chaplain.

#### **15-6. Chapel tithes and offerings fund clerk**

The CTOF fund clerk—

- a.* Is appointed on orders by the Commander.
- b.* Is a Chaplain Assistant in the rank of SGT or below, or DOD civilian.
- c.* Receives training in purchasing and contracting procedures, property management and accountability, bookkeeping, CFAS, and the CMRP budget system prior to assuming duties.
- d.* Is a graduate of the USACHCS CTOF Fund Clerk course.

- e. Processes receipts; prepares income, procurement, and disbursement documents; and maintains the records of CTOF.
- f. Prepares financial statements at the close of accounting periods.
- g. Maintains files in compliance with Army standards.
- h. Serves as the primary operator of the CFAS.
- i. Reconciles CTOF (General Ledger, Statement of Net Worth) with the Bank Statement monthly.
- j. Works directly for the CRM.

### **15-7. Sub-accounts**

- a. Program Element (PE) sub-accounts—
  - (1) Are subordinate congregational and activity accounts in the CTOF. The PEs are subject to available funds on deposit and are designed to implement stated CMRP objectives in support of the CMRP.
  - (2) Are accounting entities and do not have an organizational existence apart from their inclusion in CTOF.
  - (3) Cannot obligate/spend beyond their current sub-account balances.
- b. The community sub-account—
  - (1) Is a required sub-account of CTOF.
  - (2) Is managed by the CTOF Manager.
  - (3) Is reviewed and analyzed by the CPBAC.
  - (4) Is funded by the transfer of a percentage calculated by the CTOF Manager through analysis of all regular offering (COA 100) income and the Installation community program requirements, as established by the Garrison Chaplain. Other sources of income may also be included as recommended by the CPBAC and approved by the Garrison Chaplain.
  - (5) Provides a source of funds for programs that feature a community-wide focus or are sponsored jointly by multiple PEs.
  - (6) Provides a source of funds for PEs that do not have their own source of income.
- c. Special project sub-accounts—
  - (1) Receive and disburse funds to support religious activities that require an accumulation of dollars over time or that require the consolidated handling of registration and participation costs.
  - (2) Special Project sub-accounts are recommended by the CPBAC and established by the Garrison Chaplain.
  - (3) Special Projects approved by the OCCH are exempt from 30 percent drawdown transfer calculations. Approved Special Project funds may be carried across the fiscal year.
  - (4) Funds held in applicable and approved Special Project sub-accounts may be invested in principle-preserving, liquid, short-term investment instruments, such as savings accounts and certificates of deposit, which mature within the term of the special project.
  - (5) Approved special project sub-accounts are reviewed annually by the fund manager and the Garrison Chaplain with the CTOF to ensure adherence to established purpose and that the requirement for approved special project sub-account remains.
  - (6) Must be revalidated every year.
- d. Chief of Chaplain Grant sub-accounts—
  - (1) Chief of Chaplain Grants fund special projects across the Army representing innovative and dynamic opportunities to extend religious support to the broadest Army audience.
  - (2) Grant sub-accounts receive, account for, and disburse funds received as grants.
  - (3) Each grant will have a separate sub-account.
  - (4) Grant sub-accounts are exempt from the 30 percent drawdown calculations.

### **15-8. Chapel tithes and offerings fund policies**

- a. May conduct fund-raising activities in accordance with this regulation and AR 600-29.
  - (1) Fund raisers must support a specific Chaplaincy Support Activity in an approved CMRP. Activity or special project sub-accounts may be designated to receive the funds.
  - (2) All monies received through fund raising activities must be received, accounted for, and disbursed by the CTOF.
  - (3) Fund monies may not be used to purchase goods or services intended for resale.
- b. Will not conduct games of chance (such as bingo and raffles).
- c. Will not purchase tobacco products or alcoholic beverages (except for wine used for sacraments, rites, and ordinances).
- d. Will not make grants to non-military agencies or private organizations by any means other than designated offerings. Only HQDA, HQ IMCOM, and HQ MEDCOM level CTOFs may make grants.
- e. Will not give gifts or grants of cash directly to individuals. The CTOF may be used to purchase goods directly

from a vendor or pay bills directly to a servicing agency from benevolent Special Project accounts in support of individuals or Families in need.

f. May not exceed government honoraria threshold and must follow intent of OSD guidance. Honoraria to speakers for services rendered are not considered a gift or grant (Financial Management Regulation, Volume 10, Chap 12 , September 2008, Deputy Secretary of Defense Policy memorandum Payment of fees for guest speakers, lecturers, panelists, 3 April 2007).

g. May give mementos for volunteer service.

h. Will not hold cash reserves in long-term investment instruments.

i. Will not obligate/spend beyond the balance of cash-on-hand.

#### **15–9. Establishing, consolidating, transferring, and disestablishing chapel tithes and offerings fund**

a. *Requests to establish, consolidate, transfer, and disestablish.* All requests to establish, consolidate, transfer, and disestablish CTOF Non-appropriated Fund Instrumentality (NAFI) must be coordinated through IMCOM or MEDCOM Chaplain with Director, DACH–4/6/8/EN/STRATCOM, Office of the Chief of Chaplains, 2700 Army Pentagon, Washington DC 20310–2700, prior to action by the Commander.

b. *Establishment.* Commanders may submit to the Commander, Family and Morale, Welfare and Recreation Command (FMWRC) (IMWR–FMI), 4700 King Street, Alexandria, VA 22302, through the appropriate IMCOM or MEDCOM Chaplain and OCCH, Director, DACH–4/6/8/EN/STRATCOM, for establishment of a CTOF NAFI. Requests will contain the name of the fund and the fund manager, mailing address, and telephone number.

(1) The FMWRC will establish the NAFI upon Director, DACH–4/6/8/EN/STRATCOM approval by assigning a standard NAFI identification number (SNN) in accordance with AR 215–1.

(2) Employers identification number (EIN) for the new NAFI will be obtained from the IRS. CTOF will not use any personal social security numbers for government business purposes.

(3) The CTOF checks will be identified by their official title, which will include the words An Instrumentality of the United States, and a standard NAFI identification number (SNN).

(4) After receipt of approval from Director, DACH–4/6/8/EN/STRATCOM and the SNN from FMWRC, the Commander formally establishes the new Consolidated CTOF NAFI with a written memorandum of establishment which will contain the official name of the fund, effective date of establishment, mailing address, the assigned SNN, the governing regulation (AR 165–1), and the name of the successor CTOF (OCCH CTOF). The establishment order becomes a permanent record of the CTOF.

c. *Consolidation* Commanders may request authority to consolidate CTOFs at any time by forwarding the following information through the appropriate IMCOM or MEDCOM Chaplain and Director, DACH–4/6/8/EN/STRATCOM to FMWRC (IMWRFMI)

(1) The name and SNN of the CTOF(s) to be disestablished, and,

(2) The name and SNN of the surviving or succeeding CTOF with the effective date of consolidation.

d. *Transfer.* Normally, all associated CTOF assets are transferred intact from the losing command to the gaining command, unless otherwise mutually agreed. Commanders may request authority to transfer command accountability for an established CTOF at any time as a result of command realignments through the appropriate IMCOM or MEDCOM Chaplain and Director, DACH–4/6/8/EN/STRATCOM to the FMWRC (IMWR–FMI) by forwarding the following information:

(1) The name and SNN of the CTOF to be transferred, and,

(2) The name and address (to include IMCOM or MEDCOM) of the losing command and the name and address (to include IMCOM or MEDCOM) of the gaining command.

(3) The transfer of command accountability may require a change in SNN by the FMWRC.

e. *Disestablishment.* CTOFs are disestablished for any of the following reasons: inactivation, closure of a command, consolidation, or by direction of the appropriate authority. When the appropriate authority determines that a CTOF should be disestablished, the following actions are necessary:

(1) Establish a closure date, restrict expenditures, conduct terminal reconciliations of bank statements and check-books, and complete end-of-period accounting activities.

(2) Arrange for a terminal audit, disposition, or transfer of CTOF property.

(3) Arrange for a terminal audit of the cash assets. Identify and notify the successor CTOF of the disestablishment. Cash assets will transfer to the successor CTOF.

(4) Send a notification of disestablishment through the appropriate IMCOM or MEDCOM Chaplain and Director, DACH–4/6/8/EN/STRATCOM to the FMWRC (IMWR–FMI) to include the name and SNN of the disestablished CTOF and the effective date of disestablishment.

(5) Send copies of the terminal audit reports and the end-of-period accounting reports through the appropriate IMCOM or MEDCOM Chaplain to Director, DACH–4/6/8/EN/STRATCOM.

f. The OCCH CTOF is designated the successor-in-interest and will receive the residual cash balances of disestablished CTOFs. The Treasurer of the United States is the successor-in-interest to the OCCH CTOF.

g. Sub-accounts are unofficial entities established and dissolved locally by the Garrison Chaplain. The balance of a dissolved sub-account (including sub-account property) will be redistributed within the CTOF at the discretion of the Garrison Chaplain upon recommendation from the CPBAC. No further actions are required.

h. The CTOF property (other than consecrated items) that cannot be sold or transferred at the time a CTOF is disestablished will be disposed of under appropriate DOD provisions.

#### **15–10. Automation of funds**

a. Only CFAS/CTOF management software application programs approved by OCCH will be used to manage the CTOF. Only OCCH is authorized to modify the approved branch-specific fund management software application.

b. Chaplains, Chaplain Assistants, and fund clerks will adhere to the operating principles and procedures of the CFAS/CTOF Accounting System and CMRP processes and software as set forth in this regulation, DA Pam 165–18, and the documentation manuals accompanying the software programs.

