



Garrison Chaplain Handbook





DEPARTMENT OF THE ARMY
HEADQUARTERS, INSTALLATION MANAGEMENT COMMAND
2405 GUN SHED ROAD
FORT SAM HOUSTON, TEXAS 78234

REPLY TO
ATTENTION OF:

IMRS

1 March 2016

MEMORANDUM FOR: Garrison Chaplains

SUBJECT: Garrison Chaplain Handbook

1. Congratulations on your assignment as Garrison Chaplain!
2. The Army and the Chief of Chaplains have full faith and confidence in you to lead your diverse, yet unique, community. The enclosed *Garrison Chaplain Handbook* is for your education and reference in the path ahead. The tool contains some of the most important things that, I believe, will add to your success, particularly in the first 100 days as you might feel like you are drinking from a fire hose.
3. The contents contain both an overview of the people, places, and things that will assist you in this new position; and various tools for your toolkit with an emphasis on the critical thinking skills needed for success in our complex, yet critical, garrison environments. I invite you to send me your own good ideas and tips from which others might benefit. My action officer on this product is Mr. Mike Swingler at michael.j.swingler.civ@mail.mil or at 210-466-0728.
4. If you need additional advice or information, don't hesitate to contact me at 210-466-0738 or by email at david.g.giammona.mil@mail.mil. My staff and I are praying for you and your success in serving our great Army Family.

God bless you!

A handwritten signature in black ink, appearing to read "David Giammona", written over a horizontal line.

DAVID GIAMMONA
Chaplain (COL), USA
Command Chaplain

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THE FIRST 100 DAYS

These are examples of 'must do' investigations before moving to your Garrison location.

COMMAND RELATIONSHIPS

- Who is the Senior Chaplain for the Senior Commander at this Installation?
- What is the working relationship between Garrison and all other senior Commanders?
- What is the relationship between the Senior Chaplains on the Installation?

PERSONNEL ISSUES

- What is my TDA? What Authorizations are currently vacant?
- Who are my Chaplains and the other Chaplains on the Installation?
- What are the Rating Schemes?
- What is the Denominational Breakdown?
- What is my Religious Support Personnel Strength? What is their Time on Station?
- What Contractors do I have and in what functions?

CHAPEL PROGRAMS

- What spiritual resiliency programs do we provide for our Installation population?
- What Chapel services do we provide? What DRGLs do we have providing services?
- What are the top spiritual, emotional, moral challenges and needs on this installation?
- What are the top two or three recommendations for Garrison to improve the quality of community life here?
- What do you need from Garrison to better equip you to provide Religious Support?

RESOURCE MANAGEMENT

- Have all my Resource Management Personnel completed all their required training?
- What is the status of my CMRP?

APPROPRIATED FUNDS (APF)

- What APF contracts do I have?
- Who is (are) my Contracting Officer Representatives (CORs)?
- What does my FY budget look like and at what percent obligated?
- Do I have any current Grants and at what percent obligated?

CHAPEL TITHES AND OFFERINGS FUND (CTOF)

- Is the CPBAC active with appointment orders for each member?
- Is the fund reconciliation current?
- Where are we in the planning of next FY CMRP?
- Do I need to sign a DD577 for my Fund manager to continue exercising Fund Authority?
- What date was the most recent CTOF inspection completed?
- Were there any findings?
 - What were the corrective actions?
 - What does the last Annual Statement of Assurance tell me?

INFRASTRUCTURE

- What is the status and usage of facilities? What facility shortfalls exist?
- What additional infrastructure improvements are required?
- Any 1391's on file?
 - When was last ISR evaluation completed?
 - Have all findings been placed on a work order?
 - What is the status of all work orders?

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TOP TEN THINGS TO THINK ABOUT

1. If you are the Garrison Chaplain and NOT the SrCH, determine what is Garrison and what is not. Whatever is not needs approval from the SrCH.
2. If you make yourself friendly to everyone, you can get just about anything.
3. The EA/Secretary work directly for you, not the deputy. This way he/she is not overwhelmed.
4. I track the promotion zone, evaluation thru dates, and projected loss of all my staff, including assignment and schools preferences, and anything going on in their personal life. They know I care.
5. I make sure my DA Civilians get all the recognition they deserve.
6. I don't do anything which would affect anywhere outside my limits unless I first run it through the SrCH and IMCOM.
7. I get deeply involved in two things: Money and Background checks.
8. I pray and read the Bible every day. I pray for my Installation almost every day. It's so easy to fall at the top.
9. I remind myself daily I should not have the privilege of doing this job...there are others more qualified than I am.
10. Everything I do is an offering to God (meetings, PowerPoint, etc). If it's not the best, I will pay at the judgment seat.

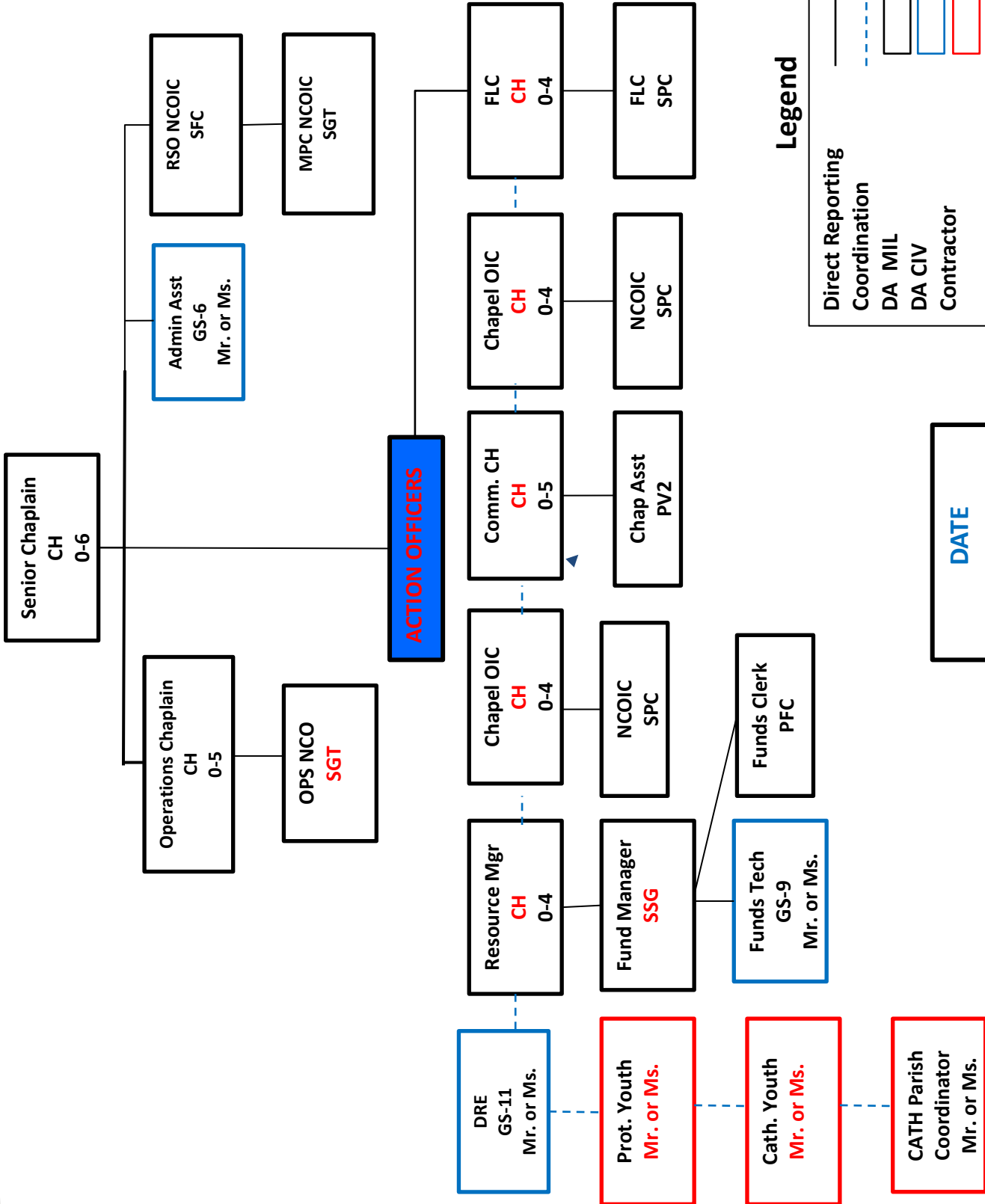
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[Installation] Religious Support Office Task Organization



SAMPLE GARRISON CHAPLAIN ORGANIZATIONAL CHART



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A GARRISON CHAPLAIN'S PERSONAL EXPERIENCE

1. Get in touch with the Chief of Staff, Executive Officer, and current chaplain as soon as the ink dries on the RFO. Ask for the chaplain and the commander's DA 67-10-1. Be pleased if you get them. Do not be surprised if you do not. Know the SR CDR's LOEs. You can usually find these on the Installation SharePoint page.
2. Read everything you can about the assignment, mission, components, community, and culture.
3. Use experience, friends, peers, and mentors to begin thinking about drafting your goals and expectations. Do not forget senior NCOs. Be flexible it might all change soon as you drive in the gate.
4. Generally, you will receive a briefing when you arrive at your new position. Coordinate with your predecessor (or Deputy, if the predecessor has departed) to request a fresh, outcomes-oriented brief. The focus of the brief is not to brag about previous accomplishments, but to project and recommend what should happen and why.
5. After arriving get a full CTOF funds, AF budget, and personnel brief from your UMT. Visit internal management and control, HR, and the JAG before you see the commander, if possible. Nothing impresses the commander more than listening to his concept of problems in RSO and having even a hastily developed plan for making repairs when provided the opportunity to respond. Demonstrate a quiet confidence; you are the RSO SME.
6. Learn how much information your commander wants and the channels he likes to use. This is different for every commander. When tasked with a difficult mission do not neglect the chain of command. Use the POC/Action Officer, Chief of staff and Deputy Commander for every sticky staff situation before using the Commander. Once they learn you have full command support they will cooperate. Often most senior leaders seem very satisfied with minimal comments during staff call and a few monthly sentences via email. The less you appear at the SR Leader's door, the quicker he/she will see you when you need admittance. The commanders who want more information or contact will ask for it. You might offer a word of the day/week/month. If the commander does not appreciate this during staff call you will know quickly.
7. Do not assume. Ask.
8. Maintain good communication and relations with peers in other branches of the service.
9. Maintain good communication and relations with senior chaplains across post. On a Joint base the Joint Base Commander has signature authority for the Base Command, not the Senior Army Officer. If you are the Senior Army Chaplain on the installation, you are responsible for the CMRP. Do not view this as chore; instead view it as an opportunity to model mission focus and good behavior.
10. Do not over react. The greater the number of chaplains you oversee the higher the likelihood you will encounter some strange, bad, ugly thing that no one taught you about in school. Seek the wisdom of counsel before putting things in writing. Keep the Chaplain Corps informed. Do not forget you have an endorser.

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11. Do good staff-work. Meet each Suspense early. Use the orders process. Get stuff on the command calendar. Make concise recommendations and offer alternate courses of action.
12. Write new doctrine boldly. When working on a Joint Base read the doctrine of all branches involved; take the best from each and write an SOP to do what you want to do without breaking any laws. Run it through JAG and any other agency with input and have the commander sign it.
13. Probably should have been #1. Do the right thing. Too many good things distract. Eliminate them. Oversee the fund. Make, strongly recommend, the commander or CoS sign the CPBAC minutes and a CMRP. Have the Commander, CoS, & S3 endorse SOPs that involve borrowed manpower or cross major commands. Do not fly under the radar just because you can. At the level you serve anything may reflect poorly on your command or the DoD. Anything may become a political football. Do not worry. Just do the right thing.
14. Have a servant's heart, focus on developing the RSO to meet the needs of the command and you will thrive with joy.

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THE GARRISON CHAPLAIN NCOIC

BACKGROUND

- senior enlisted advisor to Command Chaplain
- enlisted integrator for religious support on Installation
- key liaison between section and USAG

RELATIONSHIP TO COMMAND CHAPLAIN

- knowledgeable in RSO PER, OPS, FL, SB, RM
- obtains implied and specified tasks and ensures coverage
- maximizes resources to support entire staff
- develops subordinates (Counseling/Training),
- provides mentoring for chaplains
- training integrator for RSO
- maintains Soldier tasks and proficiencies for RSO

RELATIONSHIP TO THE GARRISON AND INSTALLATION

- CSMs right hand
- link to IMCOM via 56M issues
- normally the Platoon Sergeant or Acting 1SG
- liaises with USAG Staff, i.e. DPW, S1, S4 as needed for facility upkeep/projects

INSTALLATION COORDINATION

- provides support to senior commander (56M NCO) on the installation
- obtains installation vision from SC and implements RS
- maintains and overseas installation duty rosters (All 56Ms E6 and below on post)
- property book NCO
- provides guidance on the utilization, maintenance, and support chapel facilities
- coordinates SAV, Prayer Breakfast/Luncheons, Holiday Sharing events

WHAT TO DO

- mandatory Initial Counseling within 30 days (DA FORM 2166-9-1A)
- mandatory Quarterly Counseling (DA Form 2166-9-1A)
- establish rating scheme IAW Garrison Chaplain's rating Scheme
- empower NCO
- support NCO always (in public)
- seek guidance from Garrison CSM/IMCOM SGM

WHAT NOT TO DO

- Deputy does not rate or supervise NCOIC

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COMMON LEVELS OF SUPPORT

WHAT IS CLS?

- AR 210-14, Army Installation Status Report Program
- performance management (PM) tool
- determines level of service provided, based on fund availability
- PM ensures program outputs support program outcomes (desired end state)
- emphasizes
 - effectiveness
 - operational performance
 - customer satisfaction
- chaplain METL (Mission Essential Task List) for Religious Support
- six Service Support Programs (SSP)
 - advise the Command
 - worship
 - religious education
 - pastoral care and counseling
 - Soldier and Family ministries
 - training

WHY CLS?

- directed by Senior Army leadership
- designed to provide consistent and equitable Base Operations Services (BASOPS)
- defines minimum service delivery capability levels

GARRISON RSO RESPONSIBILITIES

- participate in quarterly Performance Assessment Review (PAR) as directed
 - assess performance metrics
 - show trend indicators
 - measure resources
 - provide customer service indicators
 - allow comments and correction plans
- PAR conducted on ISR-Web portal <http://isr.hqda.pentagon.mil>
- Obtain access through the PAIO (Plans, Analysis, and Integration Office)
- website provides training links to assist with the quarterly PAR

ISR and FUND DISTRIBUTION

- IMCOM G8 receives budget from Big Army
- Budget distributed throughout HQ MDEPs (Management Decision Package)
- Garrison RSO MDEP is QNMG
 - Part of Sub-Activity Group (SAG) 131
- Garrison RSO identified as CLS Service 106
- Management Decision Package (MDEP) QNMG
- Sub-activity Group (SAG) 131
- Quarterly ISR Report reflects execution rates
 - Determines budget distribution for next FY
 - IMCOM G8 regularly monitors budget obligation and execution rates
 - Can drill down to specific SSP and determine future budget distribution
 - Garrison Commanders have latitude to move funds among non-pay MDEPs to meet specific garrison needs.

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- RELIGIOUS SUPPORT DELIVERY and CLS CAPABILITY LEVEL
- Each SSP funded to a particular Capability Level (CL)
- determines the level of Religious Support a garrison can deliver
- SSP 106, Religious Support funded at the Amber level.
 - CL1 (Green), Cost factor 100, deliver 95% to 100% of planned programs/events
 - CL2 (Amber), Cost factor 85, deliver 85% - 94% of planned programs/events
 - CL3 (Red), Cost factor 70, deliver 75%-84% of planned programs/events

ACCESSING THE INSTALLATION STATUS REPORT (ISR) PORTAL

Go to <http://isr.hqda.pentagon.mil>

Click on the 'dog tag' in the top right corner



Request a new ISRWEB Account

The screenshot shows the "Welcome to ISRWEB" page. The title "Welcome to ISRWEB" is centered at the top. Below the title is a paragraph of text: "ISRWEB uses Army Knowledge Online (AKO) Single Sign On (SSO) to authenticate users. Your current AKO ID, michael.joseph.king, is not recognized by ISRWEB. If you are a new user, click on the 'Request an ISRWEB Account' link below to request an account. If your AKO ID (login name) has changed, click on the 'Update Login ID' link to migrate your account to your new AKO login." Below the text are two links: "Request a new ISRWEB Account" (circled in red) and "Update Login ID". At the bottom is a "Cancel" button.

Enter your information

The screenshot shows the "Contact Information" form. The title "Contact Information" is centered at the top. Below the title is a section labeled "Contact Information" with a "Help" link. The form contains the following fields: "Rank/Title:" (text input), "*First Name:" (text input), "*Last Name:" (text input), "*Phone:" (text input), and "*Email:" (text input). Below the fields is a legend: "* Required Information". At the bottom are "Next >>" and "Cancel" buttons.

Click Next

Answer the two questions (select Base) and Click Next

The screenshot shows the "Affiliation" form. The title "Affiliation" is centered at the top. Below the title is a section labeled "Contract Information" with a "Help" link. The form contains the following fields: "*Are you a contractor?" (radio buttons for "No" and "Yes"), "Organization" (radio buttons for "Base", "Command", and "Other"), and a dropdown menu for "Select Org --". Below the fields is a legend: "* Required Information". At the bottom are "<< Edit Contact Info", "Next >>", and "Cancel" buttons.

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Select the Component (Infrastructure or Services – Performance)
 Select the Role (Validator to input data)

Click Next
 You will see a list of your Pending requests

	Reporting Org	Component	Role	Access Type	Status
Delete	IMCOM	Infrastructure	View Only	Current Year Data	Pending
Delete	IMCOM	Services - Perf	View Only	Current Year Data	Pending
Delete	ASA-Sam Houston	Services - Perf	View Only	Current Year Data	Pending

You will receive an email from the ISR Administrator for your Installation when approved.
 Most likely, your Administrator works in PAIO (Plans, Analysis, and Integration Office).

Reporting Org	Component	Role	Access Type	Status
All Orgs	Infrastructure	Historical Data	Historical Data	Approved
IMCOM	Infrastructure	View Only	Current Year Data	Approved
All Orgs	Services - Performance	Historical Data	Historical Data	Approved
IMCOM	Services - Performance	View Only	Current Year Data	Approved
All Orgs	Services - Cost	Historical Data	Historical Data	Approved
IMCOM	Services - Cost	View Only	Current Year Data	Approved
ASA-Sam Houston	Services - Performance	View Only	Current Year Data	Approved

You can view Your Account at any time to verify your roles.
 My Roles were simply for the purposes of creating these guides.

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INSTALLATION STATUS REPORT (ISR) - SERVICES

GENERAL

- primary Army reporting tool
- installation management readiness
- enhance Army readiness
- assists installations
 - obtain appropriate resources
 - obtain program prioritization
- quarterly requirement

PREPARING FOR THE ISR-S INSPECTION

The screenshot shows the top portion of the ISR website. At the top left is the ISR logo, followed by the text 'INSTALLATION STATUS REPORT'. To the right is a button that says 'ACCESS ISRWEB'. Below this is a large photograph of a family (a man, a woman, and two children) standing in front of a brick house. Below the photo is a navigation menu with five items: 'ISR HOME', 'ISR WEB APPLICATION INFO', 'ISR INFRASTRUCTURE', 'ISR MISSION CAPACITY', and 'ISR SERVICES'. The 'ISR SERVICES' item is highlighted. Below the navigation menu is a section titled 'ISR Services' with the text '2015 ACTIVE ISR-Services Worksheets'. Below this text is a link that says 'Click below to access links to Performance Measure Standards for individual Services within the selected MSA.' To the right of this link is a box titled 'For Assistance' with the text 'Commercial: (855) 280-2518' and a small 'ISR Connect' logo.

Click on ISR-Services

The screenshot shows the 'Command Support' section of the ISR website. It features a yellow background with a dashed line at the top. Below the dashed line is the text 'Click this link to download a single ZIP file containing the Service Performance Standards for all Services within Command Support.' Below this text is a list of links, each preceded by a right-pointing arrow. The links are: 'All Service Performance Standards (Command Support)', '100. Installation Management', '102. Administrative & Civil Law', '103. Criminal Law & Discipline', '104. Client Services', '105. Claims', '106. Religious Support', '107. Public Affairs', '109. Equal Employment Opportunity (EEO)', '111. Internal Review', '112. Installation Safety and Occupational Health', '113. Administrative Management', '115. Program/Budget', '116. Reimbursable Support Agreement Management', and '117. Management Accounting'.

