Chaplain Corps

39–1. Unique features of Chaplain Corps

a. Unique purpose of Chaplain Corps (CHC). 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 CHC in striking a balance between the Establishment and Free Exercise Clauses. The CHC itself is a product of the nation's commitment to religious freedom and its recognition that religion plays an integral role in the lives of many of its Soldiers. Chaplains have contributed to Soldiers' religious freedom, moral development, and spiritual well-being throughout the history of the Army.

b. Unique functions performed by Chaplain Corps. The Army CHC is organized to provide responsive religious support at all levels across the full range of Army operations. The CHC provides religious support for all Soldiers, Family members, and authorized Department of Defense (DoD) Civilians from all religious traditions. Religious support includes providing essential elements of religion to include worship, religious rites, sacraments and ordinances, holy days and observances, pastoral care and counseling, and religious education. Throughout the Army's history, Chaplains have advised commanders on the impact of religion both within their own ranks and within the larger operational environment.

c. Unique features of work in the Chaplain Corps. The Army requires the capability to provide religious support and the capability to advise commanders on the operational impact of religion. These two required capabilities reflect the dual role of the CHC: professional military religious leader and professional military religious staff advisor. As a professional military religious leader, the chaplain must have the capability to perform or provide religious support that accommodates the Soldier's right to the free exercise of religion, and support resilience efforts to sustain Soldiers, Family members, and authorized Civilians. As the professional military religious staff advisor, the chaplain advises the commander and staff on morals, morale, ethical issues, and the impact of religion on all aspects of military operations. These two capabilities, "provide" and "advise," are best provided by highly competent religious support professionals. Army religious support professionals have the training, education, and self-development necessary to meet the CHC core competencies: nurture the living, care for the wounded, and honor the fallen.

(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 Education and Training (7E).
(b) Chaplain Resources Manager (7F).
(c) Advanced Marriage and Family Care Chaplain Competencies (7K).
(d) Chaplain Comptroller (7M).
(e) Advanced Critical Care Instruction Chaplain Competencies (7R).
(f) Combat Medical Pastoral Care Specialist (7S).

39–2. Officer characteristics required

The chaplain is a religious professional whose educational qualifications and certification by a religious organization meet the appointment requirements of DoDI 1304.28. Endorsement is the official formal statement by a recognized authority of a religious organization attesting to the credentials of an individual as a qualified religious ministry professional (see DoDI 1304.28). Endorsing agents represent various religious groups and each supports the pluralistic requirements of the Army without relinquishing their respective religious demands. Chaplains will inform the command when they are unable to perform (or provide) religious support because of their endorsement.

a. Professional Objectives. The Professional Objectives are a set of defined professional functions that combine to create a whole professional chaplain fully capable of meeting the Core Competencies: Nurture, Care, and Honor.

(1) *Organization of Professional Objectives.* CHC Professional Objectives are organized into three Learning Areas. The three Learning Areas are:

(a) Spiritual Integration in Practice. Professional Objectives related to RS outcomes, specifically how the human factors are integrated and carried out in programs, RS operations and organizational considerations (pluralism).

(b) *RS Professional Development*. Professional Objectives focused on Spiritual Self: Spiritual Formation and Professional Development of RS professionals along the Career Map.

(c) RS Leadership. Professional Objectives focused on personal leadership and influence capabilities, including communication skills and collaboration that lead to spiritually healthy communities.

(2) *Foundational and Subsequent Objectives by Grade Plate.* Professional Objectives are further delineated by grade plate, within each Learning Area. Foundational objectives in the junior grades remain foundational throughout the lifecycle of a Chaplain. Subsequent objectives build on the foundational objectives, ensuring that the expectations of professionalism grow in concert with the requirements of increasing responsibility.

(a) Spiritual Integration in Practice. The three foundational objectives in this Learning Area are Employ RS Systems, Provide RS, and RS Advisement. Subsequent objectives by grade plate are:

Grade	Employ RS Systems	Provide RS	RS Advisement
LT/CPT	Create conditions for the practice of religious, spiritual, moral, and ethical beliefs and rites in a pluralist and diverse Army context.	Apply a range of RS skills that include effective role modeling, planning, and implementation of religious, spiritual, moral, and ethical programs for the health of individuals and the readiness of units.	Advise leaders on the free exercise of religion and on other matters affecting unit morale, esprit de corps and operations utilizing professional insights and analysis.
MAJ	Supervise RS activities that create space for effective RS operations, including collective training, organization of programs and systems, and assessment.	Provide technical oversight for RS operations in coordination with commanders and leaders for the sake of ensuring the religious, spiritual, moral, and ethical wellbeing of their formations.	Integrate insights into the human condition within RS advisement to set conditions to maximize human potential.
LTC	Build diverse and comprehensive RS processes that empower people to articulate and utilize personal spiritual conviction in the promotion of healthy people and communities.	Develop organizational programs based on identified religious, spiritual, moral, and ethical requirements and demonstrated capabilities to deliver RS outcomes.	Analyze complex organizational climates for effectiveness, seeking positive outcomes in relation to spiritual health, community, and resiliency.
COL	Design comprehensive systemic solutions that enable people and organizations to provide integrated religious, spiritual, moral, and ethical support to the Army community.	Resource programming for comprehensive RS at echelon to support the overall health and readiness of the force.	Shape strategic impact and effectiveness of comprehensive RS systems as they support Army communities and organizations.