#### **15–11. Receipts and disbursements**

a. *Receipts.* Authorized receipts for CTOFs include voluntary gifts, donations, grants, offerings (general and designated), interest, proceeds from sale of fund-owned property, proceeds from fund raising activities, reimbursable, and transfers of monies from other CTOFs.

b. *Disbursements.*

(1) The CTOF may be used to purchase services, supplies, or items of equipment in support of the CMRP that supplement the APF mission and for which APFs are not authorized.

(2) The CTOFs will not be used for specific expenses for which use of APFs are authorized and available.

(3) The CTOF purchases—

(a) Will not be used to purchase standard National Stock Number (NSN) or CTA Line Item Number (LIN) items for equipment and furnishings authorized by the TDA, MTOE (TOE), joint table of allowances (JTA), or common table of allowances (CTA).

(b) Will not be used to purchase any item available through the Defense Industrial Supply Center or Defense Personnel Support Center.

(c) May be used for purchase of consumable ecclesiastical NSN or CTA LIN items when the quantity to be received exceeds annual use or does not meet distinctive faith group ecclesiastical requirements.

(d) May be used to purchase approved organizational/installation nonstandard items when the appropriate official (certification officer) certifies in writing that authorized APFs cannot satisfy the requirement.

(4) *Public scrutiny.* The CTOF will not be used for any purpose that cannot withstand the test of public scrutiny or which could be deemed a misuse or waste of CTOF dollars (see paras 13–1, 15–1, and 15–2).

c. *Designated offerings.*

(1) Designated offerings represent the intent of participating congregations to support specific religious and humanitarian activities or organizations.

(2) Designated offering amounts are exempt from the community account transfer.

(3) Designated offerings will not be split to obtain a specified dollar amount.

(4) Participants should be given the option of contributing to the designated offering or to the general operating sub-account.

(5) The total designated offering amount received must be disbursed for the designated purpose within 5 working days of receipt. Approved special projects are exempt from this requirement.

(6) The date, subject, and intent of the designated offering will be announced prior to the collection of the offering, preferably printed in the worship program or weekly announcements. The rules regarding authorized recipients of CTOF dollars remain in effect (see 15–8).

d. The CTOF supports group fellowship and retreat activities through designated offerings to special project sub-accounts and/or the use of CTOF purchasing instruments.

#### **15–12. Grants**

a. May be made by the DACH–CTOF, the IMCOM or MEDCOM CTOF to establish a new CTOF or to resource innovative religious support programs.

b. Will not be given by Installation CTOF to nonmilitary agencies or private organizations by any means other than designated offerings.

c. Must be expended for the intended purpose of the Grant.

d. Require an after-action report to Director, DACH–4/6/8/EN/STRATCOM, IMCOM or MEDCOM Chaplain detailing how the funds were expended.

e. Will each be accounted for in a separate sub-account.

f. Will not be given to individuals.

### **15–13. Chapel tithes and offerings fund purchasing and contracting**

- a.* Procurement of supplies, services, and equipment must be made in accordance with Army purchasing procedures.
- (1) Purchases \$3,000 or less—
- (a) Cash purchases are by exception. Request approval by IMCOM or MEDCOM Chaplain for CTOF cash operations exception.
- (b) Cash single purchase threshold is \$500.
- (c) The ATM/Debit and check cards are considered cash transactions and as such are not authorized without an exception per paragraph 15–13a(1)(a), above.
- (d) The CTOF Government Purchase Card will be the only credit or purchase card used by the fund.
- (e) The CTOF Government Purchase Card (GPC) single purchase threshold will not exceed Army GPC Regulation.
- (f) Purchase Orders are not required.
- (g) Micro-purchases require CMRP approval and CTOF Manager certification of funds prior to any purchases.
- (h) Vendor receipts, invoices, and credit card receipts are the supporting documents for disbursement vouchers.
- (2) Purchases greater than \$3,000—
- (a) For purposes of this regulation, single supply, services, and equipment purchases greater than \$3,000, but less than \$100,000 are considered small purchases.
- (b) Purchase Orders are required for small purchases.
- (c) Payments for small purchases are normally made by check, electronic transfer, and Government Purchase Card.
- (3) The IMCOM or MEDCOM Chaplain must approve single item purchases greater than \$25,000 (\$25,000 is the limit of warrant for the fund manager for single purchases).
- b.* The NPS contracting (see para 14–3)—
- (1) The NPS contracts may be used by the CTOF to procure services to supplement the CMRP.
- (2) The NPS contracts are an exception to policy requiring approval by the appropriate level headquarters.
- (3) The NPS contracts will be on an intermittent or temporary basis not to exceed 12 months.
- (4) The IMCOM or MEDCOM Chaplain must approve all requests for CTOF NPS contracts for clergy, religious education coordinators, parish coordinators, and youth workers regardless of dollar amount of contract.
- (5) The IMCOM or MEDCOM Chaplain must approve any CTOF NPS contract of \$25,000 or more prior to award (\$25,000 is the limit of warrant for the fund manager for single contracts).
- (6) NPS contract procedures will comply with paragraph 14–3.
- c.* Checks—
- (1) CTOF checks must be preprinted and pre-numbered. CTOF checks will be identified by their official title, which will include the words An Instrumentality of the United States, and a standard NAFI identification number (SNN).
- (2) The CTOF Manager must sign all checks. The Chair of the CPBAC or designee must sign all checks for \$3,000 or more as an internal control.
- d.* The CTOF Government Purchase Card (GPC) operations may be used for purchases under \$3,000 and over \$3,000 subject to the limits of the card established by the OCCH GPC SOP and the Government Purchase Card program. The CTOF Government Purchase Card will be the only credit or purchase card used by the fund. CTOF GPC operations will comply with this regulation and the Government Purchase Card Program SOP.
- e.* Petty cash operations—
- (1) Petty cash is an authorized method for procuring goods and services when the use of other procurement methods is not feasible. Petty cash fund purchases will not be used to circumvent normal procurement procedures. An exception for cash operations must be approved by the IMCOM or MEDCOM Chaplain.
- (2) Remote (removed from the geographical vicinity of the fund and requiring decentralized management) petty cash fund operations may be authorized by the IMCOM or MEDCOM Chaplain on an as-needed basis for operating CTOF activities. The CTOF Manager will designate the remote petty cash fund accountable officer in writing.
- (3) The amount of individual petty cash funds will be specifically approved in writing by the CTOF Manager and will not exceed \$500. Remote petty cash funds are considered individual petty cash funds.
- (4) Payments from petty cash funds will not exceed \$500 for any one transaction.
- (5) Payments from petty cash must be in support of a specific approved CMRP item.
- (6) Transactions will not be fragmented to circumvent the CTOF Managers limitation or the \$500 per transaction limit set by this regulation.
- (7) Petty cash funds will not be used for cashing checks, making travel payments, or travel advances.
- (8) The petty cash fund must be replenished at least monthly.
- (9) The CTOF Manager will reimburse the purchasing agent for sales taxes when the local vendor does not accept a U.S. Government tax exemption. Processing a U.S. Government tax exemption for single purchase State and local tax under \$10 is not required.
- f.* Hosting of dignitaries and ecclesiastical visitors.
- (1) Expenses incurred while serving as an official host to ecclesiastical dignitaries, foreign military Chaplains, or

other distinguished visitors may be paid from the CTOF provided the Garrison Chaplain determines the hosting event promotes the Chaplaincy or religious program of the Army. Ethics rules must be followed. Although not binding to CTOF, Official Representation Funds regulations offer appropriate parallels for the CTOF to determine reasonable funding thresholds and number of U.S. military attendees.

(2) Payments are limited to actual cost for dignitaries hosted and for such other personnel as required to attend the function or activity.

(3) Payments will not be made for food and lodging for persons in a TDY status.

(4) Maximum use of official TDY or command invitational travel orders is the preferred method (when applicable) for hosting dignitaries.

#### **15–14. Management control**

*a.* The Internal Control Evaluation Checklist for CTOF operations is in appendix E.

*b.* Inspections and Audits

(1) ACOMs, ASCCs, IMCOM or MEDCOM will inspect subordinate CTOF annually.

(2) Audits must be conducted using the principles outlined in AR 11–7 at times determined by the Commander—

*(a)* Every 2 years.

*(b)* Upon change of the fund manager.

*(c)* Prior to consolidation, transfer, or disestablishment of a fund.

(3) A formal audit may be required if an inspection or the informal audit finds a material weakness.

(4) Two disinterested officers will conduct an informal inspection of the fund once a month to determine, at a minimum the following:

*(a)* The monthly bank statement has been reconciled to the checkbook.

*(b)* The checkbook, general ledger, and statement of operations and net worth are reconciled and balanced.

*(c)* The transactions of the fund are recorded.

*c.* Safeguarding CTOF contributions

(1) *Funds.*

*(a)* Collections and offerings will be received publicly, remain in public view until removed for counting, then counted immediately upon removal from public view and prepared for deposit by at least two adults (18 years of age or older and unrelated by either blood or Family ties).

*(b)* Offering counts will be recorded on pre-numbered and controlled offering count forms. Forms are prescribed in DA Pam 165–18.

*(c)* The Chaplain Assistant assigned to the service will verify offering counts.

*(d)* The Chaplain in charge of the service or the designated representative will verify the collections and offerings procedural requirements of this regulation occurred.