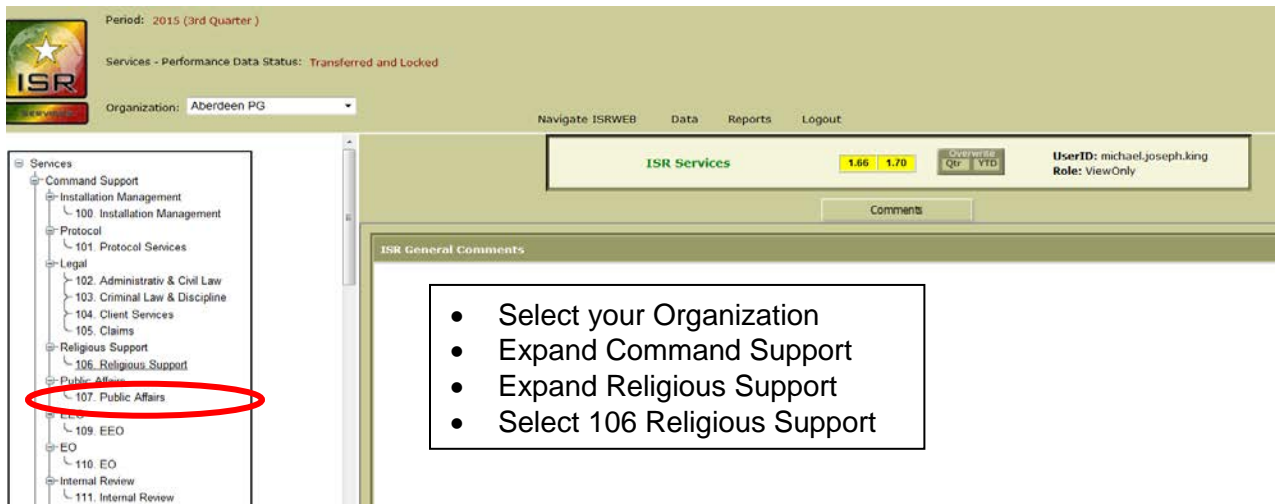
- under Command Support
- select 106 – Religious Support
- provides a downloadable worksheet to assist in compiling data

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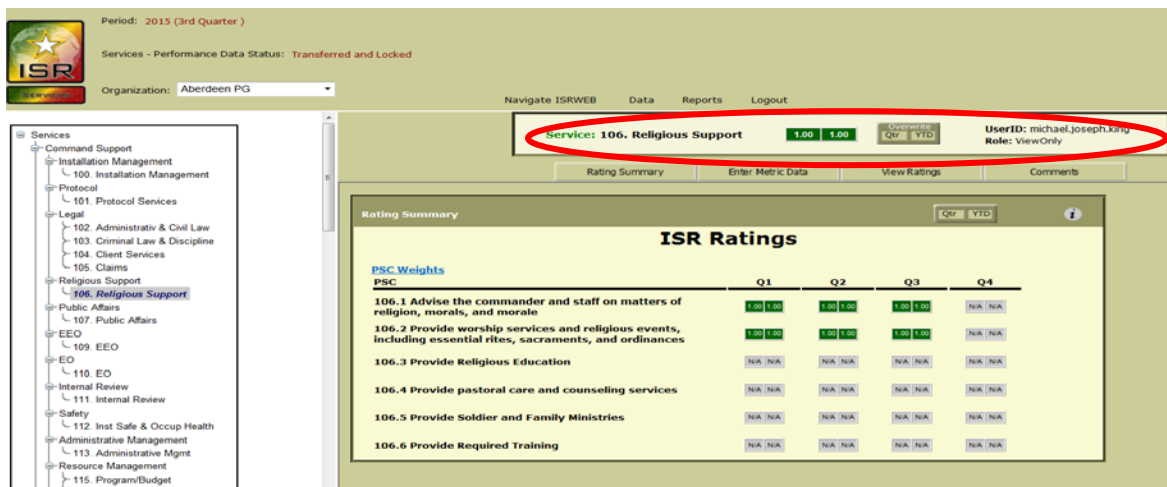
COMPLETING THE ISR-S INSPECTION



- log in to the ISR website
-
- click on the 'dog tag'
-
- select Data Input
-
- select Services - Performance



- return to this screen at any time by selecting Rating Summary
- enter Data by selecting Enter Metric Data
- select ISR Measures



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Period: 2015 (3rd Quarter)

Services - Performance Data Status: Transferred and Locked

Organization: Aberdeen PG

Navigation: ISRWEB | Data | Reports | Logout

User: michael.joseph.king | Role: ViewOnly

Service: 106. Religious Support | 1.00 | 1.00

Rating Summary | Enter Metric Data | View Ratings | Comments

PM	Description	ISR-S	Frequency
1	Number of Command requirements, reports and reviews provided / number of Command requirements, reports and reviews required. Intellicode 106-AC-01-01-A (ISR Details)	PSC 1	Quarterly

	Toploaded	Q1	Q2	Q3	Q4	YTD
Number of Command requirements, reports and reviews provided. -- (YTD is Current)	No	12	12	12		12
Total number of Command requirements, reports and reviews required in CMRP. -- (YTD is Current)	No	12	12	12		12

Navigation: CANCEL | SAVE DATA | 1 | 2 | 3 | 4 | 5 | 6 | 7

- the first of 7 Performance Management (PM) tabs opens
- access the remain PM tabs by selecting the tab at the bottom of the screen
- enter the metric under the appropriate quarter
- previous quarter metrics are locked and cannot be changed
- the remaining PM tabs appear below:

PM	Description	ISR-S	Frequency
2	Percentage of Religious-Support-Overall-Capability-Level (RSOCL) to conduct religious services, education, activities, and programs that are approved in Command Master Religious Plan (CMRP). Intellicode 106-AC-01-02 (ISR Details)	PSC 1	Quarterly

	Toploaded	Q1	Q2	Q3	Q4	YTD
Number of religious services, education, activities, and programs that are Approved and Funded by CMRP. -- (YTD is Sum)	No	162	162	162		486
Total number of religious services, education, activities, and programs that are Planned in CMRP. -- (YTD is Sum)	No	162	162	162		486

PM	Description	ISR-S	Frequency
3	Percentage of required worship programs that are conducted. Intellicode 106-AC-02-03-B (ISR Details)	PSC 2	Quarterly

	Toploaded	Q1	Q2	Q3	Q4	YTD
Number of worship services/events conducted. -- (YTD is Sum)	No	162	162	141		465
Number of worship services/events required as listed on the CMRP (Command Master Religious Plan). -- (YTD is Sum)	No	162	162	141		465

PM	Description	ISR-S	Frequency
4	Percentage of Religious education programs that are conducted. Intellicode 106-AC-03-04-C (ISR Details)	PSC 3 (Info Only)	Quarterly

	Toploaded	Q1	Q2	Q3	Q4	YTD
Number of religious education programs conducted. -- (YTD is Sum)	No	138	138	138		414
Number of religious education programs required as listed on the CMRP (Command Master Religious Plan). -- (YTD is Sum)	No	138	138	138		414

PM	Description	ISR-S	Frequency
5	Percentage of required pastoral care and counseling programs that are conducted. Intellicode 106-AC-04-05-D (ISR Details)	PSC 4 (Info Only)	Quarterly

	Toploaded	Q1	Q2	Q3	Q4	YTD
Number of pastoral care events conducted. -- (YTD is Sum)	No	9	18	21		48
Number of pastoral care events required as listed on the CMRP (Command Master Religious Plan). -- (YTD is Sum)	No	9	18	21		48
Number of pastoral care and counseling programs sessions conducted. -- (YTD is Sum)	No	675	743	764		2,172
Number of pastoral care and counseling programs sessions required as listed on the CMRP (Command Master Religious Plan). -- (YTD is Sum)	No	675	743	764		2,172

PM	Description	ISR-S	Frequency
6	Percentage of required Soldier/Family ministry programs that are conducted. Intellicode 106-AC-05-06-E (ISR Details)	PSC 5 (Info Only)	Quarterly

	Toploaded	Q1	Q2	Q3	Q4	YTD
Number of Soldier/Family ministry programs conducted. -- (YTD is Sum)	No	10	16	16		48
Number of Soldier/Family Ministry programs required as listed on the CMRP (Command Master Religious Plan). -- (YTD is Sum)	No	16	16	16		48

PM	Description	ISR-S	Frequency
7	Percentage of required spiritual fitness and professional development training programs that are conducted. Intellicode 106-AC-06-07-F (ISR Details)	PSC 6 (Info Only)	Quarterly

	Toploaded	Q1	Q2	Q3	Q4	YTD
Number of professional and command directed training programs conducted. -- (YTD is Sum)	No	8	8	8		24
Number of professional and command directed training programs required as listed on the CMRP (Command Master Religious Plan). -- (YTD is Sum)	No	8	8	8		24

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Period: 2015 (3rd Quarter)

Services - Performance Data Status: Transferred and Locked

Organization: Aberdeen PG

[Navigate ISRWEB](#)
[Data](#)
[Reports](#)
[Logout](#)

[Command Viewer](#)
[Data Input](#)
[Administration](#)

6. Religious Support

[Commander's Base Status Report](#)
[Performance Measures Completed Report](#)
[ISR Performance Measures Report](#)
[Base Commander's Comments Report](#)
[Topload Data Change Report](#)
[Services Users Report](#)

UserID: michael.joseph.king
 Role: ViewOnly

Rating Summary

ISR Ratings

[PSC Weights](#)

PSC	Q1	Q2	Q3	Q4
106.1 Advise the commander and staff on matters of religion, morals, and morale	1.00 1.00	1.00 1.00	1.00 1.00	N/A N/A
106.2 Provide worship services and religious events, including essential rites, sacraments, and ordinances	1.00 1.00	1.00 1.00	1.00 1.00	N/A N/A
106.3 Provide Religious Education	N/A N/A	N/A N/A	N/A N/A	N/A N/A
106.4 Provide pastoral care and counseling services	N/A N/A	N/A N/A	N/A N/A	N/A N/A
106.5 Provide Soldier and Family Ministries	N/A N/A	N/A N/A	N/A N/A	N/A N/A
106.6 Provide Required Training	N/A N/A	N/A N/A	N/A N/A	N/A N/A

- select Navigate ISRWEB to go back to the Home Page
- select Reports to choose a particular report to view or create

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INSTALLATION STATUS REPORT (ISR) - INFRASTRUCTURE

GENERAL

- primary Army reporting tool
- installation management readiness
- enhance Army readiness
- assists installations
 - obtain appropriate resources
 - obtain program prioritization
- annual requirement
- Department of Public Works (DPW) can provide assistance

STARTING THE ISR-I INSPECTION

INSTALLATION STATUS REPORT

ACCESS ISRWEB

ISR HOME ISR WEB APPLICATION INFO **ISR INFRASTRUCTURE** ISR MISSION CAPACITY ISR SERVICES

ISR Infrastructure

Welcome

Welcome to ISR Infrastructure (ISR-I). ISR-I evaluates installation facility condition and adequacy. Identifies improvement costs used to quantify Army backlog costs (renovate facilities to Army standard). The FY16 ISR-I data collection began on 14 October 2015. From this page you will be able to obtain information about various aspects of ISR Infrastructure.

For Assistance
Commercial: (855) 280-2518

ISR Connect
Click the ISR Connect Button to submit an online request.

ISR-I Data Collection

- FY15 ISR-I Implementing Instructions
- **FY16 ISR-I Inspection Standards**
- FY15 Component Cost Factors and Mission Weights

ISR-I Reference Material

- Infrastructure Reports and Graphs Handbook

- select ISR Infrastructure
- select ISR-I Inspection Standards
- this will open a LONG list of Inspection Standards
- select item 53 – Service Facilities
- download or Print this document
 - the digital version automatically calculates results
- Use following Category Codes (CATCODE) for Religious Facilities:
 - 73017 – Chapels
 - 73018 – Religious Education Facilities
 - 73019 – Family Life Facilities

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CONDUCTING THE ISR-I INSPECTION

- this 33 page document gives directions to complete the inspection
- select Excel Workbook 53 to complete the inspection
- select the WB Tab

#	Component	Rating Area	Element	Green	Amber	Red	Points	Selection	Comments
1	CATCD Agreement	F	Facility Use	The FCC (CATCD) used for this inspection matches the current use of the facility.	NA	The FCC (CATCD) used for this inspection does not match the current use of the facility.	10	Selection	
2	Site & Grounds	F	Site & Grounds Lighting	A. Provides direct or area lighting for: - Pedestrian movement. - Security. - Signage. - Landscape.	A. Not more than 1 of the 4 types of lighting in the GREEN column is missing.	A. Two or more of the 4 types of lighting in the GREEN column are missing, or, No site and grounds lighting exists.	10	Selection	
2	Site & Grounds	F	Disabled Access	A. Curb ramps are present wherever accessible routes cross a curb. B. Ramps are a minimum of 3 feet wide. C. Ramps have a moderate slope, not exceeding a rise of 1:12 (one inch vertical per 12 inches horizontal). D. Access across the site follows the shortest accessible route to the facility.	A. 1 or 2 of the 4 accessible criteria elements in the GREEN column are missing.	A. More than 2 of the accessible criteria elements in the GREEN column are missing.	10	Selection	
2	Site & Grounds	F	Paved Sidewalks	A. Installed from parking to facility. B. Installed from adjacent streets to facility. C. At least 4 feet wide.	A. Not installed from parking to facility, or, B. Not installed from streets to facility. C. Less than 4 feet wide.	A. Not installed at all or condition of sidewalk poses a tripping hazard.	6	Selection	
2	Site & Grounds	F	Landscaping	A. Displays a mixture of colorful plants and greenery appropriate to the area.	A. Displays few color plantings or greenery.	A. No plantings.	6	Selection	
				A. Screened by walls or landscaping high enough (6-8 feet) to restrict view from: - Building occupants.	A. Not screened by walls or landscaping sufficiently high to obscure view. AND	A. Not enclosed or screened from view. OR B. Less than 13 ft (4 meters) minimum		Selection	

- each component rating section has elements that you will evaluate as GREEN, AMBER, or RED
- the Selection column provides a dropdown menu to select the BEST FIT description for that item
- in those cases when an element does not exist or does not apply to a facility, select the NA option
- the greyed out sections are not required for that facility, although the drop down menus are still available, should you decide to use them

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FINALIZING THE ISR-I INSPECTION

- for each RED component rating, write a brief explanation
- for each RED component rating, consider submitting a work order to correct the deficiency
- optional: write a brief comment concerning any facility location issues, such as location of the facility on the installation, proximity to related facilities, and appropriate vehicle access
- optional: write a brief comment concerning any environmental, health, safety, and historic preservation issues
- review and sign the completed facility condition inspection worksheet

SUPPORTING MULTIPLE COMMANDS

COMMAND RELATIONSHIPS

- Senior Commander (SC) normally the senior general officer
- prescribed by AR 600-20, Army Command Policy
 - SC is designated by senior Army leadership
 - command authority derives from
 - Chief of Staff, Army (CSA)
 - Secretary of the Army (SecArm)
 - direct delegation of command authority
 - authority includes all authorities inherent in command
 - authority to ensure good order and discipline
- SC has own chaplain assigned to the mission organization
- SC may be one of many General Officers (GOs) on the installations
 - SC's mission is care of Soldiers, Civilians, and Families to enable unit readiness
 - The SC uses the Garrison as the primary organization to provide services and resources to customers in support of accomplishing this mission
- SC normally a dual-hatted position
 - exercise discrete authorities as the SC and as Mission Commander (MC)
 - SC responsibilities and authorities are installation focused;
 - MC responsibilities and authorities are mission focused.
 - SC is responsible for synchronizing and integrating Army priorities and initiatives at the installation”
 - (2010 IMCOM Leader Handbook)
- IMCOM is supporting command to the SC.
 - requires strong collaborative relationship between SC and the GC
 - SC commands the installation
 - funding of almost all installation activities flows through IMCOM

DESIGNATION OF A SENIOR CHAPLAIN

- AR 165, 1–8,a,(1) - Chief of Chaplains establishes Army Chaplaincy policy
 - Chief of Chaplains designates Senior Chaplain
 - coordination with Senior Mission Commander

THE SENIOR CHAPLAIN (SrCH)

- provides executive-level, installation-wide religious support, oversight, and advice for the Army-designated Senior Commander (SC)
- ensures religious support for Soldiers, their Family members, and authorized civilians on the installation, as a Title 10 entitlement and readiness enabler
- oversees a collaborative effort among the garrison and mission unit UMTs to achieve religious support synergy in support of CCH policy and SC intent
- presents the Installation CMRP for the SCs approval, including CMRPs from the garrison command and all mission units (tenant units) on the installation
- reflects the priorities of the SC according to the ‘intent of the SC
- supports the ministry of the chaplain for the SC
- serves as mentor and guide to all the mission chaplains
- will not assume a role as senior chaplain to the mission organization due to rank or accessibility to the SC if the SC has his/her own chaplain

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- remains aware of how they support and/or detract from the ministry of other chaplains
- fosters a collaborative relationship with the other chaplains on the installation
- develops an area coverage plan utilizing all chaplains on an installation to provide support to each separate unit and to the installation as a whole
- prays for the SC and remains loyal even when no one is watching or listening

JOINT BASING WITH THE AIR FORCE IN THE LEAD

Command Relationships

- Garrison operations fall under an Air Base Wing (ABW).
- The ABW will have an Air Force BG designated as “Commander, ___ ABW and Joint Base ___.”
- The ABW will have a Joint Base Senior Chaplain, normally an AF 06.
- The ABW will have numerous ABW Force Support Groups (Army Brigade equivalent) providing support operations.
- ABW FSGs are commanded by 06s. The Army Installation FSGs are commanded by Army 06s.
- The Army Garrison Chaplain will normally be designated as the “___ Support Group and Fort ___ Garrison Chaplain.”
- Depending on the Memorandum of Agreement and other force structure documents, the Army Garrison Chaplain may also be titled as the “Deputy Joint Base Chaplain.”
- The Garrison Chaplain force structure is detailed in the MOA and corresponds to the Army Chief of Chaplains force structure.
- The Garrison Chaplain is normally Senior Rated by the Senior Army Mission Commander on the Installation.

Appropriated Funding

- Appropriated Funding will flow through either the FSG Commander’s budget or from the ABW Commander’s budget.

Chapel Tithes and Offering Fund

- The Garrison CTOF will follow Air Force Instructions (AFIs) rather than Army Regulations insofar as receiving and distributing CTOF funds are concerned.
- The Garrison Chaplain may conduct Designated Offerings to comply with recommended Army Chief of Chaplain DOs as necessary.

Inspections

- The Garrison Chaplain and staff will comply with the AF Management Internal Control Toolset (MICT) for inspection purposes.