(b) Religious Support Professional Development. The three foundational objectives in this Learning Area are Build Trust, Create Positive Environment, Prepare Self. Subsequent objectives by grade plate are:

Grade	Build Trust	Create Positive Environment	Prepare Self
LT/CPT	Recognize spiritual gifts in oneself and others taking into account diverse backgrounds, cultural and social location, and religious needs.	Create space for others to actualize their spiritual development, articulating the importance of the sacred in consultation with peers and leaders to achieve healthy human function.	Integrate one's faith, beliefs, and praxis in religious support function through seeking mentoring and collegial relationships, choosing positive self-development habits, and developing self-awareness and professional identity.
MAJ	Assess personal and subordinate strengths through implementation of critical reflection and conflict resolution to facilitate collaborative effort among diverse parties.	Employ clear communication to strengthen team function, utilizing empathy to create consensus, and identifying systemic challenges to resolve conflict and enhance mission readiness.	Refine spiritual formation techniques, assessing the efficacy of personal and team self-care, and synthesizing organizational and personal goals to enhance RS capabilities.
LTC	Facilitate RS competencies in engendering positive transformation through developing, resourcing, and integrating RS operations.	Nurture healthy organizational climate through mature professional communication to empower affective RS synergy across organizational lines.	Shape personal and corporate RS professional development environments by assessing the strengths and needs of organizations, creating diverse solutions that enhance the development of communities which set conditions for secure and healthy people.
COL	Develop learning organizations that foster trusting collaborative relationships, improve the profession, and invite diverse participation in RS.	Inspire esprit de corps in pluralistic settings to help organizations attain their highest functioning capacity, providing clarity amidst complexity while remaining approachable.	Model healthy integration of self and vocation that balances competent and well-founded professional function and empathic care for people in social and organizational contexts.

(c) Religious Support Leadership. The three foundational objectives in this Learning Area are Organizational Integration, RS Community Leadership, and Diverse Communication. Subsequent objectives by grade plate are:

Grade	Organizational Integration	RS Community Leadership	Diverse Communication
LT/CPT	Provide ministerial presence at a tactical level to inspire resilient, self-aware Army team members.	Execute Commander's intent for Soldier and Family member spiritual and religious care by nesting Religious Support Plan (RSP) within unit operations as well as integrating and aligning with technical chain.	Communicate diverse Soldier and Family spiritual and religious needs with other helping agencies and chain of command.
MAJ	Invest in self, others, and systems to attain effective religious support operations in order to set conditions for resilient, self-aware Army team members.	Develop leadership of religious communities and RS personnel through effective coaching, mentoring, and training, focusing on conflict resolution and the integration of religious, ethical, and cultural aspects of the decision making processes.	Facilitate diverse personal and religious support needs within a community of practitioners to provide for the free exercise of religion.
LTC	Model professional function within organizational systems and processes, for the purpose of organizational process improvement.	Advance religious community and RS personnel growth through the shaping of training, building healthy community, and mission critical skills.	Inspire a diversity of people by managing systems and facilitating collaborative synergy in organizational Religious Support operations.
COL	Influence through visualizing, communicating, and motivating others towards strategic goals.	Mentor religious community leaders and RS personnel for future leadership of the Chaplain Corps.	Translate the Chief of Chaplain's strategic vision into effective Religious Support in pluralistic contexts.

39–3. Officer Development Framework.

Chaplain professional development is carried out through the Chief of Chaplain's (CCH) proponency over all Chaplain assignments. Chaplains will be slated to pin-point assignments based on the following general guidance within a flexible over-arching framework for the sake of trust, fairness and transparency. This framework includes an objective and defined approach to career management which balances the needs of the enterprise with the needs of the individual and stewards the future for both. Career development is not a rigid system and does not constrain

the authority of the CCH pertaining to the assignment of Chaplains. The objectives of this career development framework are to support Army requirements and develop future strategic leaders. All Chaplain assignments (to include schooling) are developmental in nature and are based on talent assessment, career potential, and needs of the enterprise. This developmental process will incorporate comprehensive inputs from the Chaplain's file (e.g. OERs, experience, schooling), the individual (e.g. self-professed KSBs, calling, career goals), the field (e.g. reputation and feedback), and the career manager (e.g. overall slate, leader input, special considerations – EFMP/MACP). Assignment type will align talents and skills to positions, shape career development, impact future assignment possibilities, and drive length of assignment. Chaplains will compete within their career field for promotion to all ranks. Chaplain officers do not serve in Functional Area generalist assignments. While 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.

a. Captain (CPT) Development. Upon completion of Chaplain BOLC, chaplain officers are eligible for worldwide assignment in their specialty. Chaplains are responsible for providing comprehensive religious support to their commanders and the members of their commands. Chaplains who commission as Lieutenants will be developed as CPTs due to the short timeline as a First Lieutenant and normally promote to CPT during their initial assignment. CPTs must serve three years of key developmental time in an active-duty battalion chaplain role as a career progression requirement.

(1) *Education*.

(a) Chaplain BOLC - The Chaplain Basic Officer Leadership Course provides initial entry military training for newly commissioned chaplains. 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. All Chaplains will complete BOLC prior to their first assignment as an active-duty Chaplain.

