

Chaplain Corps

39–1. Unique features of Chaplain Corps

a. Unique purpose of Chaplain Corps. The Chaplain Corps is a special branch of the Army whose mission is to provide for the comprehensive religious support to the Army across the spectrum of operations.

b. Unique functions performed by Chaplain Corps. Chaplains provide the religious, spiritual, moral and ethical support to the Army in any contingency. As religious leaders, they provide the Army community the opportunity to participate in worship and religious educational opportunities and to receive the pastoral care and spiritual enrichment it seeks. Chaplains preserve and perpetuate the faith-based values that often serve as the bedrock of our units and communities. As special staff officers, they coordinate religious support activities to support the commander's operational plans and objectives in war and peace. Similarly, they provide commanders with professional advice on the impact of religion on military operations.

c. Unique features of work in Chaplain Corps. Chaplains serve on the personal and special staff of the commander and assist in ensuring that the policies and leadership practices of the command are in keeping with strict moral, ethical and humanitarian standards. The Chaplain advises the commander and staff on matters pertaining to religion, morals and morale. The senior Chaplain assigned to a unit or headquarters is normally designated the Staff Chaplain or Command Chaplain. The Chaplain is responsible to the commander for all chaplain related activities within the command. The Staff Chaplain or Command Chaplain exercises staff and technical supervision of the activities of the other Chaplains assigned to the headquarters or organization. He or she provides staff supervision for the activities of Chaplains in subordinate commands and provides commanders and staff with advice, information, recommendations, programming, funding data and plans concerning religious activities, morale, chaplain and chaplain assistant personnel matters.

(1) The Chaplain branch encompasses two AOCs: Command and Unit Chaplain (56A); and Clinical Ministries Supervisor (56D).

(a) The Command and Unit Chaplain (56A) serves as a religious leader with staff functions for unit of assignment and to units requiring area religious coverage. The duties of Chaplains are those, which normally pertain to the clergy profession and those, which are prescribed by law, regulations and distinctive conditions and circumstances of the Department of the Army.

(b) The Clinical Ministries Supervisor (56D) applies to two types of supervisors who offer specialized supervision in the areas of Clinical Pastoral Education and Approved Supervisors for Family Life Chaplaincy.

(2) The Chaplain branch incorporates six SIs:

(a) Chaplain Educator/Trainer in Ethics or World Religions (7E).

(b) Chaplaincy Resources Manager (corps and installation) (7F).

(c) Marriage and Family Specialist (7K).

(d) Chaplaincy Resource Manager (HQDA, headquarters IMA, Region, ACOM, DRU, ASCC, USACHCS) (7M).

(e) Hospital Ministries Chaplain (7R).

(f) Combat Medical Ministry (7S).

39–2. Officer characteristics required

Chaplain officers are fully qualified members of the clergy of a religious faith group. Entry-level requirements are established by public law, DODIs, and ARs. Chaplains are required to possess a baccalaureate degree of no less than 120 semester hours; have completed a master's degree consisting of 72 semester hours (minimum) of graduate professional study from an accredited institution in theology or approved subjects and be certified by a qualified religious organization which has met all the administrative requirements established by the Armed Forces Chaplains Board.

a. Competencies and actions common to all. The Army must have officers who can understand what leadership is and does. (For additional discussion of the definition of leadership, see ADP 6–22.) The enduring expression of Army leadership has been BE–KNOW–DO. Army leadership begins with what the leader must “BE”—the values and attributes that shape character. The knowledge that leaders should use in leadership is what Soldiers and Army Civilians “KNOW”. Leaders cannot be effective until they apply what they know. What leaders “DO”, or leader actions, is directly related to the influence they have on others and what is done.

(1) *Values.* Values are at the core of everything the Army is and does. The Army is an institution of people with unique and enduring values. These values must be a part of the men and women—officers, enlisted personnel and civilians—who are the Army. These values provide the sense of purpose necessary to sustain our soldiers in combat and help resolve ambiguities in operations other than war. Officers must establish and maintain an environment in the Army where soldiers and civilians do what is right; where individuals treat each other as they should be treated; and, where everyone can be all they can be. There are seven Army Values (leadership).

(a) Loyalty. Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.