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RELATIONSHIPS WITH DIRECTORATES

DPTMS: DIRECTORATE OF PLANS, TRAINING, MOBILIZATION, AND SECURITY

- Operates the Installation Operations Center (IOC)
 - C2 for Emergency Management Response Plans
 - WebEOC
 - Information System used during emergency situations
 - often tested monthly in conjunction with 'Big Voice' testing
 - CAT Team
 - Garrison Chaplain Primary Member
 - must identify Alternate Member
 - requires completion of certain FEMA training (online)
- Schools
 - often must utilize DPTMS to process requests for ATRRS courses
 - understand the process required at your Installation for ATRRS courses

VIC: VISUAL INFORMATION CENTER

- DA Photos, 'Head' Shots, recording of official events
 - submit work requests online
 - <https://www.vios.army.mil>
 - select "DA3903"
- sometimes offer loan equipment
 - sound, photography and video recording of official events
 - requires DA Form 1687 (Authorization to Receive Supplies) on file

DPW: DIRECTORATE OF PUBLIC WORKS

- Maintenance Division
 - Work Orders
 - work requiring between \$1,200-\$3,000.00 and more than 40 hours of labor
 - requires submission of DD 4283
 - only select personnel can sign this form
 - Service Orders
 - work requiring less than \$1,200.00 and less than 40 hours of labor
 - generally only requires a phone call to a central phone number
 - learn the procedures to submit work orders and service orders
- Master Planning Division
 - provides long-term vision for the installation
 - Military Construction programming
 - project management
 - siting approvals
 - facility and space utilization
 - real property accountability
 - excavation permits
 - maps
- Real Property
 - Real Property/Real Estate Services
 - Property Accountability
 - Inventory Inspections

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DRM: DIRECTORATE OF RESOURCE MANAGEMENT

- Budget and Accounting Branch
 - plans, programs and formulates the annual fiscal year command budget estimate, performs command budget execution, allocates resources based on funding guidance, administers fiscal year-end fund execution, processes delivery orders, processes
 - Purchase Request and Commitment (PR&Cs)
 - manages and certifies Temporary Duty (TDY) and premium pay
 - Appropriated Funds Government Purchase Card (AF GPC) usage and accounting
- Manpower Branch (Force Structure)
 - manages personnel and equipment TDAs
 - prepares the mobilization TDA (MOBTDA)
 - conducts manpower utilization studies and recommends manpower spaces
 - validates data on Request for Personnel Actions (RPA, SF52)
 - administers Contractor Manpower Reporting (CMR)
- Management Branch
 - manages and oversees the Government Purchase Card (GPC) Program
 - Internal Control Program (ICP)
 - Inter-service Support Agreements (ISA)
 - Government Travel Charge Card (GTCC - DTS) program

CPAC: CIVILIAN PERSONNEL ADVISORY CENTER

- develops, promotes, and monitors civilian personnel policies
- represents the installation in external contacts with CHRA,
- assists in hiring actions
 - assessment development process
 - reviewing the position description
 - review performance standards
 - understand minimum qualifications and specialized experience for the position
 - identify Competencies
 - create Task Statements
 - review announcement and questionnaire

FORCE STRUCTURE

FACES VS SPACES

We use the terms “faces” and “spaces” as a way to illustrate the difference between assignments and resourced positions. As a Garrison Chaplain, you should be aware that looking at your recall roster is not a way to manage the Tables of Distribution and Allowances (TDA). We have entered a time of scarce resources and justifying our existence is common practice. Be familiar with your TDA, present and future, so that you can plan accordingly. You can access your TDA using FMSWeb.

REQUESTING ACCESS TO FMSWEB

If you have not established an account through FMSWeb, please follow the directions below.

1. Go to <https://fmsweb.army.mil>
2. Click on the *FMSWeb* icon in the top center or click on *Login to FMSWeb* from the left panel

The screenshot shows the FMSWeb website interface. At the top, the browser address bar displays the URL. The main header includes the USAFMSA logo and the text 'U.S. Army Force Management Support Agency' and 'Force Management System Web Site'. The 'FMSWeb' logo is prominently displayed and circled in red. Below this, it states 'FMSWeb Documents Include: (TDA / TOE / MTOE / CTA / JTA)'. A box below that mentions 'Powered By AKO ARMY AUTHENTICATION ONLINE' and provides a link for 'CAC Login Problems? Click here for assistance.' A 'Security Notice' section follows, detailing the terms of use for the U.S. Government Information System.

3. Select your digital certificate and click *OK*
4. Enter your PIN and click *OK*
5. Enter your Security Officer's name, phone number, and email address
6. Click *Continue*
7. The system will send you an email once your account has been approved

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ACCESSING FMSWEB

Once you have an approved account, go to <https://fmsweb.army.mil> and click on *Login to FMSWeb* from the left panel. You will see the Security Notice and User Acceptance Policy splash with your AKO Contact Information on the bottom of the page. To access the main page of FMSWeb, click *I Accept*.

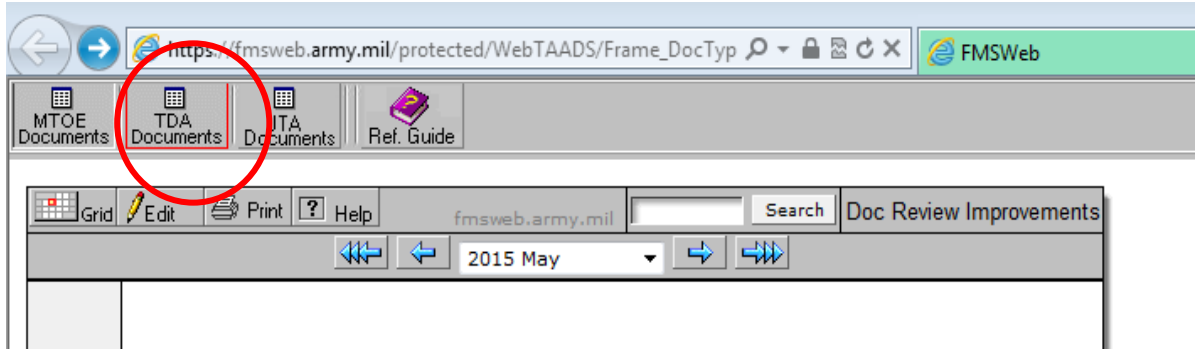
HOW TO CHECK/READ YOUR TDA

1. Once you logged into FMSWeb, click either *Latest Approved TDA* pie graph under the *Latest Approved Documents* or the *Authorization Doc. Review* link under *Documentation Tools*.

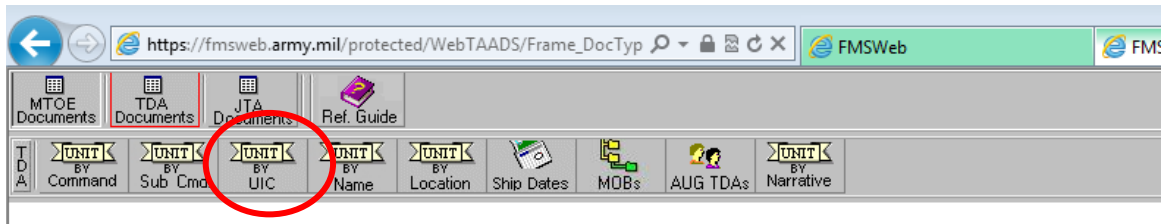
The screenshot displays the FMSWeb interface. On the left is a vertical navigation menu with the following items: Home, Logout from FMSWeb, Directions, Mission Statements, FMS Business Rules, How-To Guides, Links-References, FMSWeb FAQ, and FMSWeb Help. The main content area features a header with the FMSWeb logo and the text 'Serving 111,803 Valued Customers'. Below the header are four main sections: 'Latest Approved Documents', 'Documentation Tools', 'Special Function Tools', and 'Support Tools'. The 'Latest Approved Documents' section contains two pie charts. The first chart, 'Latest Approved MTOE UICs: 5,351', shows data for FY 16 (4,815), FY 15 (385), FY 14 (106), FY 13 (14), and FY 12 (21). The second chart, 'Latest Approved TDA UICs: 2,400', shows data for FY 16 (2,270), FY 15 (118), FY 14 (10), and FY 13 (2). This second chart is circled in red. The 'Documentation Tools' section includes links for 'REPORTS', 'AUTHORIZATION Doc. Review' (circled in red), 'REQUIREMENT Doc. Review', 'Lookup Tools', and 'CTA'. The 'Special Function Tools' section includes 'Out Of Cycle UIC Process Log' and '4610-R TDA 4610-R Version'. The 'Support Tools' section includes 'Modularity Information', 'FMS Information', 'MTOE and TDA Data Files', 'Org. Req. Doc. Approval Brief', 'FM Community Contacts', and 'FM Public Files'.

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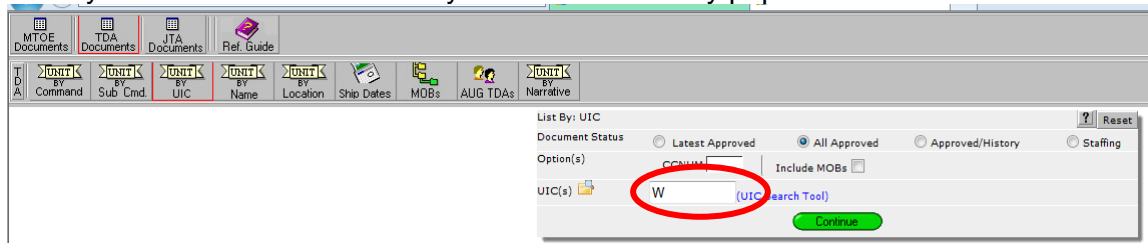
2. Select *TDA Documents*.



3. Search for your Unit by Command, Sub Command, UIC, or Name. Recommended: Search by UIC.



4. Enter your UIC. The first letter of your UIC has already populated in the search field.



5. Select the appropriate TDA by clicking the highlighted UIC. If you see a list of TDAs, use the FY column to help you distinguish which link to select. Note: The UIC search will populate the most recent version of the current year and future year TDAs. Any unit's TDA can go through a series of updates in one fiscal year. The CCNUM (Command and Control number) will tell you what version of the TDA you are currently viewing (i.e. CCNUM 0215 = Version 2 of FY15).

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UIC	EDATE	UNIT NAME	CM	DOCNO	CCNUM	FY	STATUS
W6RVAA	10/1/15	USA ELMT, JOINT BASE	BA	B6W6RVAA	0116	16	A
W6RVAA	10/2/14	USA ELMT, JOINT BASE	BA	B6W6RVAA	0215	15	A

6. Once you select the appropriate UIC, you will see to the TDA Summary. Select the Personnel Details button.

EDATE 2-OCT-14 7 7 0 0 10 10 0 0 0 0 CCNUM 0215

TDA Summary	Narrative	Para Hdr	Personnel Details	Equipment Details	Per/Equip Combined	Supplemnt Equipment	Supp. Files	Recaps	Compare	Save/Print
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7. You will see the TDA broken down by paragraph and line number (PARNO and LN).

LN	TITLE	REQ STR	AUTH STR	AMSCO	MDRP	F	M	CP	T
007 01	CHAPLAIN	06 56A00	1 1 96	131034C0	QNWG 0900	F			106 5
007 02	CHAPLAIN	05 56A00	1 1 96	131034C0	QNWG 0900	F			106
007 03	CHAPLAIN	04 56A00	1 1 96	131034C0	QNWG 0900	F			106
007 04	CHAPLAIN	04 56A00	1 1 96	131034C0	QNWG 0900	F			106
007 05	CHAPLAIN	04 56A00	1 1 96	131034C0	QNWG 0900	F			106
007 06	SR CHAPLAIN ASST NOD	07 56M40	1 1 96	131034C0	QNWG 0900	F			106

8. Manpower studies provide the basis for requirements (REQ STR). Authorizations (AUTH STR) have a funding source and allow commands to fill that position.

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GARRISON	POS	S I	A 1	A 2	A 3	A 4	L I	L P	B R	C I	I D	P S	P S	P S	REQ STR	AUTH STR
O6	56A00								CH		K	F	E	K	1	1
O5	56A00								CH		K	F	E	K	2	1
O4	56A00		7F						CH		K	F	E	K	1	0
O4	56A00		7K						CH		K	F	E	K	1	0
E7	56M40								NC		I	F	D	U	1	1
E6	56M30								NC		I	F	D	U	1	0
E5	56M20								NC		I	F	D	U	1	0
E4	56M10										I	F	D	U	1	1
E3	56M10										I	F	D	U	1	1
11	01701								GS	C	F	A	U		1	0
09	01701								GS	C	F	A	U		1	1
06	00303								GS	C	Y	C	V		1	1
05	00525								GS	C	Y	I	Z		1	0
															14	7
															14	7

* In this example, the depicted Garrison has fourteen requirements but only has funding sources to fill seven, or has seven authorizations. While the Garrison has earned a requirement for an O4 Family Life Chaplain, there is no authorization to fill the position.

WHAT IS THE DIFFERENCE BETWEEN REQUIREMENTS AND AUTHORIZATIONS? AND WHY DO I HAVE FEWER AUTHORIZATIONS THAN REQUIREMENTS?

The Garrison must validate the workload for a Full Time Employee before receiving a requirement for that employee. The most recent application RSO Model substantiated the need to increase the number of requirements at all Garrisons. An increase to requirements DOES NOT result in an increase to authorizations.

An authorization allows the Command to fill or to hire. Congress ultimately decides how many authorizations each branch of service will have (through passing the President's Budget). So while the Army recognizes the workload of your Garrison RSO (by the indication of requirements), the Army also has a very constricted level of funding (which equates to authorizations) to share among all Army Commands. The level of funding is the reason why a Garrison often has more requirements than authorizations.

HOW DO I GET A REQUIREMENT?

A thorough workload analysis determines the requirements. Workload analysis is the basis to our model. The model protects us from losing requirements because it has received approval by USAMAA and accepted by Army G-3. Based on the analysis, a Garrison will earn a specific number of requirements based on their size, mission, and other critical factors.

The model becomes useless if we cannot apply the same factors across all Garrisons. This is a reason why a model will not always be a perfect fit for any particular Garrison. Adjusting the model to accommodate an anomaly will impact the application to all Garrisons.

The most recent RSO model received approval in December 2014 and was a result of information provided by Garrisons who responded to our request for data and information. The Models is updated every three years. This is why it is imperative that you respond to all data calls and requests from our office for model validation and data input.

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CAN I REQUEST TO MOVE AN AUTHORIZATION?

If requirements exist, yes, a Garrison can submit a request for consideration to move a same-grade authorization from one paragraph to another. The more appropriate question would be whether such a request will receive approval. This action results in another work center losing an authorization so that you can use it. You might experience some level of resistance; however, the approval authority may approve the request if the reason behind it is legitimate risk.

WHAT ARE THE DEADLINES FOR TDA CHANGES?

Garrisons may submit TDA changes throughout the year during events like the Program Objective Memorandum (POM) submission and Out-of-Cycle (OOC) submissions for the TDA two years from the current year. For a more specific timeline of such events, refer to the current Command Plan Guidance. FY17 guidance is found in Department of the Army Memorandum, 15 January 2015, DAMO-FMP, Subject: FY17 Command Plan Guidance.

WHY LOOK AT THE NEXT FISCAL YEAR TDA?

You should look at the future TDA to help you prepare for any dramatic changes in your work centers. Because major TDA changes are submitted two years before execution, we must understand that missions are not always captured or projected accurately. While there is always an option to escalate a request for change, it is getting more and more difficult to compete for approval. Stay proactive rather than reactive.

RECOMMENDATIONS

- Compare your Garrison with other Garrisons that are similar in size. More than likely, there is a reason why your TDA is the way it is.
- Do not make changes based on personality. Make sure the changes are needed.
- Make changes that will be better for the installation, not you.
- Do not put actions into motion that your predecessor will have to complete when at all possible.

CHAPEL SECURITY

BACKGROUND

- Insider threats and attacks can occur anywhere and anytime
- Garrison Emergency Operations Centers conduct scenario training to react to situations
 - Mass Casualty
 - Active Shooter
 - Emergency Flooding
- Chapel programs face just as much risk as any other program on an Installation
- Unit Ministry Teams must train to prepare for and prevent these in Chapel programs

DEVELOP A CHAPEL SECURITY PLAN

- *Ensure your Emergency Action Plan/Emergency Operations Plan is coordinated with your Installation Antiterrorism and Emergency Operations Plan!*
 - Step 1 – Form a Collaborative Planning Team
 - Step 2 – Understand the Situation
 - Step 3 – Determine Goals and Objectives
 - Step 4 – Plan Development
 - Step 5 – Plan Preparation, Review, and Approval
 - Step 6 – Plan Implementation and Maintenance
- During an emergency, chapel attendees are likely to follow anyone who appears to be in charge and “in the know.”
- Chaplains, Pastors, Worship Team members, Deacons, Ushers, Greeters, and anyone else who might be considered a leader must be trained, know the plan, and be ready to respond by leading others to safety!

MITIGATION MEASURES

- Obtain Emergency Plans from the Installation and place them in the Chapel SOP
- Designate an RSO Chaplain or NCO to attend the Monthly Installation Threat Working Group
- Include Threat Awareness training as part of the Installation UMT training.

TRAIN CHAPEL VOLUNTEERS

- Ushers and greeters can be your first line of defense
- They see everyone who enters, and they can blend in and be in a position to observe from the back of the room during services
- If they are greeting and making eye contact with everyone who enters (as well as looking for suspicious activity), their simple presence and visibility can be a major deterrent to crime
- TRAIN ushers and greeters
- What do they look for?
 - Anything out of the ordinary
 - Someone who is visibly nervous
 - Someone overdressed for the weather
 - Someone who is trying to remain unnoticed
 - Someone who appears upset or angry

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THREAT AWARENESS TRAINING

- Part of the overall UMT Training Schedule
- Ensure UMT understanding the Installation Emergency Plan
- Ensure UMT understanding of the Chapel Emergency Plan
- Ensure 'hands-on' training and 100% compliance with training
- Consider 'live drill' with a congregation or group in a real setting

TIPS DURING WORSHIP

- Be visible
- Greet members and visitors
- Report suspicious activity immediately to your local law enforcement
- Have staff or volunteers monitor general gathering areas and all points of entry
- Be observant for indicators of unusual emotion, behavior, or appearance that could be linked to problem behavior

REMEMBER

- Many acts of violence are carried out by people with a connection
- ***The most common violent act at a house of worship is a shooting***
- Acts of violence may be preceded by threats, disputes, or confrontations
- All threats should be reported to your local law enforcement agency

PREPARE, PREPARE, PREPARE

Reference: *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, FEMA, June 2013

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MEMORIALIZATION OF A CHAPEL

Army Regulation 1-33, The Army Memorial Program, 30 May 2006, outlines the process for the memorialization of a chapel.

The approval for the memorialization of a building on a military installation comes from the Commander of Headquarters Installation Management Command (IMCOM). Delegation of approval may also go to the appropriate Installation Management Command Garrison Commander.

For the memorialization of a Chapel in a military installation, the Garrison Commander will often seek the approval of the Chief of Chaplains before approving the memorialization.

The following documents provide an example of the process for memorialization of a chapel.

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OFFICIAL LETTERHEAD

Office Symbol

DATE

MEMORANDUM THRU

Headquarters, United States Army Garrison **NAME**, **Address**

IMCOM Directorate (Training, Readiness, Sustainment, Europe, or Pacific)
Address

Religious Support Office, US Installation Management Command, 2405 Gun Shed
Road, Joint Base San Antonio, Fort Sam Houston, TX 78234-1223

FOR Office of the Chief of Chaplains, 2700 Army Pentagon, Washington DC, 20310-
2700

SUBJECT: Request CCH approval to memorialize Chapel _____ at **LOCATION** in Honor of
INDIVIDUAL

1. References:

- a. AR 1-33 (The Army Memorial Program), 30 May 2006
- b. AR165-1 and DA Pam 165-18, 3-25 (Chapel Designations and Religious Symbols)

2. Purpose: To obtain CCH concurrence..... (explanation and justification for request)

3. POC for this action is Xxxxxxxx.

SIGNATURE BLOCK
MACOM OR GARRISON

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IMCOM Internal Memorialization Checklist	
The Army Memorial Program (AR 1-33) & AD 2008-03, Dedication/Memorialization Checklist	Document included (Yes or No)
Nomination packet - local board held	
USAG Name:	
Medal of Honor Recipient, CG, IMCOM endorsed packet	
Living (Dedication) CG, IMCOM endorses packet	
Deceased (Memorialization) CG, IMCOM approval authority	
Memorialization narrative - contains substantiating data to support each approval of the Memorialization request	
Individual Biography	
Photo of Individual	
Photo of Proposed Item (e.g. Building)	
Aerial maps	
Additional Endorsement(s) from known individual(s)	
Nomination packet (Is the content sufficient?)	
Copy of Board vote	
Requestor memorandum	
Local Legal review	
Garrison Commander's endorsement	
Senior Commander's endorsement	
Installation Commander's endorsement (if applicable)	
Region Director's endorsement	
Region Legal Review	
As of 4 Oct 2016: For tasking, submit completed request/packet thru: USARMY JB San Antonio IMCOM HQ List CUOPS Taskings Owner (usarmy.jbsa.imcom-hq.list.cuops-taskings-owner@mail.mil)	
Add additional content if needed	

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STANDING OPERATING PROCEDURES

PURPOSE

- explains HOW things should take place
- should apply to those areas the individual will perform independently or under less direct supervision
- specificity is key
- provides the foundation by which individuals receive training, promotion, discipline

FEATURES

- explain the action from start to finish
- serves as a step-by-step guide to allow any person to replicate the action
- determines the 'standard' for success

BENEFITS

- manager does not have to explain the process each time
- employee has clear expectations, guidance, and direction
- provides consistency of operations
- customers perceive a 'well-run', professional organization
- provides a means to hold individuals accountable for their actions and outcomes

TYPES

- Memorial Ceremonies and Services
- On-Call Duty Chaplain
- Funeral and Next of Kin Notification
- Chapel Operations
- Youth Programs
- Religious Education Programs
- Key Control
- Distinguished Visitor Protocols
- Religious Support to MASCAL or Emergency Operations

SOP or AAR from previous year

- Fall Festivals
- Holiday Food Vouchers
- National Prayer Luncheon
- Christmas and Easter Services
- Faith Specific High Holy Days
- Vacation Bible School
- Chaplain Corps Anniversary
- 9-11 Remembrance Ceremony

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LETTERHEAD

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: Fort Anywhere **Religious Support Emergency Management** Standard

1. References.

- a. DODI 6055.17, DoD Installation Emergency Management Program, CH 1 19 Nov 10
- b. AR 165-1, Army Chaplain Corps Activities, 23 June 2015.
- c. DA Pam 525-27, Army Emergency Management Program, 20 Sep 12
- d. Ft. Anywhere Installation Emergency Management Plan, FY16-001.
- e. Ft. Anywhere Mass Casualty Standing Operating Procedures (SOP), 1 AUG 15.
- f. On-Call Chaplain Duties and Responsibilities, Standing Operating Procedure

2. Purpose. To provide instructions for emergency Religious Support (RS) operations during emergency situations on Ft Anywhere.