*(e)* All receipts and other negotiable instruments must be deposited in an insured Federal Reserve financial institution (bank) and vouched on the date of receipt or on the first business day following receipt. Until deposited, receipts must be secured in an approved GSA storage container. Deposits will only be made to the account identified by the official name of the fund. The CTOF will not be used to cash checks or make change (see DOD Financial Management Regulation 7000.14R, Vol 5).

(2) *Material donations.* These donations to the CTOF are recorded on Memorandum for Record format detailing the donor, an item description of the donation, date, time, person receiving the donation, estimated market value of item, and disposition of item.

#### **15–15. Mandatory transfers and reports**

*a.* The community sub-account is funded by the mandatory internal transfer of a percentage of all regular chapel offering receipts from all sub-account activities. The transfer percentage is established and adjusted as required by the Garrison Chaplain to meet required community programs and anticipated income.

*b.* The drawdown and transfer of all cash assets in excess of 30 percent of the adjusted net worth of the fund must be made at the conclusion of the fiscal year through IMCOM or MEDCOM Chaplains to the DA Chaplains Fund. Make checks payable to the DA CTOF. The suspense to OCCH is 45 days after the end of the fiscal year.

*c.* Each CTOF will send an annual report through IMCOM or MEDCOM to: Director, DACH–4/6/8/EN/STRAT-COM, Office of the Chief of Chaplains, 2700 Army Pentagon, Washington DC 20310–2700. The IMCOM and MEDCOM Chaplains will consolidate subordinate reports for final submission to Director, DACH–4/6/8/EN/STRAT-COM. The suspense to OCCH is 45 days after the end of the fiscal year.

#### **15–16. Property**

*a.* The CTOFs are authorized to hold property obtained by purchase, donation, or transfer from another NAFI or from DOD excess property.

*b.* The CTOF Manager determines the use of property given to the CTOF. Property will not be accepted under

conditions of any special use specified by the donor and will not be identified with the name of any individual donor or person. Army organizations and units may be identified as donors of property.

*c. Property Accountability*

(1) The CTOF managers identify, safeguard, and inventory all nonexpendable CTOF property in accordance with Army property accountability procedures (AR 215-1 and AR 735-5).

(2) The CTOF property losses that appear to involve individual culpability or possible pecuniary liability must be handled under the procedures outlined in AR 215-1 (See also AR 735-5). Claims arising out of investigations will be processed in accordance with procedures in AR 27-20 and AR 215-1.

*d. Disposing of fund property.*

(1) Property lost, damaged, destroyed, or worn out through normal use, not involving individual culpability or pecuniary liability, may be dropped from accountability.

(2) Unserviceable property (except consecrated or blessed items) may be sold or salvaged.

(3) Unserviceable consecrated or blessed items will be disposed of in a manner acceptable to the faith group for which they were consecrated. Such items will not be turned over to the property disposal officers.

(4) Documentation will be maintained permanently on the disposition and manner of disposition of any unserviceable property (including consecrated or blessed items) that were accountable to the property officer and were disposed.

**15-17. Personnel**

*a.* The CTOF will not hire employees nor have an employee personnel support system.

*b.* Chaplains or Chaplain Assistants will not be contracted by nor receive direct compensation of any kind from the CTOF.

*c.* Immediate Family members of Chaplains, Chaplain Assistants, and DOD civilians may be contracted by CTOF except for the following:

(1) Immediate Family members of the CTOF Manager and fund clerk.

(2) Immediate Family members of CPBAC members.

(3) Immediate Family members of the Chaplain in charge of the service or activity for which the services are being contracted.

*d.* Contracts will not be awarded to any U.S. Government or NAFI employee, either civilian or military, or to any organization substantially owned or controlled by one or more U.S. Government or NAFI employees. An exception may be granted if—

(1) The CTOFs needs cannot otherwise be met or some other compelling reason exists.

(2) The exception is approved by the Garrison Chaplain.

*e.* These policies are intended to avoid any conflicts of interest and appearance of favoritism or preferential treatment between the following:

(1) An employees interests and their official duties.

(2) Family members and the official responsibilities of their sponsor.

**15-18. Chaplain field funds**

*a.* Offerings may be received as an act of religious worship during deployments on both U.S. and foreign territory.

*b.* Commanders of deployed units with an assigned Chaplain may establish temporary, informal CFFs.

*c.* The CFFs are subject to the guidance of the theater Commander, and this regulation.

*d.* The CFFs are an exception to the normal process of managing CTOF. They are identified as a sub-account to an established home station CTOF.

*e.* The CFFs are authorized to receive and disburse funds in support of unit religious activities.

*f.* The CFFs are exempt from mandatory transfers and draw downs.

*g.* The unit Chaplain serves as the CFF manager. The unit Chaplain Assistant serves as the CFF clerk.

*h.* The CFFs are managed informally. Guidance is provided as follows:

(1) The Chaplain and Chaplain Assistant must practice basic management controls to avoid the appearance of a conflict of interest or suspicion of misuse of funds.

(2) The Chaplain ensures that offerings are counted by at least two people and secured by the most reasonable means possible in accordance with rules established by the theater Commander.

(3) The Chaplain presides over an informal CFF advisory committee of at least 3 members, which meets as needed to recommend expenditures to the unit Commander for approval. Approvals are noted in an informal field-fund journal.

(4) Receipts and disbursements are accounted for in an informal field-fund journal.

(5) The informal CFF advisory committee will conduct periodic inspections of the receipts and disbursements recorded in the informal field-fund journal of the CFF.

(6) The Commander must appoint a disinterested officer to audit the CFF operations prior to redeployment. A



statement of audit will be provided to the next higher headquarters and to the sponsoring Installation CTOF Manager at home station.

(7) Upon alert to redeploy, the CFF assets will be disposed in accordance with rules of this regulation or transmitted to the home station CTOF.

(8) The CFF is an extension of a formal CTOF with the same limitations of use and prohibitions as stated above. The CFF is not authorized to receive material donations. It is not an authorized funding source for non-U.S. forces.

*i.* A CFF normally operates at the petty cash level of management, risk and operational limits. When the operating level of the CFF exceeds the petty cash threshold, or upon the stabilization of the theater, a formal CTOF may be established, and the CTOF management procedures and accounting as outlined in this chapter will apply.

## **Chapter 16**

### **Pastoral Care and Counseling**

#### **16–1. General**

Pastoral care and counseling is a core capability of the Chaplain Corps. Pastoral care and counseling describes a broad range of activities involved in caring for and strengthening Army personnel to survive and grow through the multitude of experiences that are part of military life.

#### **16–2. Confidential and privileged communications**

*a. Confidential communications.* The privilege of confidential communication with a Chaplain is a right of every individual and an essential component of the Chaplains ministry. Confidential communication is any communication given to a Chaplain in trust by an individual, to include enemy prisoners of war (EPWs), if such communication is made either as a formal act of religion or as a matter of conscience. It is a communication that is made in confidence to a Chaplain acting as a spiritual advisor or to a Chaplain Assistant aiding a spiritual advisor. Also, it is a communication not intended to be disclosed to third party persons in any context, legal, or otherwise.

*b. Obligations to confidentiality.* The privilege of non-disclosure of confidential information belongs to the individual. The Chaplain's or Chaplain Assistant's obligation to maintain confidentiality flows from the person's right to privileged communication.

*c. Privileged communications.* Privileged and confidential are often considered synonymous. However, when they are differentiated, privileged communications refer to information which is not admissible in a court or legal action, while confidential communications is a more general concept, referring to information which is protected both in and out of the legal context. Generally, a confidential communication is also privileged.

(1) *Non-disclosure.* The privilege of non-disclosure of confidential information belongs to the person, to the person's guardian or conservator, or personal representative, if the person is deceased. The privilege of confidence extends beyond the death of the person. The privilege may also be claimed on behalf of the person by the Chaplain or Chaplain Assistant who received the communication.

(2) *Release from privilege.* Chaplains may not disclose a confidential or privileged communication revealed in the practice of their ministry without the individual person's informed consent. This consent must be freely given and not compelled, must be specific regarding the information to be disclosed by the Chaplain, and must be granted after the Chaplain receives the communication. Chaplains will not obtain a blanket release as part of the initiation of a pastoral relationship. Whenever possible this consent will be written, include a signature and date, and be witnessed by a disinterested third party. A release from confidential or privileged communication is inapplicable to cases where a Chaplain is bound by the requirements of sacramental confession.

(3) *Privilege in the court system.* Privilege cannot be violated by either commanders or the courts. However, if a military judge or other presiding official decides that no privilege exists, a Chaplain or Chaplain Assistant may have a legal obligation to testify. Failure to comply with the ruling of the court may result in disciplinary action under the UCMJ and/or adverse administrative action. Chaplains are strongly encouraged to seek both legal counsel and counsel from Chaplain supervisors in all situations where the existence of privilege may be questioned.

*d. Special instructions.*

(1) *Files containing confidential information.* Chaplain notes from confidential and privileged communication are to be clearly marked Confidential: Privileged communication and distinguished in the Chaplain's personal files from professional information and sensitive information. Protected information files will be properly secured and safeguarded protecting them from inadvertent disclosure. When confidential or sensitive information is stored in digital form, the UMT must take steps to ensure that the confidence or privilege cannot be breached. Confidential communication, professional communications, and sensitive information files are the personal files of the individual Chaplain (counselor). These files are not to be maintained in any system of records that may be subject to the Freedom of Information Act, 5 USC 552. Chaplains will personally dispose of them and ensure their destruction through a secure means.