(b) Duty. Fulfill your obligations.

- (c) *Respect*. Treat people as they should be treated.
 - (d) *Selfless-service*. Put the welfare of the nation, the Army and your subordinates before your own.
 - (e) *Honor*. Live up to all the Army Values.
 - (f) *Integrity*. Do what is right, legally and morally.
 - (g) *Personal courage*. Face fear, danger or adversity (physical or moral).
- (2) *There are six Chaplain Corps attributes (SACRED).*
- (a) *Spirituality*. Engage others to seek and explore their faith.
 - (b) *Accountability*. Encourage individuals to make sound moral and ethical decisions.
 - (c) *Compassion*. Love in word and deed.
 - (d) *Religious leadership*. Influence others to live their faith.
 - (e) *Excellence*. Motivate individuals to do their best in all aspects of life.
 - (f) *Diversity*. Believe that our differences make us stronger.
- (3) *Leader attributes*. Attributes are fundamental qualities and characteristics. Attributes define what an officer should be and guide leader actions. Army leader attributes are described in three categories—mental, physical, and emotional.
- (a) Mental attributes describe aptitudes and capacities for learning that leaders should possess and develop. Included in this category are will, self-discipline, initiative, judgment, confidence, intelligence and cultural awareness.
 - (b) Physical attributes specify physical dispositions or aptitudes that can be nurtured and developed. Included in this category are health fitness, physical fitness, stamina, military bearing and professional bearing.
 - (c) Emotional attributes are those affective aptitudes or capacities that contribute to how one feels and substantially contribute to leadership. Included in this category are self-control, balance, and stability.
- (4) *Leader skills*. Skills are synonymous with competencies. They are abilities or competencies that one develops and uses with people, with ideas and with things. Competence is of primary importance for all Army officers. The Army recognizes that officers must develop four types of skills.
- (a) Interpersonal skills reflect competence in communicating with people.
 - (b) Conceptual skills refer to competence in handling ideas.
 - (c) Technical skills reflect competence with things.
 - (d) Tactical skills refer to the ability to put together technical, interpersonal, and conceptual skills and apply them to warfighting tasks.
- (5) *Leader actions*. Officers provide purpose, direction and motivation as they influence their subordinates, operate to accomplish their mission and strive to improve their unit or organization. Leader actions are how Army officers act to achieve excellence and get the job done. These actions are applicable across all levels of leadership.
- (a) Influencing refers to the use of appropriate people skills to guide subordinates or teams toward mission accomplishment. Influencing subdivides into communicating, decision-making and motivating.
 - (b) Operating or accomplishing the mission refers to the relative short-term actions of getting the job done. Operating divides into planning, executing and assessing.
 - (c) Improving refers to the long-term investment-type actions essential to improving everything the leader influences. Improving subdivides into developing (people), building (teams) and learning.
- b. *Unique skills*. Chaplains must fully comprehend the organization, structure and doctrine of the warfighting Army as it evolves in the 21st Century. In addition, they:
- (1) Plan and execute the Command Master Religious Plan in support of the unit's mission.
 - (2) Assess the impact of indigenous religious beliefs and practices on the unit's mission.
 - (3) Provide religious services of worship, including funerals and memorial services that occur in field and garrison.
 - (4) Provide specific Essential Elements of Religious Services that normally take place apart from formal religious services.
 - (5) Provide ministry to marriages and families.
 - (6) Offer pastoral care through counseling and advising.
 - (7) Teach classes on moral leadership, suicide awareness and religious education.
 - (8) Render pastoral care in a hospital setting.
 - (9) Render pastoral care in a confinement facility.
 - (10) Design and implement Unit Ministry Team training.
 - (11) Provide religious education for doctrinal understanding and spiritual development.
- c. *Unique knowledge*. Chaplains must remain up-to-date on Army organization, structure and doctrine. They also:
- (1) Possess expert knowledge of distinctive faith groups in order to perform and provide for the religious needs of the Army's Soldiers and Families.
 - (2) Remain current on developments in the civilian religious community for possible application to their area of expertise.
 - (3) Understand the elements of suicide awareness and prevention.
 - (4) Know the characteristics of healthy marriage and family relationships.