(b) Chaplains Captains will also receive ongoing professional development through the Chaplain Professional Integration Course (CPIC) during their first battalion assignment, which is administered through the Graduate School. CPIC is an Outcomes Based Military Education (OBME) curriculum, based on DOID 1322.35, and built to TRADOC accreditation standards reaching the Total Army. The purpose of CPIC is to supplement the operational educational domain, self-paced, and integrated with the Brigade Chaplain's training plan, which will provide uniformity of professional competencies during the chaplain's first term assignment.

(c) Chaplain Captain Career Course (C4) – C4 is intended as a developmental course at the three- or four-year mark of a chaplain's career. Active component chaplains should attend C4 as a PCS course after their first duty station. Before attending C4, they must appear before a Career Status Panel and receive an indefinite endorsement unless granted an ETP by DACH-PER. However, needs of the Army, selection for CPE, time-in-grade factors, and other career

development steps may interfere with this timeline. While C4 completion is expected for promotion to MAJ, promotion board members may consider the career timeline of a chaplain when evaluating C4 status as part of the promotion selection process. Chaplains selected for MAJ without C4 will be assigned to C4 at the earliest possible opportunity.

(2) *Experiences.* CPTs spend approximately eight years serving in various types of battalions. A diversity of major commands, locations, and missions is desirable to provide the most comprehensive amount of exposure to the Army. Assignments develop a chaplain's career and expose them to multiple roles and experiences to prepare for future assignments with leadership roles and responsibilities. CPTs should pursue assignments in various major commands along with CONUS and OCONUS career experience for a breadth of career development. CPTs will fill four different types of assignments based on talent assessment, career development potential, and needs of the enterprise.

(a) **Operational Assignments** are within MTOE organizations which are typically deployable. Some roles in higher headquarters focus on plans and operations and are operational, even if the position does not usually involve deployment. This is the core mission of the Army, and every Chaplain must have a baseline competency to function operationally at each rank. New Accession and First-Term Regular Army Chaplains will be assigned at Operational Assignments usually in CONUS MTOE units. Many CPTs will return to operational assignments after broadening due to the number of operational assignments. These assignments will help the Chaplains to enhance and develop their skill as Army Chaplains through tactical and operational experience, field exposure, knowledge of doctrine and staff processes, and integrating Religious Support within BN tactical operations. Operational assignments are normally 36 months in length, with occasional curtailments and extensions. In general, newly accessed Chaplains are ineligible for consideration for assignments to Special Operation units. ETPs may be granted in rare circumstances based on KSBs and the experience of newly accessioned Chaplains.

(b) **Broadening Opportunities** are within TDA organizations, which are usually non-deployable. These positions allow Chaplains to specialize or focus on specific career paths or skill sets. Chaplains should seek broadening assignments aligned with gifting, calling, and future career goals. Chaplains should also seek to serve in various MACOMs and locations so that they are well-rounded and prepared to serve wherever needed at each rank. Broadening assignments are normally 24 months in length. These assignments include battalion and other positions within U.S. Army Training and Transformation Command (T2COM), U.S. Army Intelligence and Security Command (INSCOM), U.S. Army Cyber and Network Command ARCYBER/NETCOM, as well as other commands and units outside the continental U.S.

(c) **Nominative Billets** encompass both operational and broadening assignments of a selective nature which provide enterprise exposure and leader development. These positions require high-level religious support leadership in central operational or institutional organizations. Chaplains are assigned to these positions based on the overall strength of the file and performance in past assignments, and they are typically C4 complete and physically fit. Nominative assignments are normally 24 to 36 months in length. Positions include HHBNs

(Corps/Div), Special Operations, Special Mission Units, Observer, Controller/Trainer (NTC, JRTC, and JMRC), Arlington National Cemetery (ANC), The Old Guard (TOG), and United States Military Academy West Point (USMA). Generally, Chaplains will serve no more than one assignment per grade in these units. This allows chaplains to have well-rounded careers in various assignments inside and outside the Special Operations community. As the Proponent of the Branch, only the CCH may authorize ETPs allowing a Chaplain to serve multiple special operation assignments in the same grade.

(d) **Specialization - Clinical Pastoral Education (CPE):** The Chaplain Corps provides a limited number of advanced professional educational opportunities for CPTs through the CPE Resident training program. CPE selection will be conducted annually via an Advisory Panel according to published MILPER instructions. To be considered for CPE, Chaplains must have at least 18 months in Active Federal Service (AFS) and no more than 168 months in AFS. CPTs applying to CPE must not have an MRD within four years of the CPE training start date due to a 12-month CPE training period and a 36-month CPE Utilization. Chaplains must be available to begin CPE training in the summer of the following fiscal year. If unavailable due to PCS or operational mission requirements, an applicant may be considered for a one-year deferment. Deferments considerations must be approved by the Personnel Branch Chief prior to application submission date.

(3) *Skills and Attributes.* See Professional Objectives above.