(2) *Unit Ministry Team staff and confidential communication.* Persons assisting Chaplains, including Chaplain

Assistants and chapel office staff, are bound by the same constraints of confidence and privilege as Chaplains. However, every effort will be made to ensure that persons seeking to exercise a sacrament or receive spiritual advice or counseling disclose confidential information only to Chaplains and Chaplain Assistants.

(3) *Communications regarding counselees.* Chaplains may consult with supervisory Chaplains and/or Family Life Chaplains to ensure the best care and safety for counselees. Whenever this happens, the privilege of confidentiality will extend to all persons brought into these consultations. Chaplains must exercise great caution to avoid inadvertent disclosure of privileged information.

(4) *Personal communications between supervisory and subordinate Chaplains.* Privilege does not extend between Chaplains and their supervisors when discussing personal and professional issues. Chaplains and Chaplain Assistants who require pastoral counseling or sacraments must do so with a Chaplain outside their supervisory chain to claim privilege and avoid conflicting responsibilities.

(5) *Violation of confidential communication.* Actions inconsistent with the policies/standards outlined above will constitute a failure to meet Army standards and may result in administrative action and/or punishment under the Uniform Code of Military Justice (UCMJ).

*e. Sensitive information.* Sensitive information is any non-privileged communications that would be an inappropriate subject for general dissemination to a third party (for example, attendance at substance abuse clinics, treatment by counselors, prior arrests).

### **16-3. Family life ministry**

*a. Family life ministry activities.* Family life ministry refers to a broad range of activities undertaken by all UMTs to enable Soldiers to build and maintain personal spiritual health and build or restore healthy relationships. Family life ministry also provides highly specialized Family life Chaplains serving as advance degree credentialed Family systems therapists and trainers.

(1) Family life ministry includes education, consultation, and pastoral counseling.

(2) Family life education is preventive in nature and provides resources for Army constituents to develop healthy relationships on every level that are able to thrive under the pressures of military life. It may include education for single Soldiers, couples, Families, or extended Families, and training in a wide range of factors, such as finances, parenting, and deployment stress.

(3) Consultation and pastoral counseling is a formal and spiritually integrated process enabling Army constituents to change, cope, and resolve their presenting issues in a religious framework.

*b. Family Life Chaplains.* Family life Chaplains are the credentialed primary trainers of Family life skills. Family life Chaplains (FLCs) will support commanders by providing additional training to Chaplains in pastoral counseling and relationship education skills and programs. The SrCHs on installations and supervising Chaplains will ensure that the primary effort of FLCs is dedicated to these missions.

*c. Chaplain Family life centers.* The Installation SC provides support for Chaplain Family Life Centers (CFLCs) in the area of personnel, facilities, logistics, and funding. The CFLCs will be staffed appropriately, at a minimum, 1 FLC, 1 Chaplain Assistant (SSG), and/or 1 secretary/receptionist to ensure on-site service and safety. The FLCs will provide training and supervision for Chaplain Assistants assigned to CFLCs to ensure they have skills necessary to function in a CFLC. At a minimum, CFLCs will include a reception area, an office, counseling room, and equipment to enable the Chaplain to provide pastoral counseling and relationship education services, and to conduct Chaplain training.

*d. Family life training standards.* The Chaplaincy recognizes 3 skill levels of Family life training.

(1) *Basic pastoral counselor.* Basic competence is established by completing CHBOLC and PST-FL or equivalent provided by a FLC or other professional.

(2) *Family life Chaplains.* Chaplains who complete the U.S. Army Family Life Chaplain Training Program or an equivalent program as determined by the CCH. FLC qualifying training includes a masters-level degree in counseling, a practicum in counseling, theological integration, and specialized training in military applications.

(3) *Family life Chaplain supervisor.* FLCs who have successfully completed the Family life supervisor in Training Program or an equivalent program, and who meet the professional credentialing requirements for Approved Supervisor are awarded 56D7K, FLC Supervisor. Directors of the Chief of Chaplains Family life training and resource centers will be FLC supervisors. Family life supervisors will provide clinical supervision.

*e. Continuing education.* All Chaplains must maintain competence in pastoral care and counseling through continuing education. FLCs will maintain their professional credentials in pastoral counseling and relationship education. Continuing education standards in pastoral care, counseling, and relationship education are set by the CCH.

*f. Army well-being programs.* The FLCs may support training in Army well-being programs to include: suicide prevention, domestic violence and intervention, sexual assault prevention and response, deployment cycle support, and battle mind training.

### **16-4. Institutional Ministry (hospital and confinement)**

*a. Facilities for unit ministry teams.* Unit Ministry Teams provide pastoral care and counseling as assigned staff members in hospitals and confinement facilities. Religious support in these demanding settings requires CCH directed

specialized training in crisis ministry, trauma event management, processing grief and loss, and pastoral conduct and ethics in an institutional setting. The UMTs extend the Army's concern for Soldiers and Families in the remote and often lonely locations of hospital waiting rooms, patient rooms, combat support hospitals, physical therapy centers, and jail cells. Additionally, UMTs contribute as fellow staff members to the command and cadres of institutions as they deal with the issues of high demand, stress, grief and loss, security, rehabilitation, and professional ethics.

*b. Resources for unit ministry teams.* Institutional Chaplains use their specialized experience to provide training and consultation for unit Chaplains to maximize UMT effectiveness. The MEDCOM Chaplain collaborates with the CCH training strategies to enhance UMT care giving skills throughout the Army Chaplaincy.

### **16-5. Deployment Cycle Support Program**

Unit ministry teams provide support to Soldiers and Families in accordance with guidance from the Army leadership in the Deployment Cycle Support Program. Family life Chaplains and hospital Chaplains provide training for UMTs in skills and programs fielded to support Soldiers and Family members throughout the DCS Program. The CCH expects all Chaplains, Chaplain Assistants, and religious educators to aggressively seek to find their individual roles in making the DCS responsive to Soldier and Family needs in this time of prolonged conflict. This is especially challenging in the distributed and decentralized needs of the Reserve Components. Army Chaplains are expected to achieve innovative and responsive religious support to the DCS through extensive cooperation and collaboration within their respective Reserve Component areas of influence. The USARC Chaplain and ARNG Staff Chaplain are expected to take the lead for their respective components in determining requirements and aligning capabilities to meet Soldier and Family DCS needs.

### **16-6. Strong Bonds**

*a.* Building ready Families is a curriculum and retreat-based relationship development program executed by Chaplains in support of Command directives. Strong Bonds includes programs to train Army constituents in relationship skills throughout the Army/Soldier life cycle. The CCH provides guidance for execution of Strong Bonds and, when available, supplemental grants to support units in conducting Strong Bonds training.

*b.* The CCH provides annual strong bonds guidance to UMTs on Strong Bonds programs and execution. All UMTs are required to comply with directives when doing training using the Strong Bonds name and/or funding.

*c.* The Chief, Army Reserve provides funding to support Strong Bonds programs in the Army Reserve.

*d.* The Director of the Army National Guard provides funding to support Strong Bonds programs in the Army National Guard.

*e.* The Secretary of the Army hereby delegates their authority, as prescribed in 10 USC 1789, to provide support services to build and maintain a strong Family structure among active duty Soldiers and reserve Soldiers in an active status, and their Families, to commanders in the grade of colonel and above. This authority may be delegated to a commander in the grade of lieutenant colonel by the first general officer in the chain of command in situations where there is not an intermediate commander between the commanding general and the commanding lieutenant colonel.

*f.* Commanders may use APF at installation level and mission funds at unit level to provide the support services prescribed in 10 USC 1789 for the commander's program to build and maintain strong and ready Family structures.

## **Chapter 17 Transformation**

### **17-1. General**

*a.* This regulation is promulgated during a time of persistent conflict in the Global War on Terror. At the same time the U.S. Army is more than half way through with its continuing national mission to transform within the Department of Defense to meet our Country's future needs well into the 21<sup>st</sup> Century. Change is the dynamic part of our Army culture. The Army Chaplaincy will remain relevant, responsive, and ready for any mission.

*b.* The information in this regulation is definitive but evolving. As the Army transforms, new force structures will mature, information and weapons systems will evolve, Soldier support systems will adjust, and the morals and values and spiritual resilience necessary for conducting warfare will continue to demand our devoted attention. Some methods for delivering religious support will adjust on the move. Expect new guidelines and regulations to lag slightly behind the pace of change while adhering to published standards. This regulation assumes a new form of presentation that allows the updating of information primarily as supplements issued in table format. The intent is to keep the general principles of delivering religious support relatively unchanged in the chapter narratives while documenting changes in technique or procedures as the Chaplaincy adapts in pace with transformation.

### **17-2. Unified actions in joint, interagency, intergovernmental, multinational formations**

The OCCH will seek every opportunity to develop sustainable ways to contribute to the vast needs yet to be articulated in support of Army actions in the JIIM. Issues of legality, permissions, collaborative tools, information sharing, and

partnering with other governmental agencies to meet religious needs are yet to be explored. In the interim, the Army Chaplaincy remains open for dialogue and discovery regarding the connect points and possibilities.

*a. Contractors.* Support to contractors is determined at the strategic level by combatant commanders or equivalent National executive levels and detailed through very specific statements of work (SOW), combatant commander policies and directives, and specified tasks in support of ASCC directed tasks. All religious support to contractors is considered external life support. Contractors are expected to be self-sufficient, handling all actions necessary to perform under the conditions of the contract without additional assistance from the Government.