3. Concept of Religious Support for Emergency Situations. The Ft Anywhere Garrison Chaplain provides emergency Religious Support (RS) in coordination with the Ft Anywhere Emergency Operations Center (EOC)/Installation Operations Center (IOC), Emergency Services Directorate, and the Ft. Anywhere Community Hospital.

4. Responsibilities.

a. On-Call Duty Chaplain (OCDC)

(1) When providing urgent Religious Support on a scene, and the situation degrades, the primary task of the OCDC is to survive. Contact Emergency Services for assistance, Dial 911.

(2) If called by the EOC to respond to a situation resulting in the standup of the EOC inform the Garrison Chaplain immediately.

(3) Do not delay response to the EOC if you are unable to inform the Garrison Chaplain.

(4) Do not proceed to the site of the emergency unless directed by the EOC. If directed, ensure you possess and understand proper use for all personal protective equipment required at the scene.

(5) Upon arriving report to and follow the directions of the Incident Commander.

(6) Immediately after reporting to the Incident Commander, provide a situation report via cell phone to the EOC, ATTN Garrison Chaplain.

(7) Report as above to the Garrison Chaplain as the situation develops.

(8) Stand your post until relieved.

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b. Garrison Chaplain will:

- (1) Notify the Senior Chaplain (Command Chaplain of the Senior Commander if applicable)
- (2) Notify the Ft Anywhere Deputy Garrison Chaplain and Garrison NCOIC utilizing current recall roster.
- (3) Report to the EOC.
- (4) Develop a running estimate to determine support required for Casualty Notification and Family Action.
- (5) Coordinate with EOC staff as required.
- (6) Establish communication with and delegate tasks to the Ft Anywhere Deputy Garrison Chaplain.
- (7) Report to IMCOM HQ Religious Support Office (RSO) as required.
- (8) Establish Battle rhythm and plan for ongoing Continuity of Operations (COOP).
- (9) ICW with command and Senior Chaplain establish decision point to request reinforcement from IMCOM HQ.

c. Ft Anywhere Deputy Garrison Chaplain (Mob, Ops & Training) and Garrison NCOIC

- (1) Report to Ft Anywhere RSO office and establish Emergency Religious Operations Center.
- (2) Establish communications with tenant command senior UMTs to develop coordinated response effort.
- (3) Track the situation at your location.
- (4) Communicate battle rhythm and oversee 24 hour operations schedule.
- (5) Coordinate and oversee routine religious support operations.

d. Senior Chaplain ***(If applicable – On many garrisons the Garrison Chaplain IS the Senior Chaplain).***

- (1) Establish a DA 6 of chaplains available with ASUs to support Casualty Notification.
- (2) Coordinate with Ft Anywhere Deputy Garrison Chaplain for relief of On Call Duty Chaplain as required.
- (3) Coordinate for additional chaplain support at the Family Action Center as required.

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(4) Maintain readiness and mission capability.

(5) Activate recall roster for accountability.

(6) Establish Chaplains available for relief of OCDC and religious support on the scene or at the Community Hospital as required.

(7) Establish Chaplains available for FAC or other locations as required.

(8) Establish order of engagement.

(i) Chaplains on 72 or less hour recall exempt.

(ii) Chaplain(s) involved or whose unit is involved in initial engagement exempt.

e. Ft Anywhere Staffing plan.

(1) On Command

(i) Ft Anywhere Garrison Chaplain reports to EOC.

(ii) Ft Anywhere Deputy Garrison Chaplain reports to RSO.

(iii) Ft Anywhere Garrison NCOIC reports to RSO.

(iv) Ft Anywhere Family Life Chaplain (*if applicable*) reports to FAC.

(2) Shift Change.

(i) 81st Chairborne Division Chaplain reports to EOC.

(ii) Ft Anywhere Chaplain Resource Manager reports to RSO.

(iii) Ft Anywhere tenant augmentee chaplain reports to FAC.

f. Communications.

(1) On Call Duty Chaplain – (phone numbers)

(2) Garrison Chaplain – (phone numbers, .mil email)

(3) Senior Chaplain – (phone numbers, email)

(4) Deputy Garrison Chaplain – (phone numbers, email)

(5) 81st Chairborne Division Chaplain (phone numbers)

(6) 81st Chairborne Division Deputy Chaplain (phone numbers)

(7) Community Hospital Chaplain (phone numbers)

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(8) DPTMS IOC/EOC (phone numbers)

(9) PMO/MP Desk (phone numbers)

(10) Garrison Commander (phone numbers)

(11) Deputy Garrison Commander (phone numbers)

5. POC for this SOP is Ft Anywhere Deputy Garrison Chaplain, (111) 111-1111

ROGER S RANGER
CHAPLAIN (COL) USA
Fort Anywhere Garrison Chaplain

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LETTERHEAD

OFFICE SYMBOL

DATE

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Conduct of **Memorial Services and Ceremonies** for [Installation Name]

1. **PURPOSE:** This memorandum of instruction establishes policies and procedures for conducting Memorial Services and Ceremonies for [Installation Name].

2. APPLICATION: This policy applies to units assigned or attached to [Installation Name]. Tenant activities are encouraged to follow the guidelines set forth in this policy.

3. **GENERAL:** Memorial Services and Ceremonies are command functions. Commanders will ensure memorial services and ceremonies are conducted in accordance with this policy. Direct requests for exceptions to this policy to the [Installation Name] SGS.

Section 1.01 4. **DEFINITIONS:** FM 16-1, Religious Support, specifies the difference between Memorial Services (religious) and Memorial Ceremonies (required attendance).

a. **Memorial Services:** A memorial service is a religious service. The chaplain ensures that the content is sensitive to the deceased Soldier's faith group and to the needs of the Soldiers attending. If possible, a chaplain of the deceased Soldier's faith group participates in the service. Because of its religious nature, commanders can encourage units and soldiers to attend a memorial service, but cannot make attendance mandatory. The target audience is the family and the unit.

b. **Memorial Ceremonies:** A memorial ceremony is a command program to honor deceased Soldiers. When planning and conducting a memorial ceremony, the command considers the life and service of the deceased, the Soldiers' needs, and the unit's morale. Because it is a command ceremony, commanders can make attendance mandatory. Although the ceremony may include religious aspects, such as scripture readings and prayers, or a message given by the chaplain, the major focus is on military tributes and honors. The target audience for the ceremony is the unit.

c. **Memorial ceremonies is the standard at [Installation].** A Unit will conduct a Memorial Service ONLY when requested by the family. A Memorial Service, if conducted, will stand in place of a Memorial Ceremony.

5. **RESPONSIBILITIES:**

a. **Unit Commanders:** The unit commander is responsible for ensuring military honors rendered during the ceremony are in accordance with (IAW) military policies, procedures, and regulations. Follow the commander's checklist provided at Enclosure (Encl) 1.

b. **Unit Chaplain:** Advise and assist the commander, and participate in the Memorial Service or Ceremony. Brief the [Command] Chaplain or his designated representative when planning is complete. Follow the checklist provided at Encl 2.

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6. PROCEDURES:

a. Memorial Services and Ceremonies are normally battalion, rather than company events.

b. Units will conduct Memorial Ceremonies each Wednesday, as required.

(a) Schedule Memorial Ceremonies in a manner that gives the unit sufficient time to properly prepare honors and yet be timely.

(b) The number of Soldiers honored at each ceremony will not exceed the ability of the unit to honor, personally, each individual.

c. Suggested Memorial Ceremony and Service Bulletins, and Memorial Display are found in Encl 5, 6 and 7, respectively.

d. The Service or Ceremony should not exceed 40 minutes and will begin upon the seating of the senior VIP (a general officer from the command group, whenever possible). The format for the Last Roll Call is at Encl 4.

e. The uniform for the ceremony will be the prescribed duty uniform of that unit.

f. Contract or volunteer musicians may provide special music. Use only appropriate patriotic or religious music in Memorial Ceremonies. When employing music, the music will not promote a specific faith group. Music for a Memorial Service may reflect the deceased soldier's faith group and the needs of the soldiers attending.

g. Commanders will coordinate the time, date, and location of the memorial ceremony with the SGS. The SGS will coordinate the command calendars to insure that a general officer is available to attend the service or ceremony. The SGS will notify [Protocol] of the appointed time and date. [Protocol will assure that all US Flags on [Installation] are brought to half-staff during the Memorial Service or Ceremony.

h. The [Installation] Chaplain or Garrison Chaplain will ensure chaplain controlled resources are made available to the commander (i.e. Chapel and musician). The [Installation] Chaplain will attend the memorial ceremony with the senior commander

i. A chapel located near the unit troop area will normally be used when the Ceremony is conducted on [Installation]. Under unusual circumstances, Memorial Ceremonies may be conducted at locations other than chapels. This is particularly appropriate when a large Brigade is conducting the ceremony or when the Memorial is for multiple soldiers.

j. No awards will be presented or citations read. Bagpipes are optional but only in a way that enhances the ceremony.

k. Commanders should inform family members of the Memorial Ceremony/Service. They should be explicitly told that their presence is neither required nor expected. This Ceremony/Service is for soldiers in the battalion, but family members are welcome to attend, if they so

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desire. If family members attend, the unit will designate an escort to meet them at the chapel 15 minutes prior to the Ceremony/Service. The unit will provide an information sheet about all the visiting family to the SGS 48 hours prior to the Ceremony/Service.

l. The first two rows of pews on the right side facing the altar will be reserved for family members, as required. The first two rows of pews on the left side facing the altar will be reserved for commanders and distinguished guests, as required.

m. When the family is present, the sequence of events will be:

(1) The family escort will assemble the family in an appropriate private waiting area at the chapel. Fifteen minutes prior to the service the Command representative and the Chaplain will meet with the family. Five minutes prior to the beginning of the Ceremony, the escort will lead the family into the sanctuary through a route that does not take them down the center aisle of the chapel.

(2) The command representative will enter and depart the chapel by way of the center aisle. After the command has departed, the escort will lead the family to the waiting area following the same route by which they entered.

(3) The command representatives may proceed to the family waiting area to pay their respects.

n. In the event of a death by suicide, commanders will ensure the following:

(1) The issue of the manner of the soldier's death will be handled discreetly, yet appropriately. Remarks made during the Ceremony/Service should not allude to suicide if the mode of death has not been officially established or if there are legal reasons for keeping that information close hold.

(2) Commanders may use the opportunity to encourage soldiers to care for their fellow soldiers and to get help if they or someone they know may be at risk.

(3) All honors will be rendered and no distinction will be made about the soldier. The soldier will be treated with respect and dignity.

SIG BLOCK

DISTRIBUTION:

Enclosures:

1. Commander's Checklist
2. Chaplain's Checklist
3. Appropriate use of Music
4. Format for Last Roll Call
5. Sample Memorial Ceremony Bulletin
6. Sample Memorial Service Bulletin
7. Memorial Display

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COMMANDER'S MEMORIAL CEREMONY CHECKLIST

Check	DATE/TIME/NOTES
<ul style="list-style-type: none">❑ Review the Installation Memorial SOP.❑ Coordinated time and date of the ceremony with the Secretary of the General Staff (SGS).❑ Coordinate with the Garrison Chaplain thru the unit chaplain for a contract chapel musician (if applicable).❑ Certified the accuracy of the information of the deceased which will appear in the memorial ceremony bulletin and provided this information to the chaplain.❑ Conducted a rehearsal at least 4 hours prior to the ceremony (normally this is conducted the previous afternoon).❑ Coordinated with the [Installation] Band (XXX-XXXX) for a bugler to arrive at the chapel 30 minutes prior to the ceremony.❑ Coordinated the arrival and set up of the memorial display (M16 w/bayonet, empty magazine, Kevlar helmet, and boots) at the chapel for the rehearsal and at least two hours prior to the ceremony.❑ Coordinated the movement of the battalion colors with stands to the chapel.❑ Identified the members of the family and friends of the deceased who will be attending the ceremony and reported this information to the SGS using the Memorial Family Information Form at least 48 hours prior to the ceremony.❑ Designated an escort for the family (if applicable) at least 48 hours prior to the arrival of the family.❑ Coordinated the seating arrangement of troops, family members (if applicable), and special guests.❑ Designated and trained ushers for the ceremony and arranged for their arrival at the chapel one hour prior to the ceremony.❑ Designated the senior leader responsible for conducting the last roll call (if conducted). (Normally the 1SG or CSM.)❑ Planned for the retrieving of all items used in memorial displays.❑ Made plans to periodically follow up with the deceased soldier's family after the memorial ceremony to ensure the family is receiving appropriate care.	

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PARTICIPATING CHAPLAIN'S CHECKLIST

CHECK	DATE/TIME/NOTES
<ul style="list-style-type: none"><li data-bbox="237 373 1136 436">❑ Coordinated with the commander concerning the time, date, and location of the ceremony.<li data-bbox="237 438 1136 501">❑ Coordinated the use of the chapel for the rehearsal and the actual ceremony.<li data-bbox="237 504 1136 539">❑ Coordinated the service of the organist or other musicians.<li data-bbox="237 541 1136 577">❑ Provided guidance to the musicians on music for the memorial.<li data-bbox="237 579 1136 642">❑ Prepared the Memorial Ceremony bulletin and had the bulletin reviewed by the next level senior chaplain/chaplain assistant.<li data-bbox="237 644 1136 680">❑ Selected appropriated scripture and remarks.<li data-bbox="237 682 1136 745">❑ Offered to assist the commander in preparing remarks concerning the deceased and reviewed the remarks at rehearsal.<li data-bbox="237 747 1136 810">❑ Offered to assist the friends of the deceased with remarks and reviewed the remarks at the rehearsal.<li data-bbox="237 812 1136 875">❑ Informed the chaplain assistant of his/her responsibilities and tasks.<li data-bbox="237 877 1136 982">❑ Coordinated with the OIC concerning the details and the rehearsal of the ceremony to include special attention to the timing of the firing of volleys and the sounding of Taps.<li data-bbox="237 984 1136 1010">❑ Train the ushers on seating the attendees.	

Enclosure 3

MUSIC

Appropriate music for Memorial Ceremonies includes, but is not limited to the following

“God of Our Father, Whose Almighty Hand”

“O Beautiful for Spacious Skies”

“National Anthem”

“Mine Eyes Have Seen the Glory”

“My Country ‘Tis of Thee”

“Eternal Father, Strong to Save”

“O God, Our Help in Ages Past”

“Let Us with a Gladsome Mind”

“Sweet Hour of Prayer”

“He Leadeth Me: O Blessed Thought”

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FORMAT FOR THE LAST ROLL CALL

1. The deceased soldier's commander will designate a senior leader (normally the First Sergeant) to conduct the Last Roll Call.
2. The commander will designate three soldiers to participate in the Last Roll Call. (For example purposes they are named Smith, Jones, and Lee. The deceased is Private First Class John A. Doe, Jr.)
3. The three soldiers will sit with their squads in the chapel. They need not be seated together.
4. The designated leader will stand at the rear of the chapel.
5. Upon completion of the Benediction, the designated leader will proceed with the Last Roll Call.

1SG: "Sergeant Smith"

SGT SMITH: "Here, First Sergeant."

1SG: "Specialist Jones"

SPC JONES: "Here, First Sergeant."

1SG: "Private First Class Lee"

PFC LEE: "Here, First Sergeant."

1SG: "Private First Class Doe"

[Silence for 5 seconds]

[The name is called again adding the first name]

1SG: "Private First Class John Doe"

[Silence for 5 seconds]

[The name is called again adding the complete name]

1SG: "Private First Class John A. Doe, Jr."

[Silence]

6. After 5 seconds the honor guard fires volleys, then, the bugler plays Taps.

Enclosure 7 – Memorial Display



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CHAPLAIN DUTY ROSTERS

TYPES OF ROSTERS

- On-Call Duty Chaplain (OCDC)
- Funeral/Notification Roster
- Other

CONSIDERATIONS FOR ROSTERS

1. Determine length of duty tour
 - determine length of tour
 - one day
 - one week
 - one month
 - length depends on number of available personnel and “normal” call volume
2. Determine whether to use a Separate or Combined OCDC and Funeral Roster
 - separate
 - prevents OCDC absence due to a Notification Call
 - requires Chaplains to pull duty more often
 - requires a different understanding in the meaning of ‘absences’
 - unavailable during day (teaching, routine meetings, VTC)
 - eliminate from Funeral roster
 - available for OCDC
 - combined
 - must plan for OCDC absence due to a Notification Call
 - reduces the amount of duty for Chaplains
3. Determine use of the OCDC Roster
 - chaplains inform Unit to notify OCDC for all after duty hours needs
 - chaplains inform Unit to notify them first and OCDC only in emergency

DEVELOPING THE ROSTER

- use DA Form 6
 - AR 220-45 provides instructions (3 pages with example)
 - URL: https://armypubs.us.army.mil/epubs/pdf/r220_45.pdf
 - spreadsheet can function the same, using the same instructions
- list all Chaplains in the first column
 - alphabetically
 - alphabetically by rank
 - by date of arrival on the installation
 - alternate method, but ALWAYS use the SAME method each time
- indicate all absences provided by each chaplain
 - distinguish which absences preclude from OCDC and from Funeral rosters
- adding and removing chaplains from the roster
 - remove 30 days before deployment or PCS (suggested)
 - add 45 days after arriving the installation (suggested)
 - add 90 days after returning from deployment (suggested)
- assigning duties
 - indicate the number of days since the Chaplain last pulled the particular duty
 - the Chaplain with the longest break from the detail will serve the detail next
 - after an absence continue the numbering from the last number before the absence

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DEVELOPING A UMT TRAINING PLAN

CHIEF OF CHAPLAINS ANNUAL TRAINING GUIDANCE

- provides key training topics of importance to the Chief
- found on the Chaplaincy Portal at:
https://army.deps.mil/army/cmds/HQDA_ChaplainCorps/SitePages/Home.aspx
 - Training Tab,
 - Quarterly Training

ASSEMBLE A TRAINING COMMITTEE

- determines the training plan for your Installation
- options for the committee
 - assemble all of the Senior Chaplains/Chaplain Assistants on the Installation
 - assemble all of the Field Grade Chaplains/Chaplain Assistant NCOs on the Installation
 - assemble the Chaplains/Chaplain Assistants known for their innovation

BRAINSTORMING SESSION

- nothing is off limits
- allow free flow of thoughts and ideas
 - topics and training
 - needs of the Unit Ministry Team

ORGANIZE THE IDEAS

- ensure these ideas meet the Chief's intent for training
- ensure these ideas nest with the unit METL for the Installation and Tenant Units
- ensure these ideas are relevant to the UMT

IDENTIFY THE BIG EVENTS

- National Prayer Breakfast
- Easter Sunrise Service
- Chaplain Anniversary

SET THE CALENDAR

- determine the Training events to execute during the year
- determine the month in which to execute that training event
- assign training to a BDE, BN, Organization, Group, or Subject Matter Expert (SME)
- ensure to include Chief's Quarterly Training Requirements
- assign trainer for Chief's Quarterly Training

SET CONDITIONS

- provide guidance for any required training plans
- provide Suspense for completed training plans
- determine for Installation Big Event
- provide resources, assistance, and coordination as needed

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PUBLISH AND OPERATIONS ORDER (OPORD)

- Basic Army process: Demonstrates good staff work
- List all planned training; List all routine meetings and duties required of UMT
- Commanders have visibility on UMT's external requirements
- Provides Command input to competing influences on UMT

EXECUTE THE TRAINING PLAN

- Complete an After Action Reviews (AAR)
- Ensure quality training

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DEVELOP CHAPLAIN PREACHING TRAINING

Preaching is one of the most visible things that we do as chaplains. The Chaplain Corps has a regulatory responsibility to provide quality worship services with preaching being the most central component (AR 165-1, 3-2, b-1). Thus coaching and training becomes crucial in effective sacred communication. Many times this critical area is neglected due to denominational differences.