(4) *Self-Development.* During this stage of their career, CPTs should focus on continuing education and gaining experience to strengthen identity and calling as professional clergy and on gaining competencies and certification which will contribute to tactical and unit-focused religious support. CPTs will provide faith group religious support to enhance garrison ministry, in addition to unit and area coverage. Participation in garrison religious support and religious community is vital for protecting and enhancing clergy identity and professional skills. CPTs should seek opportunities to attend classes through the USA-IRL Graduate School such as Combat Medical Ministry (CMM), Medical Ministry Moral Injury (MMMI), Medical Ministry Substance Abuse (MMSA), or Extended CPE units. Traumatic Event Management, a MEDCoE course, is also a useful course. Chaplains may register to attend the course through the Religious Leadership Academy's registrar. CPTs should aim to gain certifications in a variety of curricula and assessments to support Building Strong and Ready Teams, Moral Leadership Training, and other spiritual, personal, relational, and organizational training events. Additionally, CPTs may find opportunities to attend Army schooling such as airborne, air assault, or Ranger school to increase opportunities for a broad range of assignments.

b. *Major (MAJ) Development.*

(1) *Education*. All chaplain MAJs are required to complete both Intermediate Level Education (resident or distance learning) and the Operational Religious Support Leader Course to be fully "ILE Complete" and eligible for promotion to LTC. Some chaplain MAJs will attend

fully funded civilian schooling to prepare them for chaplain assignments requiring additional skills.

(2) *Experiences.* Most MAJs typically complete three assignments during their time as a MAJ prior to their initial look for LTC. The key developmental experience for MAJs is 12-24 months in a supervisory billet (Brigade, Group, Regiment, or other supervisory role). MAJs will fill four different types of assignments based on talent assessment, career development potential, and needs of the enterprise. Generally, MAJs will have a Supervisory assignment and a Broadening or Specialization assignment for their first 2 assignments (in either order). MAJs demonstrating clear LTC proficiency and promotability will serve in a post-supervisory assignment as their 3rd assignment, with some high performers moving into these positions as a 2nd assignment. Other MAJs will serve in another supervisory or broadening assignment as their 3rd assignment, as a chance to further develop and demonstrate proficiency. SELCON MAJs typically serve in broadening or smaller supervisory assignments.

(a) **Supervisory Assignments** – These are the key development assignments for MAJs and involve supervising, coaching, and training subordinates. Every MAJ will serve in a supervisory assignment to refine field grade competencies and develop as leaders, coaches, and trainers. Type and scope of supervisory assignment will align with performance record and KSBs, with higher performers placed in positions with a larger scope of supervision. Some Chaplains may complete multiple supervisory assignments as a MAJ as supervisory leadership is the core function of a MAJ. These assignments are normally 24 months long, but may be extended for special circumstances, personal/family needs, or to benefit the organization. Supervisory assignments encompass all Brigade, Group, and Regiment positions; as well as other institutional roles which involve supervising a team of subordinates.

(b) **Post Supervisory Assignments** – These are senior MAJ positions which require a successful supervisory assignment (KD complete) and completion of ILE-CC. Chaplains in these positions have demonstrated their capabilities as field grade leaders and are generally ranked in the top 50% in terms of performance. Post Supervisory assignments are normally 2 years in length, provide leadership experience, greatly impact an organization or location, and prepare chaplains for LTC assignments. These assignments include billets such as DEP DIV, OC/T, USAIRL/RLA, Plans/Ops, DEP CMD CH.

(c) **Developmental/Broadening Assignments**: Chaplains should pursue broadening assignments aligned with gifting, calling, and future career goals. These assignments offer opportunities to develop KSBs critical to later career objectives and develop a broad range of skills and talent outside of normal operational and supervisory roles. Experience in Garrison positions for MAJs is highly valuable because religious services and religious community are central to the mission of the Chaplain Corps. Broadening experience in Garrison positions also prepares MAJs to serve in the LTC/COL Garrison positions which make up nearly one third of Chaplain force structure at these ranks. Chaplains should also seek to serve in various MACOMs and locations so that they are well-rounded and prepared to serve wherever needed at future

ranks. These assignments are 2-3 years in length and include Garrison, USMA, some OCCH/USAIRL positions, hospital, and TDA staff positions.

(d) **Enabling/Specialization Assignments:** These positions allow Chaplains to grow and develop in a specific specialized skill set. Top candidates for these positions will have prior experiences in these fields along with strong files and reputations. These jobs often require advanced training, specific qualifications, and a selection process. Assignments typically last for 12-20 months of school plus 2 or 3 years of utilization (depending on type of school if applicable). Assignments include Resident ILE, SAMS, Advanced Civil Schooling (Family Life, Ethics, Bioethics, World Religions, Homiletics, Comptroller), CPE, CEC, DoS Fellowship, and Special Mission Units.

(3) *Skills and Attributes.* See Professional Objectives above.

(4) *Self-Development.* As MAJs, Chaplains should focus on maintaining their identity and calling as professional clergy while growing and developing as a leader of people and organizations. MAJs may also take advantage of Grad School and other standard Army courses to broaden assignment opportunities. Midway through their career, MAJs are encouraged to consider attending optional schooling which produces ASIs and develops officers for higher echelon assignments such as the How the Army Runs, Army Strategist, and Joint Planner. Some MAJs choose to self-fund post-graduate degrees, however this is not a requirement for career progression.

c. *Lieutenant Colonel (LTC) Development.*

(1) *Education*. A select number of chaplain lieutenant colonels will either attend Senior Service College (SSC) in residence or complete it through the U.S. Army War College Distance Education Program, based on the SSC Board results and the Order of Merit List (OML). Some chaplain LTCs will be selected via an Advisory Panel to gain additional certifications and skills to support and train in specialization areas such as becoming an LMFT Supervisor. All LTCs will attend the LTC Educational Seminar (ES) at the USAIRL.