(1) Additional Government support to contractors is dependent on the operational environment and the type of contractor involved. For contractor employees deploying with the force, support, such as lodging and medical treatment, subsistence, laundry and shower, medical, mortuary, morale, MWR, postal, and religious, mortuary affairs, next of kin notification, is generally similar to that provided to DACs participating in the same operation. Regardless of the source, contractor or military, life-support requirements must be identified and included in OPLANs/OPORDs and the governing contract (SOW).

(2) The combatant commander J1 provides the guidance for Army specific contractor-employee personnel related policies. The ASCC commander and the subordinate ARFOR commander (if applicable), has the responsibility to arrange and plan CS and CSS, and to identify and task specific units or organizations to provide the necessary support to contractors.

(3) When contractors are deployed in support of military operations they are provided religious support in accordance with OPLAN/OPORD religious support annexes and appendices. The appropriate religious support section (UMT) assesses the requirements and includes them in the religious support plan. (Pending Senior Commander approval, U.S. contractor Family members may receive religious support through CONUS installations while spouses are deployed in support of military operations.) As directed by the ASCC commander, UMTs will plan for adequate religious support resources including personnel, budget, and literature and sacramental supplies, to support contractor employees who deploy with the force (See FM 3-100.21).

(4) Contractors will not be considered a discreet unit or organization for the purposes of RS. Contractor RS is an integrated part of ongoing military RS programs and will not create separate RS demands that are distinct and apart from ongoing, regularly scheduled military events that are generally open to department of defense civilians. Chaplains may conduct separate burial ceremonies and funerals for contractors as appropriate in support of command directives.

*b. Full spectrum operations expect Joint participation.* Our effectiveness depends upon our ability to execute our collective Army responsibilities while recognizing the opportunities to engage in joint religious support. Chaplains and Chaplain Assistants are expected to exercise their duties in joint opportunities in the spirit of cooperation, communication, and collaboration. Army technical supervisory channels will remain intact but will also expand to include appropriate Joint accountability and responsiveness. The Chaplaincy will embrace joint concepts, and plan for Joint operations.

*c. Intergovernmental.* Relationships between America and other Governments participating as member nations to achieve a common interest remain susceptible to impressions and cultural expectations. National government approaches to the free exercise of religion vary dramatically. The impact of global connectivity can shape cultural religious perceptions that significantly impact coalitions and alliances. Chaplains operating in this environment are to seek the technical supervision and counsel of the SrACH or Joint Headquarters to determine the useful methods of sharing or demonstrating religious support with other nations. These situations will not be used as occasions for developing missionary opportunities or proselytizing.

*d. Interagency.* All operations will require some civil-military integration. Other agencies may be in the lead during an operation with DOD in support. This may be particularly true in a variety of CONUS Consequence Management scenarios and Defense Support to Civil Authority constructs. Army forces remain under DOD control in these cases, in spite of lead agency. Chaplains will continue to provide for their authorized DOD population until directed by command authority to do otherwise. ASCC or Theater Army Chaplains supporting a Combatant Commander are expected to collaborate with the Combatant Command Chaplain to ensure they are contributing to a common operations picture for religious affairs. Where applicable with command approval the Senior Army Chaplain may work with The Joint Interagency Coordination Group (JIACG) on the combatant commander's staff to facilitate interagency religious support. Senior Army Chaplains will make maximum use of a command approved memorandum of agreement or terms of reference to prescribe interagency religious support and resource sharing.

*e. Multinational.* The increasing appearance of Irregular Warfare emphasizes the importance of diplomacy, stability and predictability of Military Engagement and Security Cooperation. The OCONUS ASCC Chaplains develop opportunities in support of Combatant Commander objectives to enhance Chaplain contacts and mutual projects with foreign Chaplaincies that build trust and confidence, share information, and maintain influence with American allies. These military to military opportunities are part of Combatant Command or ASCC Commander key leader engagements. Chaplains involved in these activities will comply with strategic political objectives and keep combatant command Chaplains informed of all scheduled opportunities and provide an after action report to the combatant command Chaplain within 7 calendar days of the conclusion of the event.

### **17-3. Base realignment**

*a.* The Army will continue to implement the Congressional laws pertaining to Base Realignment and Closure (BRAC). These activities will dramatically reshape the CONUS and OCONUS installation postures. Some installations will gain large additional troop concentrations or a number of new tenant organizations. These actions will occur in a resource constrained environment and will test the limits of adequate religious support manning and demand an increased level of shared competencies. Chaplains and Assistants will maximize teamwork across commands in order to remain responsive to installation needs and BRAC adjustments. Responsibilities associated with Joint Basing religious support will be determined as a supplement to this regulation when appropriate.

*b.* The SrCH is appointed by the CCH to assume responsibility for integrating the delivery of religious support across the installation and to facilitate communications between the CCH and commanders. The SrCH prioritizes religious support to meet the demands of the CMRP. All Chaplains will work to support SrCH requirements while they meet their assigned unit responsibilities.

*c.* The SrCH will examine opportunities to partner with local religious congregations to extend the sense of community and partnership that supports the Army's needs and the Installation SCs intent. These civilian opportunities will serve primarily as a conduit for freedom of religious exercise and community public awareness and appreciation for military members and will not be presented as either an implied or practical augmentation of the Chaplaincy.

## **Appendix A References**

### **Section I Required Publications**

#### **AR 5-18**

Army Stationing and Installation Plan (Cited in para 1-9s.)

#### **AR 5-22**

The Army Force Modernization Proponent System (Cited in paras 1-8j, 1-9b, 1-14.)

#### **AR 135-100**

Appointment of Commissioned and Warrant Officers of the Army (Cited in para 8-2a.)

#### **AR 210-22**

Private Organizations on Department of the Army Installations (Cited in para 3-2e.)

#### **AR 215-1**

Military Morale, Welfare and Recreation Program and Non-appropriated Funds Instrumentalities (Cited in paras 12-6c, 15-1c, 15-9b(1), 15-16c(1)(2).)

#### **AR 350-1**

Army Training and Leader Development (Cited in paras 9-1b, 9-2i(5).)

#### **AR 420-1**

Army Facilities Management (Cited in paras 12-3a, 12-3e, 12-3f, 12-3j.)

#### **AR 600-3**

The Army Personnel Development System (Cited in para 1-9b.)

#### **AR 600-20**

Army Command Policy (Cited in paras 1-8c, 2-1c, 3-1e, 3-1g, 12-3h, 12-4(3)(b).)

#### **AR 601-100**

Appointment of Commissioned and Warrant Officers in the Regular Army (Cited in paras 8-2a, 8-5b.)

#### **AR 621-1**

Training of Military Personnel at Civilian Institutions (Cited in paras 8-4b, 9-5a.)

#### **AR 670-1**

Wear and Appearance of Army Uniforms and Insignia (Cited in paras 2-1c, 4-3e, 7-6b.)

#### **DODD 1300.17**

Accommodation of Religious Practices within in the Military Services (Cited in para 1-8c.)

#### **DODD 1304.19**

Appointment of Chaplains for the Military Departments (Cited in paras 1-9e, 3-1a, 3-2b(3), 6-14a, 7-3a, 8-2a.)

#### **DODI 1015.15**

Establishment, Management, and Control of Nonappropriated Fund Instrumentalities and Financial Management of Supporting Resources (Cited in para 15-1c.)

#### **DODI 1304.28**

Guidance for the Appointment of Chaplains for the Military Departments (Cited in paras 6-14a, 8-9b.)

#### **DODI 5120.8**

Armed Forces Chaplains Board (Cited in para 1-9r.)

**General Order No. 253**

Issued by the War Department, Washington, DC, dated 28 December 1909 (Cited in paras 1–6d, 4–1a.)

**USC Title 10**

Armed Forces (Cited in paras 1–1, 1–6, 11–5a, 10–1a, 10–2a, 10–5a.)

**10 USC 651**

Members: Required Service (Cited in para 8–5c.)

**10 USC 1789**

Chaplain-led programs: authorized support (Cited in paras 1–8h, 14–3b(2), 16–6e, 16–6f.)

**10 USC 3073**

Chaplains (Cited in para 16a.)

**10 USC 3547**

Duties: Chaplains; Assistance Required of Commanding Officers (Cited in paras 1–6a, 3–2b(1), 12–1a, 13–1d.)

**10 USC 3581**

Command: Chaplains (Cited in paras 1–6a, 3–1e.)

**18 USC 209**

Salary of Government Officials and Employees Payable only by United States (Cited in para 12–3h(5).)

**32 USC**

National Guard (Cited in para 10–4h.)

**CTA 50–909**

Field and Garrison Furnishings and Equipment (Cited in para 12–4a(1).)