Every sermon, regardless of faith group share common basic principles that can be coached and trained. Such basic principles as outlining, central point, clear purpose, pulpit presence and delivery all provide the supervisory chaplain a basis for evaluating, coaching, and training. Focusing on these specific methods will result in relevant, textually correct, singular themed and effectively delivered sermons. The overall goal of coaching chaplains is to elevate their preparatory skills, enhance all forms of presentation, and cultivate pulpit identity of both peers and subordinates.

A sample training plan follows along with possible sources for training and funding:

IDENTIFY A TRAINING SOURCE

- 805D-201-8014 Evaluate Sacred Communication
- 805D-56A-8809 Supervise Worship Leadership
- USACHCS Training for the Corps Portal Page: <https://usachcstraining.army.mil/>
 - Homiletics SME: <https://usachcstraining.army.mil/homiletics>
- Local Seminary or University Professor/Teacher
- Parachurch/Denominational experts
- USACHCS Homiletics SME
- Homiletics textbook/article review

DETERMINE FUNDING SOURCE

- DA PAM 165-18; CTOF Honorarium
- Annual Honoria over \$600 must produce IRS Form 1099
- Include Honoria in CPBAC minutes
- TDY: USACHCS Homiletics SME

ESTABLISH TRAINING PLAN

- Example of annual training plan
 - Train 805D-201-8014 Evaluate Sacred Communication (CARS)
(Click logo)
 - Show video of prerecorded sermon for evaluation
 - Walk each Chaplain through Communication Coaching Form (CCF)
 - Train 805D-56A-8809 Supervise Worship Leadership (CARS)
(Click logo)
 - Have each Chaplain bring in sermon outline to review based on specific passage/text assigned
 - Provide constructive feedback



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- Enlist assistance from others
 - USACHCS Homiletics SME
 - Sacred Communication Elements/Big Idea Preaching
 - Evaluate Sacred Communication/Coaching
 - Sermon Outline Techniques
 - How to preach without notes
 - Seminary and/or University Professor
 - Hermeneutics
 - Effective public speaking techniques
 - Searching for themes
 - Relevant application/purpose
 - Illustrations
 - Parachurch/Local Denominational Experts
 - Developing Multi-ethnic Congregations
 - Tools for effective sermon building
 - Preaching team dynamics
 - Assign and review specific homiletics textbooks/articles
 - See book list on USACHCS Training for the Corps Portal Page
 - Homiletics SME:
 - <https://usachcstraining.army.mil/homiletics>
 - Read relevant article and discuss
 - Assign book analysis on techniques that can be used
 - Conduct or Host Preaching Lab
 - Break into Brigade/Supervisory teams
 - Chaplains preach, 10 minute message which is recorded
 - Chaplain will view recorded message and evaluate themselves using: Self Evaluation Form (Click picture)
 - Chaplains provide feedback through CCF
 - Brigade/Supervisory Chaplain coaches using CCF



ANALYZE TRAINING PROGRAM (AAR)

- Does program meet the objectives
- Are chaplains being proficient and confident in sacred communication
- What should be changed and/or retained for future training
- Provide appropriate feedback through coaching and the CCF



RESOURCES: Communication Coaching Form (Click logo)

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ANNUAL COMMAND GUIDANCE (ACG)

BACKGROUND

- First OPORD published by IMCOM every year (Example: OPORD 17-001, ACG).
- Provides command guidance for the execution of functional programs
- Provides a listing of priority recurring reports
- Nested within the framework of the Chief of Staff of the Army's priorities

RELIGIOUS SUPPORT OPERATIONS

- Located in Annex R of the OPORD and provides specific areas of emphasis
- Support Senior Commander's mission
- Implement CMRP
- Submit all required reports
- Update UMT Roster on SharePoint, monthly
- Participate in IMCOM Religious Support Operations Teleconference (monthly)
- DRGL Processing SOP (New for FY18)

CMRP

- Align CMRP with Common Levels of Support (CLS)
 - Advise the Command
 - Worship
 - Religious Education
 - Pastoral Care and Counseling
 - Spiritual Life
 - Training
- **NOTE:** CLS/ISR 106 (Religious Support) is undergoing change management process for FY18/19 execution

REQUIRED REPORTS

- Annex S of the OPORD
- Shows those reports NOT already required by AR 165-1, DA EXORD, etc.
- Required reports (Examples)
 - DRGL Packets and/or Status Report (TBD FY18)
 - Monthly Garrison Roster Update in IMCOM SharePoint
 - Submit Strong Bonds Annual Training Request

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UPDATING THE SHAREPOINT UMT ROSTER

https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/SitePages/RSOFinder.aspx

Monthly Verification Process

STEP 1

Share Point Page – Click Chaplaincy Roster

The screenshot shows the SharePoint interface for 'HQ Special Staff - Chaplain'. The top navigation bar includes 'IMCOM HQ', 'HHC', 'HQ Command Group', 'HQ Personal Staff', 'HQ Special Staff', 'HQ Coordinating Staff', 'USABC', and 'Tools'. Below this is a secondary navigation bar with 'Chaplaincy SP', 'SRM/MILCON', 'Library', and 'Strong Bonds'. The main content area features several tiles: 'COP - Common Operating Picture', 'BRC - Battle Rhythm Calendar', 'IOC - IMCOM Operations Center', 'CC - Chaplaincy Calendar', 'SATAT - IMCOM Staff Action Tasker Automation Tool', and 'CR - Chaplaincy Roster'. A blue arrow points to the 'CR' tile.

No Action required on this page

Basic Page of RSO Share Point Roster

The screenshot shows the 'RSO Finder | Update Roster | Compliance Report' page. It features an 'Installation Filter' input field and a table with the following columns: 'GRACE', 'Name', 'Position', 'EMAIL', 'PHONE', 'INSTALLATION', 'Arrival Date', 'PCS/DEPOS/ETS', and 'ADDRESS'. The 'GRACE' column has a checkbox next to it.

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STEP 2

Installation Filter Page/OK Page

Click on upside down funnel ICON and then select your garrison and click ok

The screenshot shows a web application interface. At the top, there's a navigation bar with 'HQ Personal Staff - Chaplain' selected. Below it, there's a search bar with 'HQ INCOM' entered. A blue arrow points to the search bar. To the right, a 'Select Filter Value(s)' dialog box is open, showing a list of garrisons. 'HQ INCOM' is selected with a radio button. A blue arrow points to the 'OK' button at the bottom of the dialog box.

GRADE	Name	Position
06	Giammona, David	HQ INCOM Command Chaplain
GS-14	Swingler, Michael	HQ INCOM, Chief, Religious Support
E9	Wilson, Pamela	HQ INCOM, SQM, Religious Support
GS-7	Andrade, Eva	Executive Assistant
05	Colby, Cloyd	HQ INCOM, Chaplain, Soldier & Family Ministry
05	Michael J King	HQ INCOM, Chaplain, Human Resources
E7	Joseph Anderson R.	HQ INCOM, RM NCO

STEP 3

Select individual New/View/Edit Ribbon will Appear

(Select which option you want to do – either New/View/Edit)

The screenshot shows a web application interface with a list of personnel. A blue arrow points to the 'List Tools' ribbon, which has 'New', 'View', and 'Edit' options. The list below shows personnel information including name, position, email, and dates.

Grade	Name	Position	Email	Phone	Garrison	Start Date	End Date	Address
06	Giammona, David	HQ INCOM Command Chaplain	mailto:david.giammona@mail.mil	215-466-0738	HQ INCOM	2/9/2014	2/9/2017	2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
GS-14	Swingler, Michael	HQ INCOM, Chief, Religious Support	mailto:michael.j.swingler.civ@mail.mil	215-466-0728	HQ INCOM	1/15/2010		2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
E9	Wilson, Pamela	HQ INCOM, SQM, Religious Support	mailto:psamela.wilson64@mail.mil	215-466-0723	HQ INCOM	6/10/2013	12/30/2016	2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
GS-7	Andrade, Eva	Executive Assistant	mailto:eva.andrade.civ@mail.mil	215-466-0718	HQ INCOM	10/25/2009		2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
05	Colby, Cloyd	HQ INCOM, Chaplain, Soldier & Family Ministry	mailto:..ml@mail.mil	215-466-1145	HQ INCOM	1/13/2016	10/9/2019	2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
05	Michael J King	HQ INCOM, Chaplain, Human Resources	mailto:michael.j.king45@mail.mil	215-466-0730	HQ INCOM	6/12/2014	1/15/2017	2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
E7	Joseph Anderson R.	HQ INCOM, RM NCO	mailto:anderson.joseph.ml@mail.mil	215-466-0627	HQ INCOM	10/10/2013	10/10/2016	2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
E7	Diaz, Ledezma Norberto	Operations NCO, Religious Support	mailto:ledezma.n.diaz@mail.mil	215-466-0719	HQ INCOM			2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
04	Tobin, Jason R.	Chaplain, Resource Manager	mailto:jason.r.tobin@mail.mil	215-466-0728	HQ INCOM	8/23/2013	6/10/2016	2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
GS-13	Dennis R. Scheckel	HQ INCOM, Director, Religious Resources	mailto:dennis.r.scheckel.civ@mail.mil	215-466-0728	HQ INCOM	1/9/2013	2/1/2016	2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223
GS-11	Pukansky, Judith C	Program Analyst	mailto:judith.c.pukansky.civ@mail.mil	215-466-0725	HQ INCOM	10/13/2009	10/13/2019	2405 Gun Shed Road, Bldg 2261, 385A FSH, TX 76234-1223

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STEP 4

Edit this Page and Click Save

(Please note **RED ***Asterisk fields must be filled in to save this page)
Position & Contact Fields

The screenshot shows the 'RSO Roster - HQs IMCOM' application. The left pane shows the 'Edit' form with the following fields: REGION (HQs IMCOM), INSTALLATION (HQ IMCOM), Position* (HQ IMCOM, Director, Religious Education), Name, GRADE (GS-13), PHONE (214-466-0716), DUTY CELL, EMAIL (mailto:dennis.scheck@af.mil), and ADDRESS (2405 Gun Shed Road, Bldg 2240, 385A FHN, TX 78234-1223). The right pane shows the 'Contact' and 'Editors' fields. The 'Contact*' field contains 'Scheck, Dennis B. CIV USARMY (US)'. The 'Editors' field contains 'Pukansky, Judith C. (Judith) CIV USARMY IMCOM HQ (US); Andrade, Eva M. CIV (US)'. Below these fields are 'Arrival Date' (1/8/2013), 'PCS/DEROS/ETS' (2/1/2016), and 'Region' (HQs IMCOM). A 'Save' button is highlighted with a blue arrow.

IMPORTANT STEP - STEP 5

Scroll to TOP of page and Click Update Roster

Without doing this step your installation will not get credit for verifying your information on the roster which in turn makes your garrison non-compliant

The screenshot shows the 'HQ Personal Staff - Chaplain - Finder - RSO Roster' page. The page has a navigation bar with 'Installation Management Command - Personal Staff - Chaplain' and 'HQ Personal Staff' selected. Below the navigation bar is a search bar and a table of roster entries. The table has columns for 'GRADE', 'Name', 'Position', 'EMAIL', 'PHONE', 'INSTALLATION', 'Arrival Date', 'PCS/DEROS/ETS', and 'ADDRESS'. A blue arrow points to the 'Update Roster' button in the top right corner of the page.

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STEP 6 Verification Page

Click **Verify Information Button** (above blue arrow)

	Pukansky, Judith	49-12	mailto:denise.r.scheck@gmail.com	Hqs IMCOM
	Barr, Mako	GS-11	mailto:judith.c.pukansky.civ@mail.mil	Hqs IMCOM
	Coe, Glenn	GS-11	mailto:micos.m.barr.civ@mail.mil	Hqs IMCOM
	Reid, Melissa Y.	GS-11	mailto:glenn.a.coe.civ@mail.mil	Hqs IMCOM
	Curry, Randall P.	04	mailto:melissa.y.reid.civ@mail.mil	Hqs IMCOM
			randall.p.curry.mil@mail.mil	Hqs IMCOM

➤ Add new item

2.) Confirm Verification

Verify Information



STEP 8

Confirmation Page (Click OK button)
CONGRATULATIONS YOU DID IT!



Message from webpage

Updates Confirmed

OK

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ARMY CONFERENCE POLICY

HISTORY of Army Directive (AD) 2015-01 (8 Jul 15)

- Army Conference Policy
- Secretary of the Army, John McHugh
 - stop previous abuses of the past
 - update approval authorities
 - elimination of exemptions to conference criteria
 - implement use of conference reporting and tracking tool
 - revise reporting requirements

CONTENT OF THE AD

- criteria describing a conference
- types of conferences
- process to receive approval to attend a conference
- approval authority for a conference
- process to secure conference approval

COMMON RELIGIOUS SUPPORT CONFERENCES

- Denominational conferences
- AAMFT (American Association of Marriage and Family Therapists) conferences
- Resource Management Sustainment training
- Family Life Chaplain Sustainment Training
- Director of Religious Education Sustainment Training
- Other conferences (only if these directly benefit the Army)
 - Continuing education unit training conferences
 - Faith formation training conferences

TIMELINE FOR SUBMISSION OF CONFERENCE REQUEST

- submit memorandum to chain of command at least 60 days before conference
- the first General Officer in the chain of command has approving authority
- approval authority responds, in writing, regarding decision
- finalize DTS actions
- attend conference
- resolve DTS travel voucher within 5 days
- submit actual costs (from DTS voucher) to approval authority POC within 10 days

COMPLETING CONFERENCE REQUEST MEMORANDUM

- initiate travel authorization in DTS (do not sign authorization)
- authorization will provide actual costs for travel (needed for memorandum)
- secure MOI or Denominational letter regarding the conference
- secure the actual agenda for the conference
- follow guidelines and format in the Template provided below
- if approval received, validate and sign the DTS authorization

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REQUIREMENTS FOR THE MEMORANDUM

- dates of conference (including travel dates)
- provide purpose and justification of the conference
- cost-benefit analysis
 - why does this benefit the government?
 - physical attendance rather than VTC or other method
- estimated total costs
 - per diem expenses
 - Hotel (cannot exceed per diem rate)
 - M&IE (75% first and last day)
 - travel costs
 - Airfare
 - Taxi
 - Shuttle
 - Parking
 - POV (if driving)
- rental cars generally NOT authorized
- PTDY status, cannot represent the government...check with legal
- no ITO (invitational travel orders) for spouses
- conference agenda
- legal review of the conference

AFTER THE CONFERENCE

- within 5 days
 - settle travel voucher
- within 10 days
 - provide the ACTUAL costs to authorizing official POC
 - self-identify if you did not attend the conference

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REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY

Your Installation
Your Address
Your City, State Zip Code

OFFICE SYMBOL

DATE

MEMORANDUM THRU

Your Commander Installation Name, Installation Street Address, Installation City Location,
Installation State, Installation Zip Code

FOR 1st General Officer in your Chain of Command

SUBJECT: Request concurrence for Army expenditures of less than \$50,000 for Army attendance at [NAME, DATE, AND LOCATION OF CONFERENCE]

1. Event: Request concurrence for Army expenditures of less than \$50,000 for Army attendance at the [NAME OF THE CONFERENCE], [DATE OF THE CONFERENCE], [VENUE FOR THE CONFERENCE], [CITY, STATE OF THE CONFERENCE].

2. Purpose: All Chaplains endorsed by the [DENOMINATION] in the Army and across all branches of the military have a requirement to attend their denominational conference unless they are in school, deployed, or in an assignment that would prevent them from doing so. This training is mission critical for [CHAPLAIN GROUP] in order to maintain their endorsement and continue to provide constitutionally guaranteed Religious Support to Army personnel.

b. AR 165-1 Chapter 3-5.d(1) states, "Chaplains are authorized to attend endorser established ecclesiastical training, seminars, and religious updates in an official temporary duty (TDY) status. Ecclesiastical endorsement is essential to maintain military ministry credentials. Commanders support essential ecclesiastical training as part of the professional development of Chaplains. Chaplains will attend these events in an on-duty status and in appropriate uniform."

c. The [CONFERENCE] is "endorser established ecclesiastical training" mentioned in AR 165-1, and directs that "Chaplains will attend these events in an on duty status."

3. Justification and Cost-Benefit Analysis

a. Benefits of attendance include:

(1) Maintenance of the ecclesiastical endorsement required of Chaplains to serve in the Army as endorsed by [NAME] denomination.

(2) Description of the conference. Use as many paragraphs as needed for explanation.

(3) Training will include such topics as [LIST MAJOR TRAINING TOPICS COVERED DURING THE CONFERENCE].

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HEADER

b. Conference Fees and Contracts. Projected total for the [NUMBER] chaplains is \$[COST]. The Army pays for (1) Conference Registration fee of \$[COST] (or \$[COST] before [DATE]); (2) Round trip airfare plus mileage to and from airport, (see below); (3) accommodations at [NAME OF HOTEL] located at [STREET, CITY OF HOTEL], \$[COST] per night for [NUMBER] nights, or other local accommodations; (4) standard per diem for meals and incidentals, [NUMBER] days plus two travel days.

c. Alternatives. There are no alternatives to this training. It is not offered online, by VTC, or any other means.

4. Attendees:

CH ([RANK]) [FIRST LAST NAME] – USAG, [LOCATION]

5. Attendee Justification. Attendance at the [NAME OF CONFERENCE] is required to maintain ecclesiastical endorsement. This required training is not provided elsewhere and requirements cannot be met by other means. No alternative is available. I certify that attendance at this event is mission critical.

6. Total Costs. See chart below.

Expense	Estimated Cost	Remarks/Calculations
Total (6) Attendee Costs		
Lodging costs for attendees [CITY, STATE]	\$[COST]	Lodging is UNDER per diem at \$### x # nights x # attendees = \$[COST] Total - \$[COST]
M&IE costs for attendees [CITY, STATE]	\$[COST]	Per diem rate \$\$ x .75 = \$[COST] First and last day: \$# x #attendees x #days = \$[COST]
Travel costs for attendees [CITY, STATE]	\$[COST] \$[COST] \$[COST] \$[COST] \$[COST] \$[COST] \$[COST] \$[COST] \$[COST] \$[COST]	Average: Flight costs – # attendees = \$[COST] Driving costs – # attendees = \$[COST] Hotel Parking costs - \$\$\$ x # x # = \$[COST] Baggage fees - \$\$\$ x 4# = \$[COST] Mileage to/from airport \$.575 per mile x ## miles x # attendees = \$[COST] Transportation from airport to hotel and return (\$## x # = \$[COST]) Parking at airport \$\$\$ x # days x # = \$[COST] Transportation from hotel to training site (\$## x # x # = \$[COST]) SATO Fee \$16 x # = \$[COST] Total - \$[COST]
Registration fee [CITY, STATE]	\$[COST]	# attendees x \$### (costs and handouts) Total - \$[COST]
Total attendee costs	\$[COST]	Total of the above

Other Costs		
Exhibit fee (if applicable)	\$ 0.00	
Other costs	\$(COST)	Room Tax # x \$## x # = \$(COST)
Total other costs	\$ 0.00	
TOTAL COSTS	\$(COST)	Total Expenses

7. Reporting Requirement. Not later than **[10 DAYS AFTER EVENT]**, each attendee will provide the below named Point of Contact with a breakdown of actual costs in the same format

used in paragraph 6. The attendee will provide an explanation if the total cost exceeds the estimated cost by 10% or more.