(2) *Experiences.* LTCs will only have 2 assignments prior to their initial look for COL. LTCs will fill five different types of assignments based on talent assessment, career development potential, and needs of the enterprise. LTCs late in or beyond the APA window will typically serve in enabling assignments. The most critical assignments at the LTC level are Key Nominative Billets (KNB) which are non-CSL positions requiring experienced leaders of character who demonstrate potential and proven competence. A LTC KNB Advisory Panel will recommend chaplains to the CCH for KNB assignments. LTCs will opt-in for KNB consideration in accordance with parameters found in an annual LTC KNB MILPER.

(a) **Key Nominative Billets (KNB) –** These positions require high-level religious support leadership at the Division level and provide chaplains with organizational leadership experience and an opportunity to shape the Chaplain Corps. Chaplains in these positions have strong reputations as leaders, a history of coaching/developing subordinates, the ability to advise senior leaders, and a nominative file indicating advanced competencies for the specific assignment.

Chaplains must be ILE-complete for consideration to these developmental assignments. These are two-year assignments which include all Divisions and the 1st Special Forces Command.

(b) **Strategically Important Positions (SIP) –** These positions have tremendous influence on the Army and the Chaplain Corps and provide chaplains with strategic experience, joint exposure, and senior leader relationships. Chaplains in these positions have either proven themselves in KNBs or have shown great potential in other assignments. KNB Panel results may inform slating for these positions, but not as a necessary or primary discriminator. These assignments typically last 1 to 2 years. Pre-KNB positions include the EUCOM Deputy, I CORPS Deputy, III CORPS Deputy, V CORPS Deputy, USASOC Deputy, and USARCENT Deputy. Post-KNB Assignments include T2COM Deputy, USARPAC Deputy, USAEUR-AF Deputy, and Religious SPT OC/T (MCTP).

(c) **Developmental and Broadening Opportunities –** These positions provide an opportunity for Chaplains to grow as leaders and/or to gain exposure to enterprise organizations and systems. Chaplains in these positions show the potential for future KNB consideration, with strong files and reputations. Assignments are 1 to 2 years in length and include positions such as Command Chaplain (1 star), Deputy Command Chaplain (2 star), SOF: TSOC, SWCS, ARSOAC; OCCH: DACH-PER, SIG Deputy, RS DIV Chief, Force Management Officer, Department of State Fellow, Executive Speechwriter, Strategic Integrator; and USA-IRL: IMT Chief, PME Chief.

(d) **Enabling Opportunities** – These positions enable the institutions of the Army and the Chaplain Corps. Consistency and continuity in these positions are beneficial for the communities and institutions. Chaplains in these roles demonstrate the ability to lead religious community or can leverage relationships and knowledge over time for organizational impact. Experience in Garrison positions is particularly valuable for LTCs as religious services and religious communities are at the core of the Chaplain Corps mission. Experience in Garrison positions prepares LTCs to serve in the COL Garrison positions which constitute nearly one third of Chaplain force structure at this rank. Assignments include Garrison Chaplain, Deputy Garrison Chaplain, Ops/Plans Chaplain (Garrison), Separate Brigade Chaplain (Ex. 22nd SIG BDE), Pastoral Care Chief/Deputy Chief; OCCH/USAIRL positions. Enabling opportunities generally last for 2 years but can extend to 3 years to ensure continuity and consistency.

(e) **Specialization Opportunities** – These positions allow Chaplains to grow and develop further in a specific skill set. Top candidates for these positions will have prior experiences in these fields along with strong files and reputations. These assignments typically last for three or four years, with some extending longer due to specific training or certification requirements. Example assignments include CPE/FL supervisors and 7M positions.

(3) *Skills and Attributes.* See Professional Objectives above.

(4) *Self-Development.* LTCs will focus on exemplifying their identity and calling as professional clergy while excelling as leaders of people and organizations. LTCs may also attend optional schooling which produces ASIs and develops officers for higher echelon assignments

such as the How the Army Runs, Army Strategist, and Joint Planner. While some LTCs choose to self-fund post-graduate degrees, this is not a requirement for career progression.

d. *Colonel (COL) Development.*

(1) *Education*. A select number of COLs will either attend SSC in residence or complete it through the U.S. Army War College Distance Education Program, depending on the SSC Board results and OML. All COLs will attend the COL Educational Seminar at the USAIRL.

(2) *Experiences.* COLs will fill four different types of assignments based on talent assessment, career development potential, and needs of the enterprise. The most critical assignments for COLs are Key Nominative Billets (KNB) which are non-CSL positions requiring experienced leaders of character who demonstrate potential and proven competence. A COL KNB Advisory Panel will recommend chaplains to the CCH for KNB assignments in both the operational and institutional domains. COLs will opt in for KNB consideration in accordance with parameters outlined in an annual COL KNB MILPER.