**Section II**

**Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand the publication.

**AR 1–33**

The Army Memorial Program

**AR 11–2**

Management Control

**AR 11–7**

Internal Review Program

**AR 25–50**

Preparing and Managing Correspondence

**AR 27–20**

Claims

**AR 71–9**

Materiel Requirements

**AR 71–32**

Force Development and Documentation Consolidation Program

**AR 135–175**

Separation of Officers

**AR 190-47**

The Army Corrections System

**AR 215-4**

Non-appropriated Fund Contracting

**AR 350-100**

Officer Active Duty Service Obligations

**AR 405-70**

Utilization of Real Property

**AR 420-1**

Army Facilities Management

**AR 600-8-10**

Leaves and Passes

**AR 600-8-24**

Officer Transfers and Discharges

**AR 608-10**

Child Development Services

**AR 621-1**

Training of Military Personnel at Civilian Institutions

**AR 623-3**

Evaluation Reporting System

**AR 735-5**

Policies and Procedures for Property Accountability

**AR 840-10**

Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates

**DA Pam 165-3**

Chaplain Training Strategy

**DA Pam 165-17**

Chaplain Personnel Management

**DA Pam 165-18**

Chaplaincy Resources Management

**DA Pam 415-15**

Army Military Construction Program Development and Execution

**DA Pam 415-28**

Guide To Army Real Property Category Codes

**DA Pam 600-25**

U.S. Army Non-Commissioned Officer Professional Development Guide

**DA Pam 611-21**

Smartbook, Enlisted Career Management Fields

**DOD 5500.7-R**

Joint Ethics Regulation



**DOD Financial Management Regulation**

7000.14R, Vol 5

**DOD Construction Manual 4270.1-M**

Construction Criteria Manual

**FM 1-05**

Religious Support

**FM 6-0**

Mission Command: Command and Control of Army Forces

**FM 27-10**

The Law of Land Warfare (INCL C1)

**CTA 50-970**

Expendable/Durable Items (Except Medical, Class V, Repair Parts, and Heraldic Items)

**FORSCOM REGULATION 500-3**

U.S. Army Forces Command Mobilization Deployment and Execution System (FORMDEPS)

**TRADOC PAM 71-9**

Requirements Determination

**Federal Acquisition Regulations (FAR)**

Part 37

**5 USC 552**

Public Information; Agency Rules, Opinions, Orders, Records, and Proceedings

**Executive Order 11593**

Protection and Enhancement of the Cultural Environment

**Army Mobilization and Operations Planning and Execution System (AMOPES)**

(Available at <http://cpol.army.mil/library/mobil/>.)

**DFAS-IN Reg 37-1**

Finance and Accounting Policy Implementation

**DA Personnel Policy Guidance for Contingency Operations in Support of Global War on Terrorism (PPG)**

(Available at <http://www.armyg1.army.mil/MilitaryPersonnel/ppg.asp>.)

**Revised HQ IMCOM Chaplain Memorandum**

Chapel Volunteer Management System Implementing Guidance, 15 October 2008

**OSD policy memorandum**

Payment of fees for guest speakers, lecturers, panelists, 3 April 2007.

**Section III**

**Prescribed Forms**

**DD Form 1391**

Military Construction Project Data (Prescribed in para 12-3a.)

**DD Form 2088**

Ecclesiastical Endorsement Agent Certification (Prescribed in paras 8-3a, 8-5d, 8-9a, 10-2b, 10-2c.)

**Section IV**  
**Referenced Forms**

This section contains no entries.

**Appendix B**  
**Religious Support Functions and Tasks on the Installation**

**B–1. Core competencies**

The UMTs possess 2 core competencies-professional military religious leader, and professional military RS staff advisor.

**B–2. Professional military religious leader functions**

There are six professional military religious leader functions. See table B–1. These tasks are Common Shared. Garrison and mission unit UMTs are professionally credentialed to give RS to any Soldier, Family, or authorized civilian, subject to religious affiliation.

<b>Table B–1</b>		
<b>Professional military religious leader functions and tasks</b>		
Functions	Tasks	Task Description
1. Religious services	Task 1.1. Conduct worship services.	Task 1.1. Common shared
2. Religious rites	Task 2.1. Conduct religious rites, sacraments, and ordinances.	Task 2.1. Common shared
3. Pastoral care and counseling	Task 3.1. Conduct Visitation, religious counseling, and pastoral care/counseling.	Task 3.1. Common shared
	Task 3.2. Conduct On-Call Duty Chaplain duties, next-of-kin notification, funeral roster, and Chaplain Assistant chapel roster support.	Task 3.2. Common shared
4. Religious education and youth ministry	Task 4.1. Conduct religious education activities.	Task 4.1. Common shared
	Task 4.2. Conduct youth ministry activities.	Task 4.2. Common shared
5. Family Life ministry	Task 5.1. Conduct Family Life training for UMTs.	Task 5.1. Common shared
	Task 5.2. Apply Family Life skills in counseling.	Task 5.2. Common shared
6. Institutional ministry	Task 6.1. Conduct visitation in medical facilities.	Task 6.1. Common shared
	Task 6.2. Conduct visitation in confinement facilities.	Task 6.2. Common shared
	Task 6.3. Conduct visitation in correctional facilities.	Task 6.3. Common shared

**B–3. Professional military RS staff advisor tasks**

There are five Professional Military Religious Support Staff Advisor functions. See table B–2. These tasks are generally common not shared tasks. Garrison and mission unit UMTs perform technical advisory, management, support, operations, and training functions for the commands to which they are assigned. Garrison and mission unit CHs serve as personal and special staff officers for their commanders, in support of the Soldiers, Families, and authorized Civilians of those units.

**Table B-2**  
**Professional military RS staff advisor functions and tasks**

Functions	Tasks	Task Description
7. Professional advice to the command	Task 7.1. Provide commander with religious and moral advice, assess religious needs, and facilitate RS for Soldiers, Families, and authorized Civilians of the command. Task 7.2. Provide SC with religious and moral advice, ensure RS for Soldiers, Families, and authorized Civilians of the installation, and give executive level technical channel oversight over UMTs on the installation.	Task 7.1 Common not shared Task 7.2 SrCH
8. Management and administration	Task 8.1. Manage the Garrisons Chapel Tithes and Offering Fund. Task 8.2. Manage the commands UMT manpower, funds, facilities, supplies, equipment, and force structure. Task 8.3. Facilitate coordination of CH assignments and personnel actions with CH branch personnel manager(s) and Department of Army CCH Personnel Directorate.	Task 8.1 Garrison CH Task 8.2 Common not shared Task 8.3 Common not shared
9. Moral and spiritual support	Task 9.1. Conduct moral leadership training. Task 9.2. Conduct spiritual development and sustainment programs, such as Prayer Breakfasts and Spiritual Fitness events.	Task 9.1 Common not shared Task 9.2 Common not shared
10. RS planning and operations	Task 10.1. Conduct RS planning and execution in support of unit operations. Task 10.2. Conduct pre-deployment RS for Soldiers, their Families, and authorized Civilians. Task 10.3. Conduct deployment RS for Families of deployed Soldiers. Task 10.4. Conduct redeployment and reunion RS for redeployed Soldiers, their Families, and authorized Civilians.	Task 10.1 Common not shared Task 10.2 Common not shared Task 10.3 Common not shared Task 10.4 Common not shared
11. RS training	Task 11.1. Train UMTs in the CCH-directed professional development training topics. Task 11.2. Train UMTs in unit RS and METL tasks. Task 11.3. Conduct mobilization training for UMTs.	Task 11.1 SrCH Task 11.2 Common not shared Task 11.3 Common not shared

## Appendix C

### Accessioning to the Army Chaplaincy

#### C-1. Army Chaplaincy accessions

Chaplains are accessioned into the Army based upon compliance with a variety of factors prescribed in DOD policy, CCH policy, and formal accession board actions.

#### C-2. Army Chaplaincy flowchart

See figure C-1 for accessioning requirements and procedures. See also table 6-1 Accession Requirements for Army Chaplaincy for a narrative description.

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## Accessioning to the Army Chaplaincy

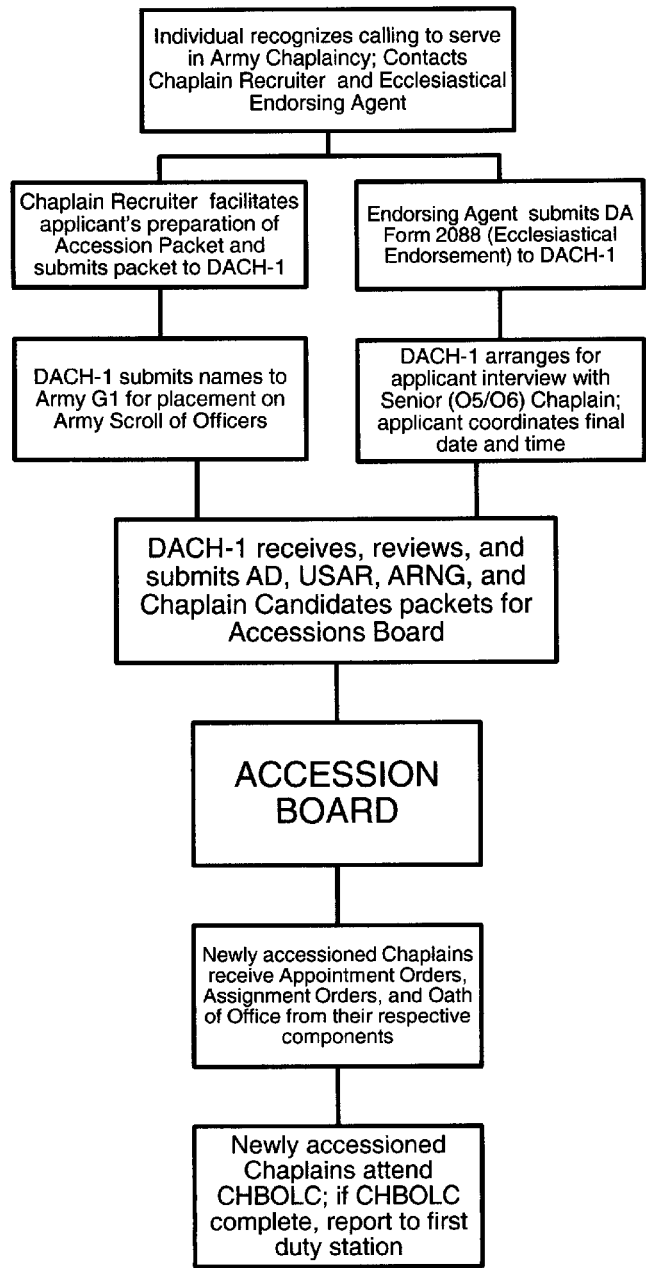


Figure C-1. Army Chaplaincy Accessions flowchart

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## **Appendix D Internal Control Evaluation (Contracting for Clergy Services)**

### **D-1. Function**

The function covered by this evaluation is Contracting for Civilian Clergy Services.