- (5) Possess the knowledge of the dynamics of ethical decision-making.
- (6) Assess the religious needs, prepare the command master religious plan, implement and evaluate the commander's religious program.
- (7) Understand cultural issues and advise leaders on religious implications.
- d. Unique attributes.* Chaplains must possess the highest standards of discretion, integrity and professional ethics. In addition, they will:
 - (1) Provide religious support in a religiously pluralistic and diverse setting.
 - (2) Ensure the free exercise of religion.

39–3. Critical officer developmental assignments

Chaplain professional development provides skills, knowledge and experience enabling them to provide religious, spiritual and moral leadership and to perform staff officer functions in the Army. This is a comprehensive system that assigns chaplains according to the needs of the Army, and identifies and provides the training required to prepare and sustain chaplains for serving in these assignments.

a. Branch qualification. Upon completion of Chaplain BOLC, chaplain officers are eligible for worldwide deployment in their specialty. There are no by grade standards for AC chaplains.

b. Chaplain Officer Education System and branch development.

(1) *Newly commissioned chaplain.* The Chaplain BOLC provides initial entry military training for newly commissioned chaplains. Chaplain BOLC consists of 12 weeks of military training divided into four modules: Chaplain's Initial Military Training, Phase I (Staff Officer Introduction), Phase II (Pastoral Care Training), and Phase III (Ministry in a Combat Environment). Chaplain BOLC builds on the professional ministerial knowledge and skills acquired in civilian institutions prior to commissioning as a chaplain. Chaplain BOLC equips chaplains with knowledge and skills necessary to perform their duties as staff officers and to provide religious support at the battalion level. A non-combatant course, Chaplain BOLC trains chaplains how to conduct or provide religious support in today's multi-ethnic, multi-cultural, religiously diverse and pluralistic Army, across the full spectrum of military operations.

(2) *Captain.* Chaplain captains are normally assigned to battalions. They may also serve as hospital chaplains, and confinement facility Chaplains. Chaplains attend their branch CCC to acquire professional development in the Officer Education System. Captains selected for promotion are eligible to enroll in the ILE course, which further prepares them to serve as staff officers at the Brigade and Division level of competency. A select number of chaplain captains will be selected annually to attend Clinical Pastoral Education in order to prepare for ministry in the hospital setting.

(3) *Major.*

(a) Chaplain majors generally serve as brigade or group chaplains, assistant division chaplains, depot chaplains, service school instructors (or staff), family life chaplains, hospital chaplains, installation chaplain resource managers, installation chaplain training managers, and corps staff action officers.

(b) All chaplain majors attend ILE in conjunction with the Chaplain Brigade Course and complete the program within their first 2 years in grade.

(c) Some chaplain majors will attend fully funded civilian schooling and Clinical Pastoral Education to prepare them for chaplain assignments requiring additional skills. Such assignments include instructor in ethics, homiletics or world religion; resource management; family life chaplain; or hospital chaplain ministry.

(4) *Lieutenant colonel.*

(a) Chaplain lieutenant colonels serve as division staff chaplains, HQDA, ACOM, DRU, ASCC, and region staff action officers, installation staff chaplains, Clinical Pastoral Education and Family life supervisors, and hospital chaplains.

(b) A select number of chaplain lieutenant colonels and colonels will either attend SSC in residence, or complete it through the U.S. Army War College Distance Education Program.

(5) *Colonel.* Chaplain colonels serve primarily as corps, ACOM, DRU, and ASCC staff chaplains, CONUS Army staff Chaplains, joint or unified command staff chaplains, installation staff chaplains, HQDA directors, Region, and medical center staff chaplains. Army Reserve chaplain colonels serve at the USARC, operational, functional, training and RSCs. ARNG chaplain colonels serve as Joint Force headquarters (formerly known as STARC) chaplains.

c. Branch/functional area generalist assignments. Chaplain officers do not normally serve in branch or FA generalist (formerly branch immaterial) assignments. These assignments will be made only as an exception to policy.

d. Joint assignments. Joint experience is important to the Army and valuable to the officers who serve in those billets. Joint assignments for chaplains are limited and not required for advancement to senior leadership.