8. Requested Approval Date. I request a decision on or before **[DATE]**.

9. My point of contact is **[NAME]**, **[OFFICE]**, **[PHONE]** or by email at **[EMAIL]**.

Encl
Conference Agenda/Schedule

SIGNATURE BLOCK
either yours or the Garrison Chaplain

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CIVILIAN PERSONNEL MANAGEMENT

Contact Human Resource (HR) Office and Civilian Personnel Advisory Center (CPAC)

- inform regarding local policies and procedures
- provide a supervisor handbook that will serve as a resource guide
- provide face-to-face guidance in Civilian personnel management

Complete the on-line Supervisor Development Training

- required during first year as a supervisor
- refresher training every three years
- <https://www.atrrs.army.mil/channels/chrtas/web/application>
- provides information regarding
 - hiring
 - interviewing
 - employee programs
 - performance management
 - disciplinary and adverse actions
 - employee development
 - employee recognition
 - management and labor relations
 - equal employment opportunity
 - Individual Development Plan
 - review and manage your organizational design
- course is time consuming and profitable,
- does not make you an expert;
- still need the assistance of your CPAC and HR offices

Know the principles of ethical conduct for government officers and employees

- placing loyalty to the Constitution, the laws, and ethical principles above private gain
- acting impartially to all groups, persons, and organizations
- protecting and conserving Federal property
- complying with all laws providing equal opportunities to all persons

Review the prohibited personnel practices found in 2302 (b) of title 5 U.S.C.

- Employee Merit System
- also found in Supervisor Handbook
- provides guidance on how to manage your human resources
- fundamental undergirding of the entire Federal Human Resources Management system

Employee performance work plan

- within 30 days of assignment and at beginning of new rating period
- Base System Employee
 - WG/GS 8 and below
- Senior System Employee
 - WG/GS 9 and above
- separate rating requirements
- conduct performance counseling and appraisal discussions

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- Performance Objectives follow SMART format
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time Bound
- complete appraisals must be completed and filed in the employee's Official Personnel File (OPF) within 45 days of the end of the rating cycle
- minimum rating period is 120 days

Remain Informed

- polices, procedures, and rules change from time to time
- maintain a working relationship with your HR and CPAC offices
- worthy investment of your time
- may save your career or your employee's

HIRING A NEW EMPLOYEE

- Procedures outlined in AR 690-35
- Work with your CPAC office for guidance
- Submit a Request for Personnel Action (RPA) SF-52
- RPA submitted through Civilian Personnel On Line (CPOL)
- RPA tracked through DCPDS (Defense Civilian Personnel Data System)

TYPES OF EMPLOYEES

1. PERMANENT APPOINTMENT

- DRE
 - federal excepted service, Schedule A
 - require Chief of Chaplains certification of qualifications
 - contact Chief's office before contacting CPAC

2. TEMPORARY APPOINTMENT

- lasts one year or less, with a specific expiration date
- for reorganization, abolishment, or the completion of a specific project or peak workload
- positions involving intermittent (irregular) or seasonal (recurring annually) work schedules
- does not give competitive status
- does not give reinstatement eligibility
- does not serve a probationary period
- not eligible for promotion, reassignment, or transfer to other jobs

3. TERM APPOINTMENT

- appointee for work of a project or nonpermanent nature
- for a limited period of time
- more than one year but not to exceed four years
- reasons may include
 - project work
 - extraordinary workload
 - scheduled abolishment of a position
 - reorganization
 - uncertainty of future funding
 - contracting out of the function
- first year is a trial period
 - agency may terminate a term employee at any time during the trial period
- filled through open competitive examination procedures
 - may give a term appointment noncompetitively to certain individuals
 - reinstatement eligible
 - Veterans' Recruitment Appointment
 - 30% disabled veterans
- eligible to earn leave
- have the same benefits as permanent employees
 - health and life insurance
 - within-grade increases
 - Federal Employees Retirement System
 - Thrift Savings Plan

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REQUESTING AN OVER-HIRE

1. IMCOM Memorandum, 3 October 2014, Over-Hire and Authorization Realignment Approval Authority and Processing provides guidance

- authorizations do not exist for every validated requirement
- Army priority determines resourced Authorizations causing significant manpower shortages
- we must justify the need for human capital over current authorizations
- approval authority resides with the IMCOM DCG/CoS

2. Garrison Commanders can submit one of three types of requests

- reimbursable over-hire
- authorization realignment
- CG directed over-hire approval without an authorization realignment

3. Reimbursable over-hire requests

- requires signed Inter-Service Support Agreement
- illustrates manpower and funding responsibilities
- serves as confirmation of commitment of funds during the year of execution

4. Authorization realignment requests

- moves an authorization from a lower risk to a higher priority direct mission support program
- lower risk service authorization called a “bill payer”
- does not change the overall number of authorizations
- the preferred request type the HQ IMCOM RSO
- more likely to receive approval by the IMCOM DCG/CoS

5. CG Directed over-hire

- approval without an authorization realignment
- require solid justification
- articulates why an authorization realignment would not mitigate the specific situation for the request

A specific number of authorizations exist within IMCOM

- over-hires without an authorization realignment increases our overall number
- very high chance of disapproval
- discuss this thoroughly with the Garrison Commander for possible bill payers within the Garrison TDA

EVALUATING CIVILIAN EMPLOYEES

This is only a guide to help you avoid some of the more common errors that result in rejected submissions of annual Civilian evaluations. The information shown in the screenshots throughout this section are fictitious and only listed as an example. Please refer to AR 690-400 for full instructions.

This guide is split between the Base System (WS/GS-08 and below) and the Senior System (WS/GS-09 and above). Please be aware that the rating periods are not the same for all Civilians. Contact your G-1 representative for specific dates.

For Base System Civilians (WS/GS-08 and below):

The Base System refers to Civilians with the rank WS/GS-08 and below. Use DA Form 7223 for the annual evaluation. Make sure that you are using the most current form available, which is in PDF format. Find this form at <https://armypubs.us.army.mil/eforms/pdf/A7223.pdf> (CAC required).

Part I – Administrative Data:

BASE SYSTEM CIVILIAN EVALUATION REPORT			
For use of this form, see AR 690-400; the proponent agency is ASA(M&RA)			
PART I - ADMINISTRATIVE DATA			
a. NAME (Last, First, Middle Initial) DOE, JANE P.		b. POSITION TITLE, PAY PLAN, SERIES AND GRADE ACCOUNTING TECHNICIAN, GS-0525-05	
c. ORGANIZATION/INSTALLATION USAG KWAJALEIN ATOLL		d. REASON FOR SUBMISSION <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> SPECIAL	
e. PERIOD COVERED (YYYYMMDD) FROM 20140401 THRU 20150331		f. RATED MOS. 12	
		g. RATEE COPY (Check one and date) <input checked="" type="checkbox"/> GIVEN TO RATEE 20150401 <input type="checkbox"/> FORWARDED TO RATEE	

One of the most common mistakes that supervisors make is related to Part I section (e), the Period Covered. Please double-check to make sure that you have the correct rating period dates and number of months.

Part II - Authentication:

PART II - AUTHENTICATION		
a. NAME OF RATER (Last, First, Middle Initial) Smith, Bob	SIGNATURE	DATE (YYYYMMDD)
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT MAJ, USAG Somewhere, Chaplain Resource Manager		
b. NAME OF INTERMEDIATE RATER (Optional)(Last, First, MI)	SIGNATURE	DATE (YYYYMMDD)
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT		
c. NAME OF SENIOR RATER (Last, First, Middle Initial) (If used) Williams, Mary	SIGNATURE	DATE (YYYYMMDD)
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT LTC, USAG Somewhere, Garrison Chaplain		
d. RATEE: I understand my signature does not constitute agreement or disagreement with the evaluations of the Rater and Senior Rater, and merely verifies Part I and Part IV data.	SIGNATURE OF RATEE	DATE (YYYYMMDD)

In Part II, it is not mandatory to have an intermediate rater. The dates of the signatures should be AFTER the evaluation period has ended. Please make sure that both the Rater and the Senior Rater have signed and dated the evaluation form before the Ratee signs the form. The Civilian Personnel Office will reject the form due to these minor details. Sign this form either digitally or in ink.

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Part III – Performance Award/Quality Step Increase:

Part III covers the Performance Award and QSI information. Leave this section blank on the form. IMCOM will release guidance and separate instructions for award recommendations for the fiscal year.

Part IV – Duty Description:

PART IV - DUTY DESCRIPTION (Rater)					
a. DAILY DUTIES AND SCOPE (To include as appropriate: people, equipment, facilities, and dollars) . Position Description is correct:				<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Performs duties associated with the production of all reports and charts pertaining to the Chaplain's Tithes and Offering Fund (CTOF). Incumbent maintains Chaplain's Fund account and accounting data, using knowledge of accounting systems, codes and terminology in order to input, maintain, review, update, control, and prepare a variety of reports reflecting accurate financial statements. Assists the Chaplain's Resource Manager, fund manager and Pastoral Coordinator by preparing and maintaining all the Chaplain's Fund records on a day-to-day basis. Performs administrative and office automation tasks.					
b. AREAS OF SPECIAL EMPHASIS Government Purchase Cards					
c.	COUNSELING DATES FROM CHECKLIST/RECORD	INITIAL 20140407	LATER (Optional)	MIDPOINT 20141013	LATER (Optional)

The most common errors in Part IV are in the fields circled in red. First, make sure you indicate whether the Position Description is correct or not. This field is important for rating legality. Second, refer to the 7223-1 for the dates of the initial and midpoint counseling sessions. These dates should match.

Part V – Values (Rater’s Section):

PART V - VALUES (Rater)	
VALUES Loyalty Duty Respect Selfless service Honor Integrity Personal courage	BULLET COMMENTS <ul style="list-style-type: none"> o Demonstrates selfless service to Soldiers and their families 24/7 o Loyalty to the Religious Support Office and its families is without question o Displays highest degree of respect and integrity

The Rater has two sections to complete in Part V: bullet comments for values and the actual rating of the responsibilities. In the first part, the Rater should illustrate how the Civilian demonstrates core values.

The second part focuses on the rating of responsibilities and bullet comments to support the rating.

RATEE'S NAME <i>(Last, First, Middle Initial)</i> DOE, JANE P.	THRU DATE 20140401 Thru 20150331
b. RESPONSIBILITIES	Specific bullet examples of other than "SUCCESS," are mandatory. Specific bullet examples of "SUCCESS" are optional but encouraged.
1. TECHNICAL COMPETENCE Technical knowledges, skills, abilities Doing work right/on time Sound judgement EXCELLENCE <input type="checkbox"/> SUCCESS <input checked="" type="checkbox"/> <i>(Meets std)</i> NEEDS IMPROVEMENT <input type="checkbox"/> FAILS <input type="checkbox"/> <i>(Exceeds std)</i>	o Submissions are never late o Familiar with system fundamentals o Practices good judgement
2. ADAPTABILITY AND INITIATIVE Adjusting to change - situations/people Trying new things Seeking self-development EXCELLENCE <input type="checkbox"/> SUCCESS <input checked="" type="checkbox"/> <i>(Meets std)</i> NEEDS IMPROVEMENT <input type="checkbox"/> FAILS <input type="checkbox"/> <i>(Exceeds std)</i>	o Willing to accept procedural changes without any issues
3. WORKING RELATIONSHIPS & COMMUNICATIONS Supporting team Respecting others Expressing ideas clearly Listening/understanding EXCELLENCE <input checked="" type="checkbox"/> <i>(Exceeds std)</i> SUCCESS <input type="checkbox"/> <i>(Meets std)</i> NEEDS IMPROVEMENT <input type="checkbox"/> FAILS <input type="checkbox"/>	o Great team player o Listens well to peers and offers help even when she has her own tasks to accomplish
4. RESPONSIBILITY AND DEPENDABILITY Dependable/reliable Maintaining facilities/equipment Conserving supplies/time People/equipment safety EXCELLENCE <input checked="" type="checkbox"/> <i>(Exceeds std)</i> SUCCESS <input type="checkbox"/> <i>(Meets std)</i> NEEDS IMPROVEMENT <input type="checkbox"/> FAILS <input type="checkbox"/>	o Has always produced solid information o Volunteered as the Safety POC for the section o

Per AR 600-900 Ch 1-5 section (g), Objective Ratings definitions are as follows:

EXCELLENCE – Consistently exceeds level described by standards and documented expectations; frequently produces more and/or better than expected.

SUCCESS – Usually performs at the level described by the standards and documented expectations. Quality/quantity of accomplishments is generally at expected levels. Strengths clearly outweigh weaknesses.

NEEDS IMPROVEMENT – Sometimes performs at level described by standards and documented expectations. However, fails enough so that weaknesses slightly outweigh strengths.

FAILS – Frequently fails to perform at levels described by standards and documented expectations. Rarely achieves expected results. Weaknesses clearly outweigh strengths.

Note: Please make sure that you have all proper documentation, including the Performance Improvement Plan, if you are rating a Civilian with a NEEDS IMPROVEMENT or a FAILS.

Contact Employee Relations for more information.

Specific bullets are mandatory if the rating is anything other than "SUCCESS."

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Numbers 5 and 6 apply to positions with some supervisory duties	
5. SUPERVISION AND LEADERSHIP Mission focused/performance oriented Sets standard/Leads by example Motivating/developing others Implementing DA emphasis programs/managing resources EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT FAILS <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
6. EEO AND AFFIRMATIVE ACTION Respecting dignity Achieving planned actions Providing opportunity Solving problems EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT FAILS <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

Number 5 and 6 are specific to Civilians that fulfill positions coded for supervisory duties. Refer to CPOL to validate supervisory codes.

Part VI and VII – Overall Performance and Senior Rater:

PART VI - SENIOR RATER (if used) or RATER (no senior rater used)	PART VII - SENIOR RATER (if used)							
OVERALL PERFORMANCE <table border="1"> <tr> <td>1</td> <td><input checked="" type="checkbox"/></td> <td>3</td> <td><input type="checkbox"/></td> <td>4</td> <td><input type="checkbox"/></td> <td>5</td> </tr> </table> SUCCESSFUL FAIR UNSUCCESSFUL (MUST Have Senior Rater Review) A completed DA Form 7223-1 was received with this report and considered in my evaluation and review: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain) _____	1	<input checked="" type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	BULLET COMMENTS (Performance/Potential) o Ms. Doe is great o Team player
1	<input checked="" type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5		

Base the overall performance rating on how the Rater rated the Ratee. Based on AR 690-400, the formulas are below:

LEVEL 1 - Ratee with No Supervisory Duties is rated EXCELLENCE in 3 or more of the nonsupervisory Responsibilities and SUCCESS in the remaining nonsupervisory Responsibilities. Ratee with Supervisory Duties is rated EXCELLENCE in 4 or more Responsibilities—at least one of which must be either Supervision/ Leadership or EEO/AA—and SUCCESS in the remainder.

LEVEL 2 – Ratee with No Supervisory Duties is rated EXCELLENCE in either two or one of the nonsupervisory Responsibilities and SUCCESS in the remaining non-supervisory Responsibilities. Ratee with Supervisory Duties is rated EXCELLENCE in either two or three Responsibilities—one must be either Supervision/Leadership or EEO/AA—and SUCCESS in the remainder.

LEVEL 3 – Ratee with no supervisory duties is rated SUCCESS in ALL rated responsibilities. Ratee with supervisory duties is rated EXCELLENCE in one or more nonsupervisory responsibilities but SUCCESS in both Supervision/ Leadership and EEO/AA or who is rated SUCCESS in all nonsupervisory responsibilities and EXCELLENCE in either Supervision/Leadership or EEO/AA.

FAIR – Ratee is rated NEEDS IMPROVEMENT in 1 or more Responsibilities and NOT RATED FAILS IN ANY.

UNSUCCESSFUL – Ratee is rated FAILS in 1 or more Responsibilities – regardless of ratings assigned remaining Responsibilities.

Please make sure that you mark whether you are sending the evaluation with the support form (DA Form 7223-1). The section is circled in red on the previous page. If you are not sending the DA Form 7223-1 with the evaluation, briefly explain why. [Return to Top](#)

Part VII – Senior Rater:

This block is for the Senior Rater to expound on the overall performance rating (in Part VI) of the Civilian.

For Senior System Civilians (WS/GS-09 and above):

The Senior System refers to Civilians with the rank WS/GS-09 and above. Use DA Form 7222 for the annual evaluation. Make sure that you are using the most current form available, which is in PDF format. Find the form at <https://armypubs.us.army.mil/eforms/pdf/A7222.pdf> (CAC required).

Note: There are two separate rating cycles for Senior System Civilians.

- WS/GS-09 through 12 standard cycle is 1 NOV – 31 OCT
- WS/GS-13 and above standard cycle is 1 JUL – 30 JUN

Part I – Administrative Data

SENIOR SYSTEM CIVILIAN EVALUATION REPORT			
For use of this form, see AR 690-400; the proponent agency is ASA(M&RA).			
PART I - ADMINISTRATIVE DATA			
a. NAME (Last, First, Middle Initial) Doe, John		b. POSITION TITLE, PAY PLAN, SERIES AND GRADE Director, Religious Education, GS-1701-11	
c. ORGANIZATION/INSTALLATION USAG Kwajalein Atoll		d. REASON FOR SUBMISSION <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> SPECIAL <input type="checkbox"/> INTERN	
e. PERIOD COVERED (YYYYMMDD) FROM 20141101 THRU 20151031		f. RATED MOS. 12	g. RATEE COPY (Check one and date) <input checked="" type="checkbox"/> GIVEN TO RATEE 20151115 <input type="checkbox"/> FORWARDED TO RATEE

One of the most common mistakes that supervisors make is related to Part I section (e), the Period Covered. Please double-check to make sure that you have the correct rating period dates and number of months.

Part II - Authentication:

PART II - AUTHENTICATION		
a. NAME OF RATER (Last, First, Middle Initial) Smith, Bob	SIGNATURE	DATE (YYYYMMDD)
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT MAJ, USAG Somewhere, Chaplain Resource Manager		
b. NAME OF INTERMEDIATE RATER (Optional)(Last, First, MI)	SIGNATURE	DATE (YYYYMMDD)
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT		
c. NAME OF SENIOR RATER (Last, First, Middle Initial) (If used) Williams, Mary	SIGNATURE	DATE (YYYYMMDD)
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT LTC, USAG Somewhere, Garrison Chaplain		
d. RATEE: I understand my signature does not constitute agreement or disagreement with the evaluations of the Rater and Senior Rater, and merely verifies Part I and Part IV data.	SIGNATURE OF RATEE	DATE (YYYYMMDD)

In Part II, it is not mandatory to have an intermediate rater. The dates of the signatures should be AFTER the evaluation period has ended. Please make sure that both the Rater and the Senior Rater have signed and dated the evaluation form before the Ratee signs the form. The Civilian Personnel Office will reject the form due to these minor details. Sign this form either digitally or in ink.

Part III – Performance Award/Quality Step Increase:

Part III covers to Performance Award and QSI information. Leave this section blank on the form. IMCOM will release guidance and separate instructions for award recommendations for the fiscal year.