(a) **Key Nominative Billets (KNB) -** These positions require high-level religious support leadership in central operational or institutional organizations. Chaplains in these positions have strong reputations as leaders, a history of coaching/developing subordinates, the ability to advise senior leaders, and a nominative file indicating advanced competencies for the specific assignment. SSC is preferred, but not required, nor does it guarantee selection. CAP results, if available, may inform selection for these positions but not as a necessary or primary discriminator. Operational KNBs include I, III, V, and XVIII Corps; 1st and 8th Army; USASOC, USARCENT, and JSOC. Institutional KNBs include RLA DIR TLD, OCCH XO, IMCOM, USAIRL CoS, CAC, USAWC, and USMA. These positions are 2-year assignments which provide organizational leadership experience, enterprise exposure, and the opportunity to shape the Chaplain Corps.

(b) **Strategically Important Positions (SIP) –** These positions have tremendous influence on the Army and the Chaplain Corps and provide strategic experience, joint exposure, and senior leader relationships. Chaplains in these positions have proven themselves in KNBs and are normally SSC graduates. CAP results, if available, may inform slating for these positions, but not as a necessary or primary discriminator. Assignments are often 2-years, with occasional extensions to 3-years; joint positions are normally 3-years. SIP opportunities include Western Hemisphere Command, Army Transformation and Training Command (T2COM), USAEUR-AF, USARPAC, DEP DIR USA-IRL, and Joint 4 Star Commands.

(c) **Developmental and Broadening Opportunities –** These positions provide an opportunity for Chaplains to grow as leaders and/or to gain exposure to enterprise organizations and systems. Chaplains in these positions show the potential for future KNB and/or SIP consideration, with strong files and reputations. Assignments are normally 1-3 years in length and include positions such as Senior Command Chaplains, 3-Star organizations not listed elsewhere, USARJ, SETAF-AF, INSCOM, MDW, some OCCH/USA-IRL positions (broadening).

(d) **Enabling and Specialization Opportunities** – These positions enable the institutions of the Army and the Chaplain Corps. Consistency and continuity in these positions are beneficial to the communities and institutions. Chaplains in these positions display the ability to lead religious community, display specialized skills/knowledge/expertise, or can leverage relationships and knowledge over time for organizational impact. Assignments are normally 3-years, potentially 4 years if effective. Example enabling and specialization opportunities include AMC, USAG positions, 1-star / SES / 2-star positions not listed elsewhere, RHC/Hospital positions, specialized OCCH/USAIRL positions.

(3) *Skills and Attributes.* See Professional Objectives above.

(4) *Self-Development.* COLs will focus on instilling identity and calling as professional clergy in others while excelling as leaders of people and the institution. COLs keep current on strategic level changes, hone their skills as futurists, gain enterprise perspective, and deepen their understanding of institutional systems – and communicate this to their institutions. Some COLs choose to self-fund post-graduate degrees.

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. Preferences matter and are accounted for but do not drive the process. Chaplains will communicate their preferences directly to Career Managers and for CPTs-LTCs through IPPS-A marketplace systems. COLs will not submit preferences in IPPS-A marketplaces. Units will not formally interview in the hiring process or select Chaplains by name but may prioritize individual Chaplains in the marketplace.

b. Precedence. The Chaplain Branch will make assignment decisions based on the developmental framework described above with the goal of achieving the optimal holistic slate of assignments across all positions and ranks. The slating process will account for both the needs of the Army and the needs of the individual and will steward the future for both individual and enterprise. Assignment decisions will balance religious support needs, care for Chaplains and their Families, career development, and talent management.

c. Reserve Component. RC assignments are managed on a volunteer and position vacancy basis. For USAR, this process is under the guidance of the Department of the Army Chaplaincy – Reserve Components Integration (DACH-RCI) and U.S. Army Reserve Command (USARC). RC Chaplains can expect to remain in a position for 24 to 36 months before reassignment within the geographic region when available. TPU assignments in the ranks of 1LT through MAJ are administered through the regional Readiness Division Chaplain Personnel Manager while LTC-COL assignment is conducted through a panel process led by USARC and DACH-RCI Command Chaplains. DACH-RCI manages and assigns AGR and IMA Chaplains. For the ARNG, senior supervisory Chaplains will guide the assignments process.

39–5. Duration of critical officer life-cycle assignments
Most assignments for chaplain officers will be 24 to 36 months in length with the exceptions noted above. OCONUS locations will continue to require specific tour lengths.

39–6. Requirements, authorizations and inventory

a. Goal. The goal is to maintain healthy, viable career opportunities for all chaplain officers in operational, institutional, and specialization paths. To achieve this, the Chaplain Corps will closely monitor branch authorizations and emerging force structure needs, utilize developmental and broadening opportunities to build a bench of religious leaders at all ranks, shape specialization pipelines and career paths, and adjust the annual five-year plan to ensure flexibility and responsiveness for emerging requirements.

b. Officer Personnel Management. The number of authorized chaplain billets, by grade, will vary as force structure decisions are made and actions to implement them are taken. Officers seeking more information about chaplain branch authorizations or inventory are encouraged to contact their Career Manager.

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

a. Acquire. Direct commissioning is the primary method 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 a 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.

c. Utilize. Chaplain officers serve at all echelons worldwide, from battalion to echelons above Corps. The Chief of Chaplains (CCH), as proponent of the branch, validates and approves all chaplain officer personnel assignments. The Deputy CCH will confirm that the assignment slate meets the intent to both support Army requirements and develop future strategic leaders. The Chaplain Corps Personnel Branch serves as the primary recommender for assignments and will build the optimal holistic slate for confirmation and validation. This slate will balance religious support needs, career development, care for Chaplains and Families, and talent management. The Chaplain Corps Personnel Branch will provide pastoral leadership, proactive communication, and personal responsiveness throughout the assignments process to build trust in the process and the Chaplain Corps through transparency, fairness, and competence.

d. Sustain. The chaplain branch provides 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 to maintain professional qualifications for ministry. Chaplain branch officers must remain personally, spiritually, and professionally prepared to serve in a variety of contexts in garrison or worldwide deployment.