### **D-2. Purpose**

The purpose of this evaluation is to assist assessable unit managers (AUMs), Internal Control Administrators (ICAs), and Chaplaincy Resources Managers (CRMs) in evaluating the key management controls outlined below. It is not intended to cover all controls.

### **D-3. Instructions**

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, other). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key internal controls must be formally evaluated at least once every five years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

### **D-4. Test questions**

- a.* Does the non-personal services contract have service definitions that clearly define the nature of the services to be performed?
- b.* Does the contract state services to be performed in terms of number of services or products times the applicable rate?
- c.* Has the IMCOM HQ/MEDCOM Staff Chaplain granted an exception to policy to contract for civilian clergy?
- d.* Has the contract been reviewed by the Staff Judge Advocate for legal sufficiency and tax implications as a non-personal services contract?

### **D-5. Supersession**

This checklist replaces the AR 165-1, Management Control Evaluation Checklist, appendix B, dated 25 March 2004.

### **D-6. Comments**

Help make this a better tool for evaluating internal controls. Submit comments to: Office of the Chief of Chaplains (DACH-4/6/8/EN/STRATCOM), 2700 Army Pentagon, Washington DC 20310-2700.

## **Appendix E Internal Control Evaluation (Chapel Tithes and Offerings Funds)**

### **E-1. Function**

The function covered by this checklist is Chapel Tithes and Offerings Funds Operations.

### **E-2. Purpose**

The purpose of this evaluation is to assist assessable unit managers (AUMs), Internal Control Administrators (ICAs), and Chaplaincy Resources Managers (CRMs) in evaluating the key management controls outlined below. It is not intended to cover all controls.

### **E-3. Instructions**

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, other). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key internal controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

#### **E-4. Test questions**

##### Administrative and Legal Documentation

- a. Does the CTOF have an SOP?
- b. Is documentation available showing establishment of the Fund?
- c. Is documentation available showing the Tax Identification Number? Do the fund manager and the fund clerk have appointment orders?
- d. Have the fund manager and the fund clerk received USACHCS training?
- e. Are the fund manager and the fund clerk bonded (RIMP insurance)?
- f. Are bank documents available and current showing individuals authorized to sign checks?
- g. Do bank documents identify the fund manager as the official fund custodian?
- h. Do bank documents state that any check \$3000.00 or more requires a second signature?
- i. Are checks used to make payments or to withdraw funds preprinted and pre-numbered sequentially?
- j. Do checks have the words An Instrumentality of the United States in the name header?
- k. Are blank checks stored in an approved and locked container?
- l. Does the Fund Manager open and review all mail addressed to the Fund?
- m. Is there an established list of who has access to the keys or combinations of the locked containers?
- n. Are keys or combinations to locks and containers safeguarded and changed when there is a change in personnel?
- o. Have key personnel with internal control responsibilities received internal control training?
- p. Do the AUM and ICA performance agreements contain explicit internal control responsibilities?
- q. Are computer programs password protected and are these passwords changed if there is a change in personnel?

#### **E-5. Safeguarding funds**

- a. Are offerings counted by at least two persons immediately upon removal from public view and substantiated by a signed offering control report?
- b. Do the number of offering control reports correspond with the number of services?
- c. Are cash receipts, petty cash, deposits in transit, and all other monies secured in an approved and locked safe?
- d. Are all receipts, including cash, checks, and other negotiable instruments deposited in a bank and vouched on the date of receipt or on the first business day following receipt?
- e. Are bookkeeping duties segregated from the offering counting and performed by different persons?
- f. Are all bank accounts (statements) reconciled each month and verified by the Fund Manager?
- g. Are the bank statements reconciled each month to the general ledger?
- h. Are invoices paid within 30 days of the invoice date?
- i. Do two disinterested persons conduct an informal inspection once a month?
- j. Are the monies being collected at fund raisers under the control of two (2) persons at all times?
- k. Are these monies kept in a secure area and counted, deposited and recorded in the same manner as offerings collections?
- l. Are receipts presented for all petty cash purchases?
- m. Are petty cash accounts balanced by someone other than the manager of the petty cash fund?
- n. Is there an established list of who has access to debit cards and PIN numbers?
- o. Are there procedures in place to acquire the debit cards and change the PIN numbers if there is a change in personnel?
- p. Are debit cards kept in a secure locked location when not in use?
- q. Are there safeguards in place to assure that debit cards cannot be used to make cash withdrawals?
- r. Does someone other than the person or persons with authority to use the debit cards reconcile debit transactions on bank statements?

#### **E-6. Chapel tithes and offerings fund government purchase cards**

- a. Have all CTOF GPC cardholders received initial and annual refresher training?
- b. Has the CTOF GPC Billing Official received initial and annual refresher training?
- c. Is there an established list of all GPC cardholders with their login?
- d. Are there safeguards in place to assure GPC cards cannot be used to make cash withdrawals?
- e. Are there procedures in place to close GPC cardholder accounts and destroy cards when personnel change?
- f. Are GPCs kept in a secure locked location when not in use?
- g. Did all GPC cardholder purchases have prior approval from the Billing Official?
- h. Did only the CTOF GPC cardholder make purchases with his/her card?
- i. Were all purchases within the cardholders purchase limits?
- j. Did cardholders put all transactions in the transaction journal?

*k.* Did cardholders follow established GPC SOP procedures for approving and reconciling purchases for each cycle date?

*l.* Did the billing official follow established GPC SOP procedure for reconciling all cardholder statements, reconciling the managing account CTOF GPC statement, and paying the bill?

*m.* Was the statement paid within 5 days of the cycle date by the billing official?

#### **E-7. Contracts**

*a.* Are all contracts reviewed for legal sufficiency and tax implications as non-personal services contracts?

*b.* Is maximum competition sought on all non-personal service contracts?

*c.* Are all CTOF contracts over \$25,000 forwarded to the IMCOM HQ Staff Chaplain or MEDCOM Staff Chaplain for approval?

#### **E-8. Supersession**

This checklist replaces the AR 165-1, Management Control Evaluation Checklist, appendix C, dated 25 March 2004.

#### **E-9. Comments**

Make a better tool for evaluating internal controls by submitting comments to: (DACH-4/6/8/EN/STRATCOM), Office of the Chief of Chaplains, 2700 Pentagon, Washington, DC 20310-2700.