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Part IV – Duty Description:

PART IV - DUTY DESCRIPTION (Rater)	
DAILY DUTIES AND SCOPE (To include as appropriate: people, equipment, facilities, and dollars)	Position Description (DA Form 374) is correct: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<p>Responsible for comprehensive program for two or more specific faith groups across the Installation. Ensures that soldiers, reservists, civilians, and family members are afforded religious education programs, which allow them to exercise their religious beliefs regardless of faith group. Incumbent must have knowledge and skills to serve as resident expert on all issues, directives and initiatives in relation to religious education services and programs. Incumbent is relied upon to have a comprehensive knowledge of the nature of various faith groups and religious education curriculums and their interrelationships; and how the implementation of quality management principles can increase their effectiveness. Knowledge and skill in applying advanced analytical and evaluative principles and methods in collecting and analyzing information and presenting/reporting of findings and recommendations in relationship to the efficiency and effectiveness of the garrisons religious education programs and services. Knowledge of the Chaplain programming and budgetary policies and short and long term program objectives; and knowledge of laws, regulation, and policies affecting the use of program resources.</p>	

Part IV illustrates the duties and scope of the Civilian. Please make sure to annotate whether the Civilian’s Position Description (PD) is correct (circled in red). If this is not noted, CPAC will prompt the Supervisor to update the PD. Ensure that you engage with HQ, IMCOM RSO before altering PDs because several positions use IMCOM standardized PDs

Part V – Values (Rater’s Section):

PART V - VALUES (Rater)	
VALUES	BULLET COMMENTS
Loyalty	<ul style="list-style-type: none"> o Demonstrates selfless service to Soldiers and their families 24/7 o Loyalty to the Religious Support Office and its families is without question o Displays highest degree of respect and integrity
Duty	
Respect	
Selfless service	
Honor	
Integrity	
Personal courage	

The Rater should illustrate how the Civilian demonstrates core values.

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Part VI – Performance Evaluation (Rater)

Section (b) should list all of the Civilian's objectives. It is in this block that you, as the Rater, assess the Civilian's performance.

PERIOD COVERED (YYYYMMDD) 20141101	thru	20151031	RATEE'S NAME Doe, John	
PART VI - PERFORMANCE EVALUATION (Rater)				
a. PERFORMANCE DURING THIS RATING PERIOD Comparison of individual objectives against accomplishments and DA-established performance standards resulted in the following objectives ratings:				
<input checked="" type="checkbox"/> Excellence 75% or More Obj	<input type="checkbox"/> Excellence 25-74% Obj	<input type="checkbox"/> Success All or Excellence	<input type="checkbox"/> Needs Improvement 1 or More Obj	<input type="checkbox"/> Fails 1 or More Obj
Includes Excellence in Org Mgt/Ldshp OR EEO/AA Obj for supv/mgr <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
b. BULLET EXAMPLES				
E - Advises Garrison Chaplain on multiple faith groups for the installation.				
E - Assesses resource needs and deficits in order to meet the needs of religious education programming across the installation.				
E - Assesses religious education needs of various groups such as junior enlisted personnel, young married couples, NCOs, officers, military civilians, family members, DOD contractors, and retirees through use of surveys, questionnaires, and through personal community involvement. Ensures a comprehensive RE strategy for soldiers, authorized civilians, and family members. Conducts research and develops initiatives in the area of religious education and youth ministry.				
S - Serves as Installation focal point for policies and practices in religious education and youth ministry.				
E - Provides for training and mentoring of religious education and youth ministry. Recruits volunteer workers for all phases of the program.				
PERFORMANCE RATING PERCENTAGE: 4 out of 5 objectives rated EXCELLENCE= 4/5 = 80%				

Per AR 600-900 Ch 1-5 section (g), Objective Ratings definitions are as follows:

EXCELLENCE – Consistently exceeds level described by standards and documented expectations; frequently produces more and/or better than expected.

SUCCESS – Usually performs at the level described by the standards and documented expectations. Quality/quantity of accomplishments is generally at expected levels. Strengths clearly outweigh weaknesses.

NEEDS IMPROVEMENT – Sometimes performs at level described by standards and documented expectations. However, fails enough so that weaknesses slightly outweigh strengths.

FAILS – Frequently fails to perform at levels described by standards and documented expectations. Rarely achieves expected results. Weaknesses clearly outweigh strengths.

Note: Please make sure that you have all proper documentation, including the Performance Improvement Plan, if you are rating a Civilian with a NEEDS IMPROVEMENT or a FAILS. Contact Employee Relations for more information.

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The performance rating percentage is based on how many of the Civilian's objectives were rated with EXCELLENCE. In the example above, Civilian John Doe had five objectives established on his DA Form 7222-1 Support Form in his initial counseling. Of the five objectives, John Doe received four EXCELLENCE ratings and one SUCCESS rating which yields an 80% performance rating. The Rater now knows to select the *Excellence: 75% or More Obj* block in section (a), Performance During This Rating Period.

Note: So that we set our Civilians up for success, make sure that each one of your Civilians has at least FOUR objectives on their DA Form 7222-1 Support Form. Fewer than three objectives will not afford the Civilian an opportunity to perform at Level 1.

Based on AR 690-400, the definitions for overall performance ratings are below:

LEVEL 1 (Excellence 75% or More Obj) – Ratee with No Supervisory Duties is rated EXCELLENCE in 75 percent or more of the Objectives and SUCCESS in the remaining nonsupervisory Objectives. Ratee with Supervisory Duties must also receive an EXCELLENCE in 75% or more of ALL Objectives – which must include EXCELLENCE ratings for either Organizational Management/Leadership Objective(s) or EEO/AA Objectives(s) – and SUCCESS in the others.

LEVEL 2 (Excellence 25-74% Obj) – Ratee with No Supervisory Duties is rated EXCELLENCE in 25-74 percent of rated Objectives and SUCCESS in the remaining Objectives. Ratee with Supervisory Duties must receive an EXCELLENCE in 25-74 percent of ALL Objectives – which must include EXCELLENCE ratings for either Organizational Management/Leadership Objective(s) or EEO/AA Objective(s) and at least SUCCESS in others.

LEVEL 3 (Success All or Excellence) – All Ratees who are rated SUCCESS in ALL rated Objectives or EXCELLENCE in any number of Objectives but SUCCESS in those Objectives for both Organizational Management/ Leadership and EEO/AA.

FAIR (Needs Improvement 1 or More Obj) – All Ratees who are rated NEEDS IMPROVEMENT in 1 or more Objective(s) and are NOT RATED FAILS IN ANY.

UNSUCCESSFUL (Fails 1 or More Obj) – All Ratees rated FAILS in 1 or more Objective(s) – regardless of ratings assigned to the other Objectives.

Note: In the example, John Doe would have been rated as a Level 2 (Excellence 25-74% Obj) if his Rater rated three of his objectives with EXCELLENCE and the remaining two objectives SUCCESS.

Part VII: Intermediate Raters

As mentioned in Part II, it is not mandatory to have an intermediate rater. If an intermediate rater does exist in the chain, he/she can use Part VII to provide bullet comments.

Part VIII and IX: Senior Rater

In the example, John Doe's rating percentage was 80%. This is a Level 1 overall performance rating. In the screenshot below, you will see that Level 1 has been marked in Part VIII.

Part IX is for the Senior Rater to provide bullet comments to validate the rating of the evaluation. Please make sure that you mark whether you saw the DA Form 7222-1 Support Form during the evaluation.

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PART VIII - SENIOR RATER <i>(if used)</i> or RATER <i>(no senior rater used)</i>	PART IX - SENIOR RATER <i>(if used)</i>					
<p>OVERALL PERFORMANCE RATING</p> <table border="1" style="border-collapse: collapse;"> <tr><td style="text-align: center;">X</td></tr> <tr><td style="text-align: center;">2</td></tr> <tr><td style="text-align: center;">3</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">5</td></tr> </table> <p style="margin-left: 100px;">} SUCCESSFUL</p> <p style="margin-left: 100px;">FAIR</p> <p>UNSUCCESSFUL (MUST Have Senior Rater Review)</p>	X	2	3	4	5	<p>BULLET COMMENTS <i>(Performance/Potential)</i></p> <p>A completed DA Form 7222-1 was received with this report and considered in my evaluation and review:</p> <p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <i>(Explain)</i> _____</p>
X						
2						
3						
4						
5						

REVERSE, DA FORM 7222, MAR 2010

APD LC v1.03ES

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Chaplain Assignment Process

Two Distribution Cycles annually

- 01 Distribution Cycle (October thru March)
- 02 Distribution Cycle (April through September)

4 Assignments Officers

- LTC – managed by a LTC
- MAJ – managed by a LTC
- Sr. CPT – manage by a MAJ
- Jr. CPT – managed by a MAJ
- Low Density/High Demand Faith Groups (as advisor only) – managed by a MAJ

Step 1. Officer-Identified-to-Move (OIM).

- assignment officers (AOs) identify which officers will potentially move in the current cycle
- email notification begins the dialog regarding the PCS
- year/month available to move (YMAV) dependent on average time on station
 - Average Time on Station (TOS)
 - 2-4 years for CPT and MAJ
 - 2 years for LTC and COL
 - DEROS and schooling could affect these timelines
- YMAV found in the Total Army Personnel Management Information System (TOPMIS)
- officers and units confirm availability via email communication to AO
 - High School Senior Stabilization
 - Exceptional Family Member Program (EFMP) issues
 - Continuation of Tour (COT) – back to back overseas tours
 - Foreign Service Tour Extension (FSTE) – extending current tour length
 - Foreign Service Tour Curtailment (FSTC) – reducing current tour length
 - Compassionate Reassignments
- result is the total amount of officers identified to PCS
- OIM notification takes place 9-12 months out:
 - March for the 01 cycle
 - September for the 02 cycle

Step 2. OIM Declaration Conference.

- this conference is held internally with the DACH-1 (Personnel Office)
- participants of this conference
 - Personnel Systems Coordinator – the ‘number cruncher’
 - Assignments Officers
- ‘declare’ the number of OIM – or simply combine all of their numbers

- Personnel Systems Coordinator reaches out to the account managers
- Account managers are located at DRU, ASCC, and ACOM and keep track of vacancies
- Account managers verify that these billets (authorizations or spaces) will become vacant
- Account managers add vacancies not identified by the OIM declaration conference
- Account manager input takes place one month after the OIM notification process

- communication between officers and DACH-1 is crucial in Step 1, or a vacancy might not get filled during the current cycle

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Step 3. Distribution Requirements List (DRL)

- 1-N list of all vacancies – produced during Step 2
- provides
 - geographic location
 - unit identification
 - requested report dates
 - duty descriptions – in some cases
 - priority of fill
 - deployments
 - training
 - unit needs
 - Active Component Manning Guidance (ACMG) from the Army Chief of Staff
- usually complete by the end of April or October

Step 4. Assignment Considerations/Planning

- Assignment Officer contacts each OIM
- OIM provides AO with information regarding assignment considerations
 - Married Army Couple's Program (MACP)
 - Exceptional Family Member Program (EFMP)
 - availability date
 - calling
 - career management
- AO conducts analysis of OIM performance and potential using the OER
- this takes place in May or November

Step 5. Slating

- multi-week process for the Assignment Officer
 - determines assignment
 - develops the slate
 - communicates with the population
 - briefs the Deputy Chief of Chaplains
 - provides the slate to the Chief of Chaplains for review and approval
- Chief of Chaplains is the final approval authority

Step 6. Notification

- Assignment Officer notifies each chaplain
 - Telephone
 - Email
- discuss and confirm report dates
- discuss any other special considerations
- notification occurs
 - Mid April to mid-May for 01 Cycle
 - Mid-November to mid-December for 02 Cycle

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Step 7. Release of RFO/Assignment Instructions

- last step of the process
- can last 10 minutes to three weeks
 - Special considerations
 - EFMP
 - MACP
 - TOS waivers
 - Joint consideration
- officers take their RFO to their local Military Personnel Detachment for orders production

Step 8. Knowing PCS status of Chaplains

- Garrisons will communicate with their local G1/S1/MILPO offices to know who will come and go from their installation.
- DACH will not feed this information to the Garrison or the Account Manager

Acronym Quick-Scan

ACMG – Active Component Manning Guidance

AO – Assignment Officer

DC – Distribution Cycle

DRL – Distribution Requirements List

EFMP – Exceptional Family Member Program

MACP – Married Army Couple's Program

OIM – Officer Identified To Move

PCS – Permanent Change Of Station

RFO – Request For Orders

TOPMIS – Total Army Personnel Management Information System

KNOW THE PERSONNEL PROCESS

Become familiar with the DACH-1 Guidebook,

- <https://www.milsuite.mil/book/docs/DOC-133127>

The Guidebook provides answers to the most asked questions as well as where to go for answers not addressed in the Guidebook.

Processes for all personnel actions listed in the Guidebook

- High School Senior Stabilization
- Continuation of Tour (COT) – back to back overseas tours
- Foreign Service Tour Extension (FSTE) – extending current tour length
- Foreign Service Tour Curtailment (FSTC) – reducing current tour length
- Professional Military Education
 - ILE
 - Operational Religious Support Leader Course
 - Initial Strategic Religious Support Leader Course
 - Senior Strategic Religious Support Leader Course

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Routing scheme for all Chaplain Personnel Actions:

- From the Chaplain
- THRU the Command Chain (Company Commander and Garrison Commander)
- THRU the Technical Chain (Garrison Chaplain and IMCOM Chaplain)
- TO the Chief of Chaplain's Office for action
- Chief's Office informs Human Resources Command (HRC) for any action required at that level.

RECRUITING/ACCESSIONING TO THE CHAPLAINCY

- every chaplain is a "recruiter" for the Army Chaplaincy: Active, Guard, and Reserve
- Ensure we find the brightest and the best replacements for ourselves
- Recruiting Chaplain at OCCH is the point of contact for information

RECRUITING INCENTIVES

- Finders-Keepers (FK) – garrison responsible has first call for the chaplain assignment
- Replace Yourself (RY) – working with the endorsing body, seminary/university, home church, conference, or diocese to identify, recruit, encourage, and shepherd a qualified civilian clergy into the Chaplaincy
- Buddy System – chaplain recruits another clergy associate and both receive a guaranteed assignment to the same garrison during the initial tours
- Aloha, Edelweiss, and ROK A limited number of applicants with extensive ministry experience may pre-select Hawaii, Germany, or the Republic of Korea as their first duty assignment

O6 Colonel Chaplain assignments made via the Director of DACH-1 and the Chief of Chaplains. Ensure to communicate your personal preferences and remain in contact with the DACH-1

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CHAPLAIN ASSISTANT ASSIGNMENTS

HRC, 56M Professional Development NCO (PDNCO), manages enlisted assignments and fills open vacancies, against a requisition, on each installation

The Garrison NCOIC's first step is to utilize local enlisted personnel account/strength managers (S1) assistance prior to communicating with IMCOM HQ (SGM) and/or HRC (56M PDNCO) to facilitate fills

The following are examples of questions best answered locally by your personnel office, 1SG, or supervisor:

- Is a Soldier assigned against a requisition?
- Can you open or create a requisition?
- Who is replacing me, or one of my Soldiers?
- Am I, or one of my Soldiers, on assignment to PCS?
- Am I eligible for this school/course?

The TDA provides the criteria to fill positions, which may include an ASI if required

Currently, IMCOM does not have specific coded positions

- Fund Managers and Technicians require certain skill sets to work with a CTOF Fund
- Availability depends on school training slots and timeliness of movement for the Soldier

Request a replacement by contacting your unit S1 to create a requisition

- Korea has an auto-requisition system that replaces Soldiers from a known DEROS date
- Continue to monitor this system, because of a Soldier's ability to extend their assignment

Assignments support a Soldier's career progression and provide them variety in assignments

- 56M PDNCO will attempt to avoid back to back TDA or TOE assignments, if possible

Soldiers have the option to request an assignment

- Utilize a DA Form 4187
- Reenlistment option (contact local career counselor for options)
- Update and maintain the Assignment Satisfaction Key (ASK) system AKO

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DISTINCTIVE RELIGIOUS GROUP LEADER (DRGL)

DETERMINE NEED

- determine if there is a distinctive religious group (DRG) population present on the installation; A DRGL is not required if there is no DRG population
- determine if there is a need for a service; A DRG population present on the installation does not automatically indicate that a service is necessary
- determine if the local Chaplain-led services can meet the specific theological/distinctive religious requirements of the group
- determine if there are any Chaplains available to meet coverage requirements

RECEIVE REQUEST

- the DRGL submits an application to the senior Chaplain or appropriate command Chaplain
- the application includes the approval of the sponsoring Chaplain
- along with the application, the DRGL submits an approval letter from the Religious Organization
- the DRGL resubmits for approval upon change of the sponsoring Chaplain
- the DRGL renews certification annually

VERIFY ENDORSEMENT

- the prospective DRGL presents an original (no copy) written approval by a religious organization on official letterhead
- the written approval acts as the credential by a religious organization
- the DRG approval description includes the group's 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
- the letter clearly states the DRG's concurrence that the DRGL serves in compliance with the appropriate CMRP under the supervision of the Chaplain

REVIEW GUIDELINES

- the DRGL is a volunteer
- the DRGL must have a background check to work with children
- the Background Check lasts for three years
- the DRGL does not function as a military Chaplain
- an assigned Chaplain sponsors and supervises the DRGL
- the DRGL does not perform collective Protestant Services
- the DRGL performs a service within the CMRP in cooperation with the Command and Chaplaincy for U.S. authorized personnel

APPROVE REQUEST

- the senior Chaplain or appropriate command Chaplain endorses the request and forwards to the IMCOM Chaplain for approval
- the DRGL does not conduct services before approval by the IMCOM Chaplain
- IMCOM approves or disapproves request and returns packet to Garrison RSO

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REPORTING REQUIREMENTS FOR DRGL PACKETS

In lieu of requiring approval from the Command Chaplain's Office at HQ IMCOM, each Garrison must maintain their own documentation and tracking of all 'locally' approved DRGL packets.

This documentation must contain each of the following items:

- all properly signed memorandums (see the Approval Packet Requirements):
 - from the DRGL volunteer
 - from the Religious Organization
 - from the volunteer's company commander, if required
 - from the Garrison Chaplain
- all background check materials – properly adjudicated
- all memorandums from the Garrison Chaplain for subsequent years of background checks
- a spread sheet that identifies the Religious Group, the DRGL Name, the date originally approved and the date of expiration (one year later).

Point of Contact for this report is Mr. Glenn Coe at glenn.e.coe.civ@mail.mil or by phone at 210-466-0722

The Suspense dates for this report are 1 September and 1 May.

The HQ IMCOM RSO will do a 10% inspection from this spread sheet twice a year and ask those Garrisons selected to provide all of the material associated with that particular DRGL packet approval.

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DRGL APPROVAL PACKET REQUIREMENTS

1. Memorandum from Garrison Chaplain requesting DRGL status for applicant

- a. Memo FOR RECORD
- b. The memo APPROVES the applicant's request.
- c. The memo verifies:
 - (1) the need for the requested distinctive religious group service
 - (2) specifies the number of distinctive religious group active participants requesting the service.
 - (3) explains "why" a military Chaplain cannot conduct the service.
 - (4) why the local "Chaplain-led services" cannot meet the specific theological or distinctive faith requirements of the group.
- d. The Memo VERIFIES, by name, the "Assigned Chaplain" providing supervision to the DRGL.

2. Letter from DRGL Applicant to Garrison Chaplain

- a. The Applicant must create and SIGN a letter using one of the following routings:
 - (1) (Civilian DRGL): MEMORANDUM FOR Garrison Chaplain
 - (2) (Military DRGL): MEMORANDUM THRU Unit Commander, FOR Garrison Chaplain
- b. The letter includes a description by the Applicant detailing the following:
 - (1) what voluntary "Religious Services" he/she proposes to provide
 - (2) why a military chaplain cannot conduct the service.
 - (3) why local chaplain-led services cannot meet the specific theological and/or distinctive religious requirements of the group
 - (4) acknowledgement to serve in compliance with the appropriate Command Master Religious Plan (CMRP) and under the supervision of a sponsoring, local chaplain and only with the approval of the approving chaplain
- c. The applicant is considered a statutory volunteer and will have a complete file to the standard of all statutory volunteers, IAW OCCH Implementing Guidance Chapel Volunteer Management (CVM) and Command SOP regarding the application, acceptance, and service of statutory volunteers.

3. Sponsorship Letter by Religious Organization on Official Letterhead

- a. Signed letter of approval, on Official Letterhead, from the Religious Organization "whose principle purpose is to support an individual's belief and practice of his or her religion."
- b. Letter provides information on the Religious Group's:
 - (1) origin
 - (2) purpose
 - (3) general Worship Practice
 - (4) length of time it has existed
 - (5) number of members of the religious group
- c. Letter provides certification that the applicant currently has favorable ecclesiastical standing with the religious organization and the applicant is "Religiously-Qualified" to serve as a DRGL.
- d. Letter clearly states the religious group's concurrence the applicant will volunteer and serve in compliance with the appropriate CMRP, under the supervision of an assigned Chaplain.