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 for promotion, selection, and CCH Advisory Boards when selecting chaplain officers for promotion, key positions, and specialized advanced civilian training. The promotion and selection process seeks 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; however chaplains will submit all retirement and separation actions through the Chaplain Personnel Branch rather than through normal channels. 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. RC Chaplains access into the Army through Direct Commissioning, or through the Chaplain Candidate Program. The RC (ARNG and USAR) provides 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 individuals who are pursuing or have completed ecclesiastical credentials to seek appointment as an Army chaplain. They are RC officers of the Chaplain Branch with the 56X AOC designation. Their training includes the Chaplain BOLC, while providing ministry practicum experiences and unit training. These ministry practicums include ministry at various installations, in Army medical centers, and in the disciplinary barracks. Practicum assignments are coordinated through DACH-RCI. Candidates can enter RC or AC chaplain assignments upon completing their academic and ecclesiastical credentials, receiving an endorsement from their church bodies, and accessioning through the Accession Panel.

(2) The Chaplain Officer Basic Course for RC chaplains is the same as the course provided to AC Army chaplains. RC Chaplains need to complete CHBOLC prior to any mobilization or deployment. RC promotion to captain requires completion of all phases of Chaplain BOLC.

(3) The Reserve Chaplain Captain Career Course is a hybrid distance learning and 2-week resident course at USA-IRL. RC Chaplains are eligible to attend C4RC upon completion of CHBOLC. RC promotion to major requires completion of the C4RC course.

(4) RC majors can complete Intermediate Level Education Common Core (ILE-CC) by taking the 10-month resident course, the 3-phase Training Army School System (TASS) model, or through distance learning. The 10-month resident course is a panel-select opportunity at the

time of promotion to major. The TASS model consists of three phases: Phases 1 and 3 are two-week resident phases conducted at a USAR training installation, and Phase 2 is a ten-month distance learning phase with one weekend drill per month. RC promotion to lieutenant colonel requires completion of ILE-Common Core.

(5) The Operational Religious Support Leader Course (ORSLC) is the Chaplain Area of Concentration to complete ILE. ORSLC is the same 2-week course as the AC. Either ORSLC or the Brigade Functional Course is required for promotion to Colonel.

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 the AC (see fig 39–2 and figure 39-3).