39–4. Assignment preferences and precedence

a. Preferences. The chaplain branch has diverse assignment opportunities, which allow for varied career development paths. The goal of the professional development of chaplain branch officers is to produce and sustain highly-qualified clergy and staff officers. Assignments in the chaplain branch, which meet the needs of the Army, will be made to develop the chaplain's ability to achieve that goal. Requests from officers for assignments that do not contribute to achieving that goal will likely be rejected.

b. Precedence. Assignment to developmental positions will have precedence, although there is flexibility on the

sequence of assignments. Some chaplain officer billets will be designated as requiring advanced education, either military or civilian. Officers assigned to those jobs must complete the required courses prior to reporting to their duty assignments.

c. Reserve Component. RC assignments are managed on a volunteer and position vacancy basis under the guidance of senior supervisory chaplains at all echelons. USAR AGR assignments are managed at HQDA, similar to the AC.

39–5. Duration of critical officer life-cycle assignments

Assignment duration. Most assignments for chaplain officers will be 24 to 36 months in length. OCONUS locations will continue to require specific tour lengths.

39–6. Requirements, authorizations and inventory

a. Goal. The goal is to maintain a healthy, viable career path for chaplain officers.

b. Officer Personnel Management System III implementation. The number of authorized chaplain billets, by grade, will vary as force structure decisions are made and actions to implement them are taken. Officers desiring more information on chaplain branch authorizations or inventory are encouraged to contact the branch office.

39–7. Key officer life-cycle initiatives for the Chaplain Corps

a. Acquire. Direct commissioning is the primary means of accessioning chaplain officers.

b. Develop. The chaplain branch provides a diversity of assignments and PME designed to equip chaplains to perform and provide religious support in pluralistic and diverse contexts. The chaplain branch affords equitable opportunities for chaplains to excel at their current level and to prepare for higher level of increased responsibility. As chaplain officers progress through their careers, in addition to PME, they become eligible for advanced civilian training, which prepares them for specialized ministry positions (see fig 39–1).

c. Utilize. The Chief of Chaplains (CCH), as proponent of the branch, manages all chaplain officer personnel assignments. Chaplain officers serve at all echelons worldwide, from battalion to echelons above Corps. The goal of the chaplain assignment process is to place the right chaplain with the right experience and skills in the right position at the right time in order to provide the unit with the most effective and comprehensive religious support for the operational context. Key principles of chaplain officer utilization are:

(1) Pastoral—provide personal attention and pastoral consideration.

(2) Equitable—provide transparency and equity for all chaplains in balancing professional development, personal needs, and mission requirements.

(3) Responsive—implement a flexible and agile system in anticipation of transforming Army personnel requirements.

d. Sustain. The chaplain branch provides the career opportunities in which chaplain officers fulfill their calling and meaningful utilization of their abilities and competencies for ministry. The chaplain branch stresses the necessity of continuing education and a strong relationship between the chaplain and his/her endorsing agent in order to maintain professional qualifications for ministry. Chaplain branch officers must remain personally and professionally prepared to serve in a variety of contexts in garrison or worldwide deployment. Whether assigned to mobile TOE units with high levels of readiness or fixed-site TDA organizations, all Chaplain Corps officers must be prepared to deploy with their units or as IMAs to accomplish missions across the full spectrum of operations. to deter potential adversaries, to protect national interests, or to support joint and multinational operations other than war such as humanitarian and peace keeping missions. The chaplain branch expects chaplain officers must prepare themselves and their families for this most challenging life-cycle function. The chaplain branch also expects supervisory chaplains to mentor subordinate chaplains to maximize their strengths and competencies and to develop them for service at the next level.

e. Promote. Chaplain officers compete at all grades for promotion within the chaplain branch, not against officers of other branches. The chaplain branch follows DA policies and procedures to ensure fairness and equitability for promotion, selection, and CCH Advisory Boards when selecting chaplain officers for promotion, key positions, and specialized advanced civilian training, in order to identify those chaplains who demonstrate the potential to serve at a higher level of responsibility and/or specialized area of ministry.

f. Transition. The CCH is the approving authority for chaplain officer separations due to retirement or unqualified resignation. Chaplain officers will separate from the Army in the same manner as all other officers. Chaplains can retire with less than 20 years of active Federal service at age 62. The chaplain branch recognizes and appreciates the honorable service of all chaplains, regardless of their length of service, and will provide responsive and respectful transition to retirees and those who resign their commissions.