## **Glossary**

### **Section I Abbreviations**

**AC**

Active Component

**ACCH-ANG**

Assistant Chief of Chaplains for the Army National Guard

**ACCH-MR**

Assistant Chief of Chaplains for Readiness and Mobilization

**ACIF**

Army Central Insurance Fund

**ACOM**

Army Commands

**ACP**

Army Campaign Plan

**ACS**

Advanced Civilian Schooling

**ACSP**

Army Chaplaincy Strategic Plan

**ACU**

Army Combat Uniform

**AD**

Active Duty

**ADL**

Active Duty List

**ADSO**

active duty service obligation

**ADT**

active duty for training

**AERS**

Army Educational Requirement System

**AFCB**

Armed Forces Chaplains Board

**AIT**

Advanced Individual Training

**AGR**

Active Guard

**ALC**

Advanced Leaders Course

**AMOPES**

Army Mobilization and Operations Planning and Execution System



**ANCOC**

Advanced Noncommissioned Officer Course

**AO**

area of operations

**APF**

Appropriated Funds

**APIE**

Assessment, Planning, Implementation and Evaluation

**APL**

Army Promotion List

**AR**

Army Regulation

**ARFOR**

Army Forces

**ARFORGEN**

Army Force Generation

**ARNG**

Army National Guard

**ARSTAF**

Army Staff

**ASA (M&RA)**

Assistant Secretary of the Army, Manpower and Reserve Affairs

**ASCC**

Army Service Component Command

**ASIP**

Army Stationing and Installation Plan

**AT**

Annual Training

**ATTRS**

Army Training Requirements and Response System

**AUM**

Assessable Unit Manager

**BES**

Budget End Strength

**BMG**

Budget and Manpower Guidance

**BNCOC**

Basic Noncommissioned Officer Course

**BRAC**

Base Realignment and Closure

**C4**

Chaplain Captains Career Course

**CAEP**

Chaplain Advanced Education Program

**CAR**

Chief, Army Reserve

**CARSS**

Chaplain Automated Religious Support System

**CARSSAG**

Chaplain Automated Religious Support System Advisory Group

**CAST**

Chaplaincy Annual Sustainment Training

**CCH**

Chief of Chaplains

**CCP**

Chaplain Candidate Program

**CDID**

Capability Development Integration Directorate

**CEU**

Continuing Education Unit

**CFAS**

Chaplaincy Financial Accounting System

**CFF**

Chaplain Field Fund

**CFLC**

Chaplain Family Life Center

**CFP**

Contingency Force Pool

**CHAPNET**

Chaplaincy Network

**CHBOLC**

Chaplain Basic Officer Leadership Course

**CLS**

common levels of support

**CM**

Consequence Management

**CMETL**

core mission essential/task list

**CMF**

Career Management Field

**CMM**

Combat Medical Ministry

**CMRP**

Command Master Religious Plan

**CNGB**

Chief National Guard Bureau

**CO2**

Consideration of Others

**CPBAC**

Chaplaincy Program Budget Advisory Committee

**CPE**

Clinical Pastoral Education

**CPOC**

Civilian Personnel Operations Center

**CRC**

CONUS Replacement Centers

**CRM**

Chaplaincy Resources Manager

**CPRT**

Chaplain Professional Reinforcement Training

**CSL**

Center for Spiritual Leadership

**CTA**

Common Table of Allowances

**CTOF**

Chapel Tithes and Offerings Fund

**CWR**

Center for World Religions

**CYPA**

Child and Youth Program Assistant

**CYS**

Child and Youth Services

**DA**

Department of the Army

**DA PAM**

Department of Defense Pamphlet

**DAC**

Department of the Army Civilians

**DACH-RCI**

Department of the Army Chief of Chaplains, Reserve Components Integration

**DARNG**

Director, Army National Guard

**DCCH**

Deputy Chief of Chaplains

**DCS**

Deployment Cycle Support

**DCS, G-1**

Deputy Chief of Staff, G-1

**DFGL**

Distinctive Faith Group Leader

**DFRS**

Distinctive Faith Religious Support

**DIMA**

Drilling Individual Mobilization Augmentee

**dL**

Distance Learning

**DLA**

Defense Logistics Agency

**DMETL**

Directed Mission Essential Task List

**DOD**

Department of Defense

**DODD**

Department of Defense Directive

**DODI**

Department of Defense Instruction

**DOR**

Date of Rank

**DOTMLPF**

Doctrine, Organization, Training, Materiel, Leader Development and Education, Personnel, and Facilities

**DPW**

Director of Public Works

**DRE**

Director of Religious Education

**DRU**

Direct Reporting Unit

**DSCA**

Defense Support to Civil Authority

**DSPD**

Defense Support of Public Diplomacy

**EAD**

Entry on Active Duty

**EERS**

Essential Elements of Religious Services

**EIN**

Employers Identification Number

**EMM**

Emergency Medical Ministry

**EPW**

Enemy Prisoners of War

**FAD**

Funding Authorization Document

**FAIR**

Federal Activities Inventory Reform Act of 1998

**FAR**

Federal Acquisition Regulation

**FASCLASS**

Fully Automated System for Classification

**FLC**

Family Life Chaplain

**FLCTRC**

Family Life Chaplain Training and Resource Center

**FMWRC**

Family and Morale, Welfare and Recreation Command

**FOIA/PA**

Freedom of Information Act/Privacy Act

**FORMDEPS**

Forces Command Mobilization, Deployment, and Execution System

**GC**

Garrison Commander

**GIN**

Governmental in Nature

**GPC**

Government Purchase Card

**HD/LD**

High Demand/Low Density

**HRC**

Human Resource Command

**IA**

Individual Augmentee

**IBE**

Installed Building Equipment

**ICP**

Internal Control Plan

**IDP/SDP**

Individual Development Plan/Spiritual Development Plan

**IDT**

Inactive Duty Training

**ILE**

Intermediate Level Education

**IMCOM**

Installation Management Command

**IRR**

Individual Ready Reserve

**IMA**

Individual Mobilization Augmentee

**IMCOM**

Installation Management Command

**ISR**

Installation Status Report

**JER**

Joint Ethics Regulation

**JFHSC**

Joint Force Headquarters State Chaplain

**JFHQ**

Joint Forces Headquarters

**JIACG**

Joint Interagency Coordination Group

**JJIM**

Joint, Interagency, Intergovernmental, and Multi-National

**JTA**

Joint Table of Allowances

**JTFQ**

Joint Task Force Headquarters

**JTF**

Joint Task Force

**LIN**

Line Item Number

**MBA**

Master of Business Administration

**MCA**

Military Construction Army

**MCP**

Management Control Program

**MDRD**

Mobilization, Deployment, Redeployment and Demobilization

**MEDCOM**

U.S. Army Medical Command

**METL**

Mission Essential Task List Switch

**MOBTDA**

Mobilization TDA

**MOS**

Military Occupational Specialty

**MRA**

Manpower Reserve Affairs

**MRD**

Mandatory Removal Date

**MSCA**

Military Support to Civil Authorities

**MSO**

Military Service Obligation

**MTF**

Military Treatment Facility

**MTOE**

Modification Table of Organization and Equipment

**MWR**

morale, welfare, recreation

**NAF**

Non-appropriated Funds

**NAFI**

Non-appropriated Fund Instrumentality

**NCO**

Non Commissioned Officer

**NCOES**

Noncommissioned Officer Education System

**NGB**

National Guard Bureau

**NGB-ARZ-CH**

Army National Guard Staff Chaplain

**NGB–ASMO**

Army National Guard Strength Maintenance Division Officer

**NGO**

Non-governmental Organization

**NPS**

Non-personal Services

**NSN**

National Stock Number

**OACSIM**

Office of the Assistant Chief of Staff for Installation Management

**OCAR**

Office of the Chief, Army Reserve

**OCCH**

Office of the Chief of Chaplains

**OCONUS**

Outside the Continental United States

**OGA**

Other Government Agency

**OMPF**

official military personnel file

**ONA**

Operational Needs Assessment

**ONS**

Operational Needs Statement

**OPSEC**

Operational Security

**OSD**

Office of the Secretary of Defense

**OSM**

Officer Strength Manager

**PE**

Program Element

**PMAD**

Personnel Manning Authorization Document

**PME**

Professional Military Education

**POM**

Program Objective Memorandum

**PPBE**

Planning, Programming, Budgeting and Execution



**PPG**

Personnel Policy Guidance

**PST**

Pastoral Skills Training

**PST-CL**

Pastoral Skills Training - Clinical

**PST-FL**

Pastoral Skills Training - Family Life

**PTDY**

Permissive Temporary Duty

**PVO**

Private Voluntary Organizations

**PWOC**

Protestant Women of the Chapel

**RC**

Reserve Component

**RFAD**

Release from Active Duty

**RIMP**

Risk Management Program

**RLL**

Religious Leader Liaison

**RO**

Religious Organization

**ROPMA**

Reserve Officer Personnel Management Act

**ROTC**

Reserve Officers' Training Corps

**RRC**

Recruiting and Retention Commanders

**RRSC**

Regional Readiness Sustainment Command

**RSA**

Religious Support Activities

**RSCCH**

Regional Support Command Chaplain

**RSCC**

Religious Support Coordination Council

**RSOI**

Reception, Staging, Onward Movement, and Integration

**SAC**

Special Access Clearance

**SARC**

Sexual Assault Response Coordinator

**SC**

Senior Commander

**SELRES**

Select Reserve

**SI**

Skill Identifier

**SIR**

Self-Improvement Reading

**SLC**

Senior Leader Course

**SLDT**

Senior Leaders Development Training

**SMA**

Sergeant Major of the Army

**SNN**

Standard NAFI Identification Number

**SOW**

statement of work

**SrACH**

Senior Army Chaplain

**SrCH**

Senior Chaplain

**SRP**

Soldier Readiness Program

**TA**

Tuition Assistance

**TAADS**

Total Army Authorization Document System

**TASS**

The Army School System

**TCS**

Temporary Change of Station

**TDA**

Table of Distribution and Authorization

**TDY**

Temporary Duty

**TPU**

Troop Program Unit

**TRADOC**

Training and Doctrine Command

**TSP**

Training Support Package

**TTHS**

Trainee, Transition, Hold, Students

**UMMCA**

Unspecified Minor Military Construction, Army

**UMT**

Unit Ministry Team

**UPH**

Unaccompanied Personnel Housing

**USACHCS**

United States Army Chaplain Center and School

**USAMC**

United States Army Materiel Command

**USAR**

United States Army Reserve

**USARC**

United States Army Reserve Command

**USAREC**

United States Army Recruiting Command

**USC**

United States Code

**UVA**

Unit Victim Advocate

**WLC**

Warrior Leaders Course

**WRAP**

Wartime Rapid Acquisition Processes

**Section II****Terms****Senior Army Chaplain (SrACH)**

A Senior Army Chaplain is a Command Chaplain of an Army Command (ACOM), Army Service Component Command (ASCC), or Direct Reporting Unit (DRU).

**Senior Chaplain (SrCH)**

A Senior Chaplain is the CCH-designated Chaplain who provides executive-level, religious support oversight and advice for the Army-designated Senior Commander (SC) at a given installation. The Senior Chaplain is the CCHs representative at the installation, and is dual-hatted, generally serving as either the Garrison Chaplain or as the SCs own mission unit Chaplain.

**Garrison Chaplain**

The Garrison Chaplain is the Command Chaplain for the Garrison Commander (GC).

**Mission Unit Chaplain**

The mission unit Chaplain is the command Chaplain for a mission unit (tenant unit) commander on an installation.

**Senior Chaplains Non-Commissioned Officer Chaplain Assistant (SrCHs NCO Chaplain Assistant)**

A SrCHs NCO Chaplain Assistant is the Chaplain Assistant who is the ranking NCO organic to the SrCHs unit of assignment.

**Section III****Special Abbreviations and Terms****DACH-1**

Formally DACH-PER, Personnel, Ecclesiastical Relations

**DACH-3/5/7**

Formally DACH-PPDT, Plans, Policy Development, and Training

**DACH-4/6/8/EN/STRATCOM**

Formally DACH-IRML, Information, Resource Management and Logistics

**DACH-SFM**

Formally, DACH-DMI, Department of Ministry Initiative

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