Figure 39–1. AC Chaplain officer career development

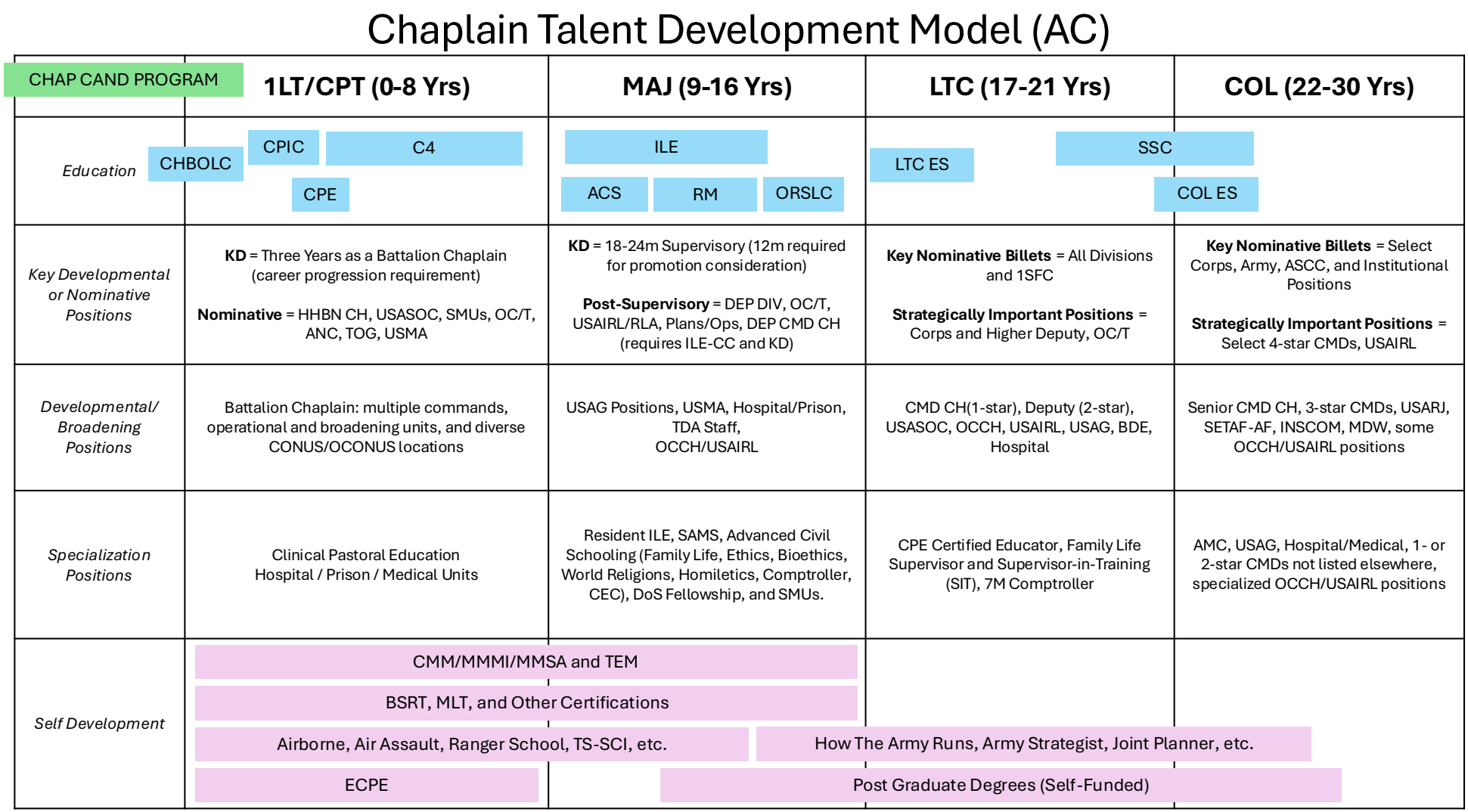


Figure 39–2. RC Chaplain officer career development

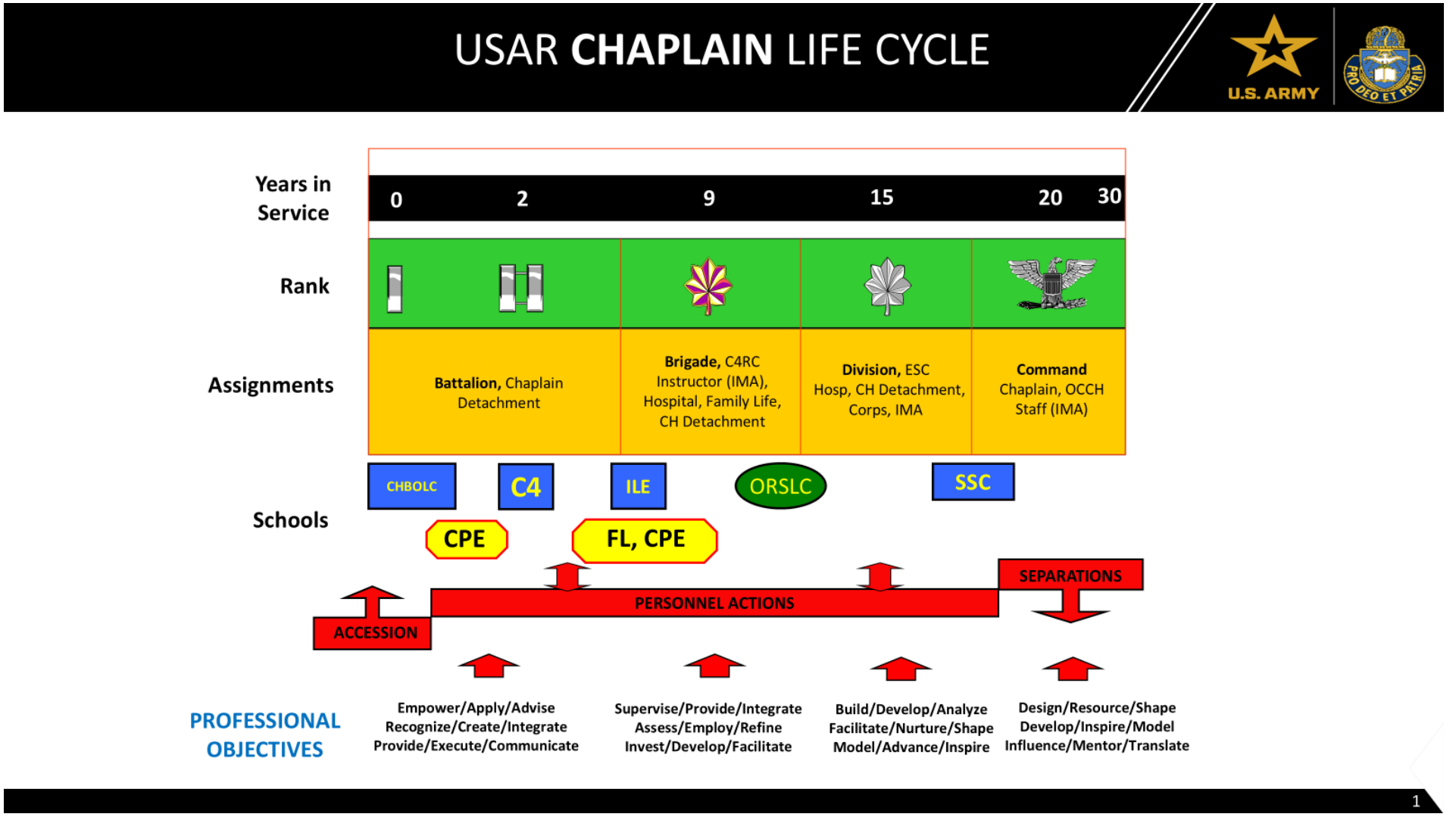


Figure 39–3. ARNG Chaplain officer career development