39–8. Chaplain Corps Reserve Component officers

The chaplain RC officer is an integral part of the Army chaplaincy. The RC, ARNG and USAR, provide one half of the uniformed force structure in the Total Army Chaplaincy.

a. General career development. Developmental patterns and objectives are the same for the RCs with the following exceptions:

(1) Chaplain candidates are RC officers of the chaplain branch with the 56X AOC designation. Chaplain candidates are seminary students who are working to establish their academic and ecclesiastical credentials, in order to seek an appointment as an Army chaplain. Their training includes the Chaplain BOLC, while providing ministry practicum experiences and unit training. These ministry practicum include ministry at various installations, in Army medical centers, and in the disciplinary barracks. Candidates can enter RC or AC chaplain assignments upon completing their academic and ecclesiastical credentials and receiving an endorsement from their church bodies.

(2) The Chaplain Officer Basic Course for Reserve chaplains is the same as the course provided to AC Army chaplains. RC promotion to captain requires completion of all phases of Chaplain BOLC.

b. Branch qualification and development opportunities. Even though RC officers are limited by geographical considerations, they should strive for chaplain assignments that yield the same developmental opportunities as their AC counterparts. RC chaplains of all ranks (lieutenant through colonel) may serve in positions similar to AC (see fig 39-2).

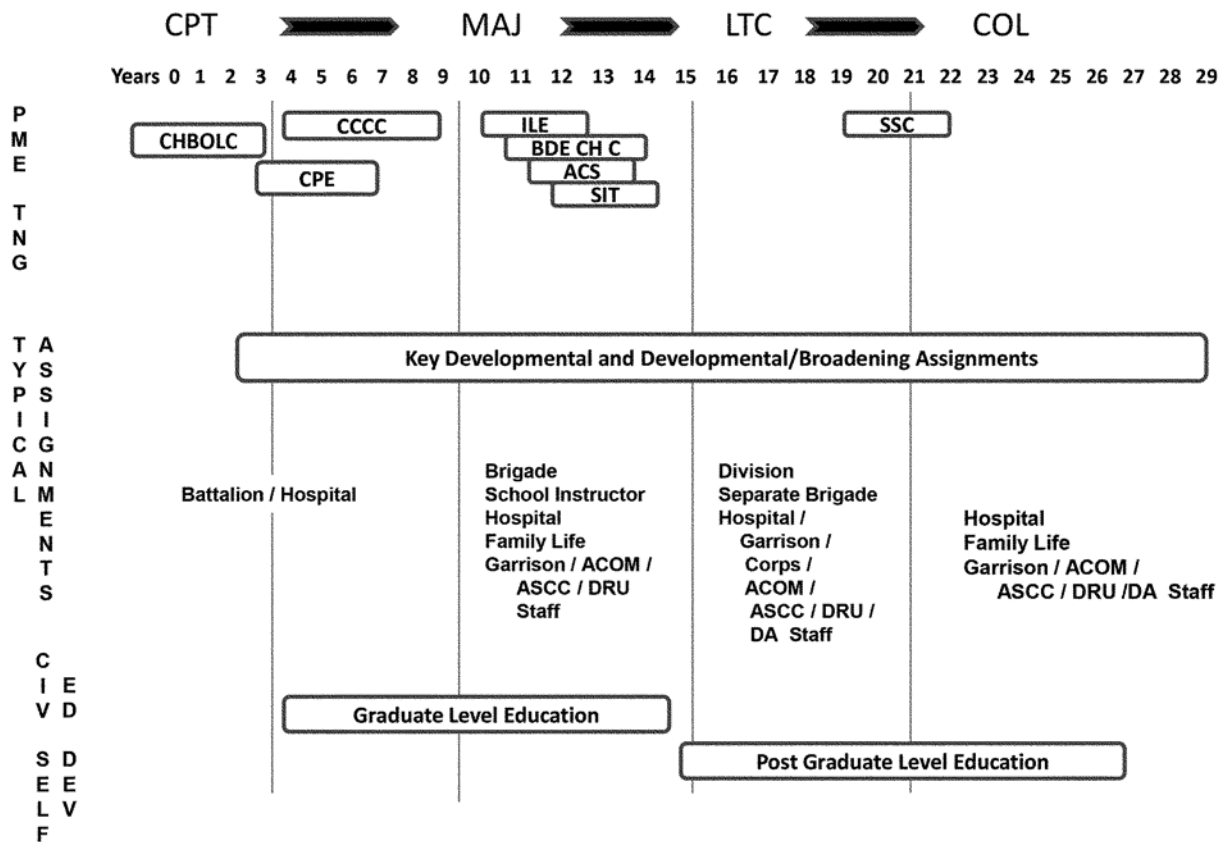


Figure 39-1. AC Chaplain officer career development

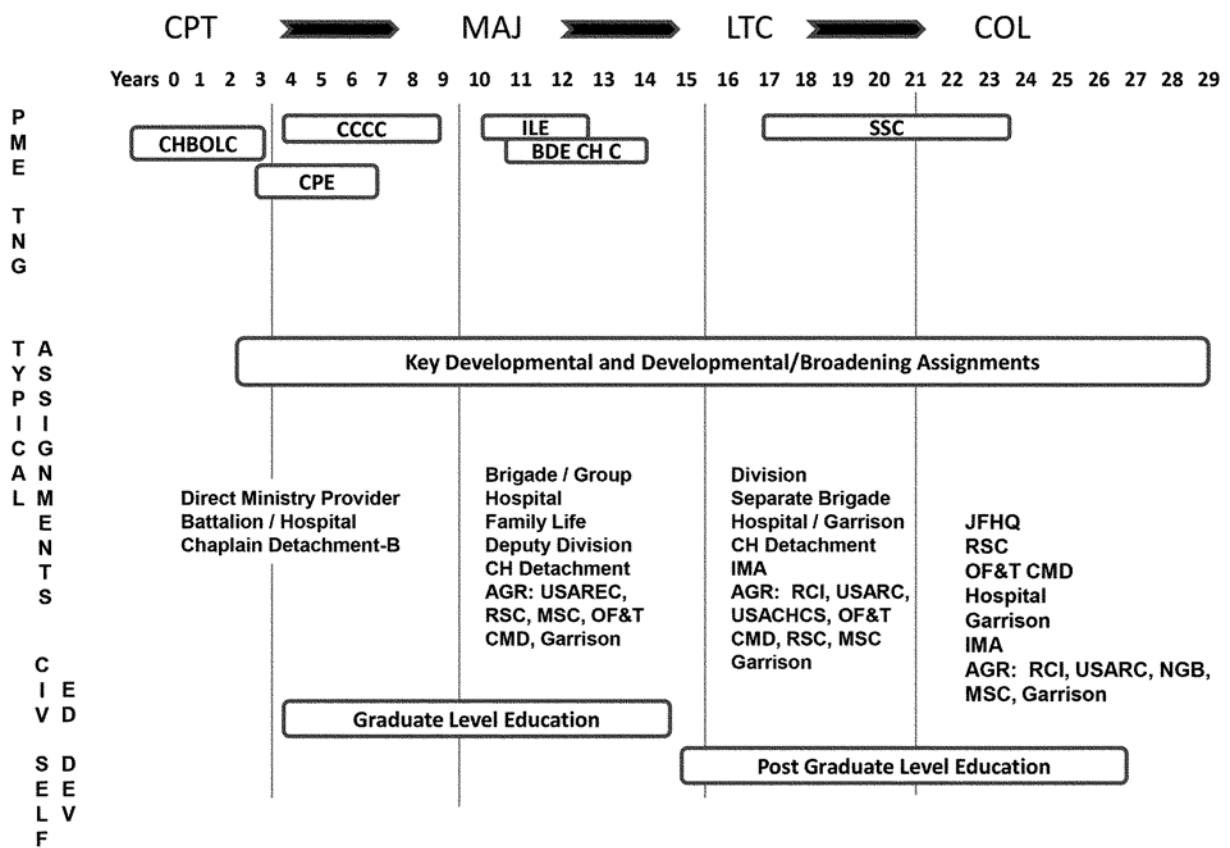


Figure 39-2. RC Chaplain officer career development