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4. Background Check

References:

- a. AR 165-1, Army Chaplain Corps Activities, dated 23 JUN 15, requires all DRGLs 'to complete all background checks and training necessary to be approved to work with children in accordance with DoD and Army policy.'
- b. Army Directive 2014-23, dated 10 Sep 14, Enclosure 5.
- c. DOD 1402.5, Criminal History Background Checks on Individuals in Child Care Services.
- d. OCCH Implementing Guidance, Chapel Volunteer Management (CVM) 2015.

Requirements:

- a. Program file and prescreening requirements
 - (1) DD Form 2793
 - (2) DA Form 4162 (VMIS may be used for this requirement.)
 - (3) DA Form 4713 (VMIS may be used for this requirement.)
 - (4) Position Description
 - (5) Certification of Annual Child Protection & Code of Conduct
 - (6) Orientation
 - (7) Religious Organization Endorsement Letter which provides:
 - (a) verification of License or Certification
 - (b) Personal Reference
 - (8) Interview documentation
 - (9) DD Form 2981 Disclosure Statement
- b. Installation Records Check (IRC)
 - (1) Local Military Records (PMO)
 - (2) Drug and Alcohol (ASAP)
 - (3) Army Central Registry (MTF)
 - (4) DCII/CID Records (CID)
- c. FBI Fingerprint check (CDE)
- d. Host Nation checks may be required for DRGLs who are not US Citizens or who have resided OCONUS for more than 3 years. See local Command requirements.

Re-verification:

- a. Required every three years and includes an IRC and FBI fingerprint check.
- b. The re-verification will cover the time-period since the last background check.
- c. Annual certification of DD Form 2981.
- d. Annual chapel child protection training and signed code of conduct.

5. Review Status

- a. DRGL must seek approval annually
 - (1) background check (IRC and FBI Fingerprint) completed every three (3) years
 - (2) annual certification of DD Form 2981
- b. DRGL status will receive review when a change occurs regarding the distinctive religious needs of the group
 - (1) transfer of Soldiers requiring a DRGL
 - (2) availability of chaplains capable of meeting the identified religious needs

6. Removal of DRGL

a. The Garrison Chaplain has the authority to remove the DRGL under such circumstances as, but not limited to:

- (1) change of circumstance requiring the use of a DRGL
- (2) allegations of inappropriate conduct regarding the DRGL
- (3) failure by the DRGL to serve properly the religious needs of the religious group

b. The DRGL may request re-approval by the approving chaplain's next higher supervisory chaplain, if the DRGL feels the chaplain removed them unfairly

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SAMPLE OF APPLICANTS LETTER

Name

DATE

Address

City, State, Zip Code

*THRU: Unit Commander, Unit Address, City, State, Zip Code

FOR: Garrison Chaplain, Unit Address, City, State, Zip Code

SUBJECT: Request to serve as Distinctive Religious Group Leader (DRGL)

1. I request to serve as the DRGL to meet the faith group requirements of the (Religious Group) for (approximate number) of Soldiers and Families. I volunteer to serve in this capacity as a non-Chaplain worship leader to further the Command Master Religious Plan (CMRP) and provide for the free exercise of religion. I acknowledge that I must request approval each year to serve in this capacity. I acknowledge that the DRGL for the (Religious Group) has no inherent authority or implied permission to conduct religious activities outside of the CMRP and the supervision of the assigned sponsoring Chaplain.

2. If my request is approved:

- a. I will serve as DRGL for the (Religious Group) and the primary point of contact for all its activities.
- b. I will not function as a military Chaplain or as a separate military religious authority.
- c. I will serve under the guidance and sponsorship of the assigned Chaplain.
- d. I may collect offerings/donations at services in compliance with chapter 15, Army Regulation 165-1, Chaplain Corps Activities, dated 23 June 2015.
- e. I will not receive pay or any services, travel, or other personal expenses from appropriated funds, but the congregation will be entitled to the non-appropriated funds of the (Religious Group) religious activities in accordance with the approved CMRP and local policies governing the Chapel Tithes and Offering Fund (CTOF).
- f. I will perform service as the DRGL in cooperation with the Command and the Chaplaincy for U.S. authorized personnel only.

3. In accordance with AR 165-1, Para 5-5, I have requested from my Distinctive Religious Group Religious Organization:

- a. an original, written approval to serve as a lay leader by my religious organization on official letterhead. .
- b. the (Religious Organization) approval letter will include information on my faith group's origin, purpose, general religious practices, the length of time it has existed, the number of faith group worshippers, and my current standing for serving as its DFGL.
- c. The requested approval letter will clearly:
 - (1) state the (Religious Organization) concurrence that I will serve in compliance with the CMRP under the supervision of the assigned Chaplain
 - (2) document the need for the requested (Religious Organization) service at this installation.
 - (3) explain why the (Religious Organization) service cannot be conducted by a military chaplain.

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(4) explain why the local Chaplain-led services cannot meet the specific distinctive theological and/or distinctive religious requirements of the group.

4. I understand that I will need to complete several Installation-level Background Checks, an FBI Fingerprint, and a local law enforcement check. My Installation Records Checks were completed on (DATE). I completed my FBI Fingerprints on (DATE). My Background Checks will expire on (DATE), three years after original completion.

5. I understand the Garrison Chaplain may suspend my status as a DRGL for up to 30 days in response to instances that measurably hinder the CMRP. Reasons for suspension would include, but are not limited to, personal moral conduct that brings reproach upon Army values and command discipline, refusal to comply with authorized regulations and guidelines, criminal activity, or disregard for the pluralistic environment of the Army. All of my actions will show respect for the religious beliefs and practices of my fellow citizens and Soldiers.

6. The motive for my request is to provide an authentic worship opportunity to exercise the distinctive beliefs and practices for my religious group that will edify, educate, and strengthen the Soldiers and their Families.

7. I fully understand that my status as a DRGL is not a civil right, earned privilege or promotion, but is an exception to Army policy to meet a shortfall of religious coverage in the annual CMRP that cannot be resolved in any other way. The Senior Chaplain, or the Garrison Commander may cancel my DRGL status at any time should my service no longer be required.

Sincerely,

SIGNATURE OF APPLICANT

*THRU line is needed ONLY
if Applicant is a Soldier/Military
Service Member

Typed name
Rank/Unit (If Military)
Email address/Telephone number

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SAMPLE LETTER FROM RELIGIOUS ORGANIZATION
LETTERHEAD

DATE

Office of the Garrison Chaplain, Unit Address, City, State, Zip Code

Dear Chaplain (Name)

This letter serves as official sponsorship of (Applicants Name) to serve as a Distinctive Religious Group Leader (DRGL) for the (Faith Group). This annual DRGL request is effective from [day] [month] 20xx to [day] [month] 20xx to further the Command Master Religious Plan.

The (Religious Group) was officially established as a religious organization on (Date), by (Founder). As of (Date) the (Religious Group) has (Number of Faith Group Worshippers) in the United States.

As (Religious Group), we believe [SUMMARIZE SOME OF THOSE BELIEFS HERE]. To be authentic, only a worshipper of our faith group can conduct religious services--i.e., initiation rites, exposition of fundamental beliefs, theological education on the dual nature of reality, confirmation of disciples, etc.

According to our records, approximately (Number of Religious Group Worshippers) of the (Religious Group) are stationed at (Installation). Like Soldiers and Family worshippers of other faith groups, our faith group worshippers want to exercise their religious faith.

(Applicants Name) has been a worshipper of the (Religious Group) since (Date), is in good moral standing, and is the most qualified layman of our faith group at (Installation). We give our full concurrence for (Applicants Name) to serve under the supervision of an assigned Chaplain to fulfill his/her DRGL duties in respect to the pluralistic environment.

In the absence of a military chaplain from the (Religious Group), please approve (Applicants Name) to serve as our DRGL and the primary point of contact for all related activities. He/she will fully cooperate with the supervisory chaplain, show toleration and respect for all other faith groups, and provide authentic religious services for our people.

I am available to answer any further questions or to supply all needed documentation to support this request.

Respectfully yours,

Signature

Typed name

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SAMPLE OF GARRISON APPROVAL MEMO

DEPARTMENT OF THE ARMY

Your Installation

Your Address

Your City, State Zip Code

(OFFICE SYMBOL)

(DATE)

MEMORANDUM FOR **RECORD** or **Garrison Commander**

SUBJECT: Request Approval of a Distinctive Religious Group Leader (DRGL) for the **(Religious Group)**

1. I approve the annual certification of **(Applicants Name)** to serve as the volunteer DRGL for the **(Religious Group)** from **(DATE)** to **(DATE)** to further the Command Master Religious Plan (CMRP) for **(FYXX)**. This group currently has **(approximate number)** of military service members and families attending worship.

2. **(Applicants Name)** has received written permission from his/her unit commander for this volunteer duty **(only if the Applicant is a Military Soldier)** and has received a favorable background check by the required entities. See enclosures.

3. The sponsorship letter from the **(Religious Group)** provides information on its origin, purpose, general worship practices, length of time it has existed, number of faith group worshippers, and **(Applicants Name)** qualifications to serve as its DRGL. The sponsorship letter clearly states that only one of its designated leaders may provide authentic worship services – initiation rites, weekly sacraments, exhortation of its beliefs, and education from its literature – for its faith group worshippers.

4. I certify that no military chaplains may provide the worship needs of the **(Religious Group)** assigned to this Installation. I have verified with the military personnel office that **(Number of Soldiers)** list the **(Religious Group)** as their religious preference, and verify that about **(approximate number)** of Soldiers and Family gather weekly to practice their religion collectively.

5. If approved, **(Applicants Name)** will serve under the supervision of **(POC Chaplain)** for the duration of the FY. The POC for this request is the undersigned.

Signature

Encls

- 1. Applicant Letter
- 2. Letter from Religious Organization
- 3. Background Check

NAME
Chaplain (XXX) USA
Garrison Chaplain

RELIGIOUS EDUCATION

GENERAL INFORMATION

- essential element of religion (EER)
- key component of the free exercise of religion
- formative process
- integral part in stabilizing character, heart, and soul
 - especially during the rigors of deployment, combat, and reintegration
- diverse expressions across religious and spiritual traditions
- provide comprehensive, lifelong RE/faith formation programs and processes
- respond to diverse life situations and religious commitments
- facilitate religious well-being and resilience of the Army community

RELIGIOUS EDUCATION PROGRAMS

Legacy RE programs meet the desired and required elements for faith formation, development, and growth. Typical examples include, but are not limited to, Sunday school, Catholic Sunday RE, Sacramental Preparation, Youth Groups, Confirmation Classes, Baptism Classes, Bible Studies, Men's Groups, Women's Groups, Vacation Bible School, Latter Day Saints Scripture Study, Hebrew Schools, and After School Clubs.

Composite Life Cycle RE programs support and sustain members of religious groups as they progress through life transitions as individuals, families, and communities (e.g. pre-deployment and redeployment periods).

Internet Based RE programs utilize social media and other technologies to meet specific religious needs and interests. DREs will research and curate these resources for chaplains. Internet-based RE builds the resilience of Soldiers and Families by providing programming and resources for use outside a group or chapel setting.

Generational and Intergenerational Formation RE programs address the lifestyles and religious concerns of generational cohorts, build esprit de corps, and help to mitigate generational stressors. Intergenerational programs promote lifelong faith development. Both generational and intergenerational programs highlight the positive role that the religious community plays in building resilience (e.g. service projects and seasonal events).

Personal Faith and Religious Practice programs foster individualized formation in religious beliefs and practices that provide Soldiers and Family members with religious resources for coping with major "stress windows" in the Composite Life Cycle (e.g. 'drop in centers for prayer and meditation, and religious pilgrimages).

RELIGIOUS SUPPORT OFFICE

- assists DRE in transactions with other agencies (e.g. DPW, DoDDS Schools)
- assists DRE in gathering information for RE and Child Protection reporting
- includes DRE in staff meetings
- provides guidance on briefing requirements

GARRISON CHAPLAIN

- provides direct supervision and annual performance reviews of DA Civilian DREs, and ensures contract oversight for Religious Education, and youth contractors
- ensures the timely completion of RE reports (AR 165-1)

- execute all sponsored and sanctioned events IAW relevant law, regulation, guidance, and policy regarding child protection and volunteer management

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DIRECTOR OF RELIGIOUS EDUCATION

- DA Civilian member of the Chaplain Corps
- key resource person and subject matter expert in the area of RE and religious formation
- analyzes, develops, manages, presents, and evaluates programs that facilitate the religious development of Soldiers and Family members
- responsible for protecting and safeguarding personal data and information collected in support of RE programs (i.e. volunteer background checks)
- serves as a primary trainer of mandatory training for personnel working with children
- responsible to ensure that all personnel working with children meet background check and training requirements
- senior DRE provides technical supervision of all other religious educators supporting the garrison
- complete Civilian Education System (CES) courses such as the Foundations Course, Basic Course, and Intermediate Course in addition to courses and training in RE core competences
- completes all mandatory Army recurring courses
- attends the CCH Annual RE Training Conference and will complete a minimum of 5 Continuing Education Units (CEUs) per year as a condition of continued employment
- receives annual performance evaluations using the Total Army Personnel Evaluation System (TAPES) process
- eligible for DOD civil service cash and honorary awards
- may serve as Contracting Officer Representative (COR) for non-personal services (NPS) contracts related to religious education and youth.

COMMANDERS

- are **NOT authorized to eliminate, transfer, or otherwise alter** requirements or authorizations for civilian RE employees that exist on the Table of Distribution and Allowances (TDAs) of their organizations without consultation with the Installation Management Command Chaplain, and the CCH (AR 165-1 & AR 5-22)
- will not employ Religious Educators in lieu of the authorization for a chaplain or chaplain assistant

RELIGIOUS EDUCATION CONTRACTORS AND YOUTH CONTRACTORS

- only authorized as an exception to policy, must meet the criteria of AR 165-1, and approved by the **IMCOM Chaplain**
- the contract and Statement of Work will comply with contracting law and IMCOM guidance
- complete required background checks and credentialing as required by regulation and policy

VOLUNTEERS

- serve under the supervision of the sponsoring chaplains
- must meet all background check requirements established by DODIs, ARs, command guidance, and policy
- will comply with all Chapel Volunteer Management (CVM) and Chief of Chaplains Child Protection Guidance (CCCPG) requirements which enables volunteers to generously offer their time as an act of worship and stewardship

BACKGROUND CHECKS

A key task in the sustainment of the Garrison Religious Program is the proper execution of background checks for individuals who have regular contact with children. Army policy on background checks applies to all Army programs to include religious support. All Army individuals (DA Civilians, Military, Contractors, and Volunteers) who have regular contact with children must complete the appropriate background checks. There are no exceptions. (At the writing of this document key elements of the Commander's Designated Entity (CDE) are not operational. Background check procedures may change as this occurs. New Policy will come as standard procedures change.

Important Documents

- Army Directive 2014-23 Conduct of Screening and Background Checks For Individuals Who Have Regular Contact with Children in Army Programs, 10 September 2014
- DODI 1402.05 Criminal History Background Checks on individuals in Child Care Services, 11 September 2015
- Army Regulation 165-1 Army Chaplain Corps Activities, 23 Jun 2015
- Army Regulation 608-1 Personal Affairs Army Community Service, 13 March 2013
- CCOI Child and Youth Services Background Checks for Commanders
- Contractors Providing Line of Sight Supervision, 9 February 2015
- AR 608-10 Child Development Services, 15 July 1997

Important Terms

- **Chapel Volunteer Management (CVM)** – Chief of Chaplains guidance on management of volunteers in religious support programs
- **Child(ren)**. As defined in DoD Directive 6400.1 (Family Advocacy Program (FAP)) (reference g), a "child" is a person under 18 years of age, whether a natural child, adopted child, foster child, stepchild, or ward, of a service member or DoD civilian or their spouse. The term also includes an individual of any age who is incapable of self-support because of a mental or physical incapacity and for whom treatment in a medical treatment facility is authorized.
- **Child Care National Agency Check with Inquires (CNACI)** – This check is required for all employees, contractors and individuals providing Line of Sight Supervision and is also referred to as a Tier 1 with state criminal history repositories (SCHR) check.
- **Commander Designated Entity (CDE)** – The centralized processing location for all background checks on each garrison
- **Derogatory Information** – information from a background check of a negative nature which may disqualify an individual from working with children
- **FBI Fingerprint Check** – part of the required basic check for all individuals with regular contact with children
- **Installation Records Check (IRC)** – the basic background check of installation records
- **Local Law Enforcement Check** – a check that is required for the basic background check
- **Line of Sight Supervision (LOSS)** – Continuous visual observation of unspecified volunteers or contractors who have completed all basic checks and are awaiting results of CNACI check

- **Program Review Board (PRB)** – The Garrison Commander’s board to review cases with derogatory information to determine suitability; Chaplains should serve on this board

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- **Suitability File:** Contains all background checks and other documents in a folder, labeled with the name and congregation. The verification file has the “Initiated Date” and “Completed Date” and the results of IRC Checks including the signature of the Director of Religious Education
- **PRB Case File** – The file that contains source background check documents for review by the PRB
- **Pre-employment Screening & Assessment:** Chapel staff personnel conduct recruitment, resume reviews, interviews, reference checks, pre-screening for the “arrest and conviction statement” of these forms: 306, DA 3433-1, DA 3433-2, SF 85, 85P, 86
- **Specified volunteer position** – Individuals in these positions include all positions that involve children that require IRC, FBI Fingerprint, and Local Law Enforcement background checks
- **Unspecified volunteer position** – Individuals who provide service on a short-term basis or who are under the age of 18. These individuals must be under constant LOSS and wear identifiable clothing while they are providing service
- **Volunteer.** Individuals who offer assistance to a program on an unpaid basis. For the purpose of background checks, volunteers supporting Army programs and activities will be statutory volunteers who are specified or unspecified volunteers.
 - a. Statutory Volunteer. Covered under Title 10, U.S. Code, section 1588, this term includes those individuals who donate their services to the Army, including programs that provide services to members of the Armed Forces and the Families of such members, including, but not limited to, Family support; CYSS; library and education; religious activities; MWR; and medical, dental, nursing or other health care related services.
 - b. Specified Volunteer Position. A position designated by the component head or designee, such as the installation commander. Individuals filling these positions require an IRC and FBI fingerprint check because of the nature of the volunteer work in child care services. The individuals have extensive or frequent contact with children over a period of time outside of LOSS. They include, but are not limited to, positions involving extensive interaction alone, extended travel or overnight activities with children or youth.
 - c. Unspecified Volunteer. Individuals who usually provide services that are shorter in duration than is required to perform a background check and not otherwise specified (for example, chaperoning a 1-day class trip or class party). These individuals must always operate under LOSS.

Key Individuals

- Chaplain Background Check Functional Managers
 - Director of Religious Education or other assigned for volunteers
 - Chaplain Resource Manager for Employees, Contractors, and Military
- Commanders Designated Entity – DPTMS/Security
 - Background Check Administrator – CDE
- Garrison Commander’s PRB Background Check Coordination Committee
- Child and Youth Schools and Services

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Background Check Process

- complete a Background Check Packet
 - see appropriate Background Check Functional Manager
 - must be legible (typed or handwritten)
 - contents of packet
 - Program Files (differs by personnel type. Volunteers may use VMIS)
 - Two Personal Reference Forms
 - Code of Conduct
 - DD Form 2981 Disclosure form,
 - OF 306 (When CNACI is required)
 - DA Form 5018-R
 - Background Clearance Consent Form
 - Chapel Volunteer Registration Form
- receive Volunteer Intake Interview
- make appointment for FBI fingerprints through Chaplain Background Check Functional Manager
- attend annual child protection training conducted by DRE or Family Advocacy Program Manager
- register with Army Volunteer Management Information System (VMIS) (Optional)

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Background Check Matrix
 (Subject to changes per DoD to local command)
 IMCOM Chaplaincy Specific Checks (1 Aug 2014v1)

PERSONNEL CATEGORY	Installation Records Checks (IRC)	National Agency Check w/ Inquiries	State Criminal History Repository (SCHR)	Foreign Police Check
DESCRIPTION of individual checks for IMCOM Chaplaincy Personnel	- MP -Civilian Law - Army Central Registry (ACR) - ASAP - Civilian Law - CID/DCII* - References FBI FP CHECK	NACI Pre-employment background check for NAF/APF employees and contractors -FBI FP CHECK	State Criminal History Repository (SCHR) included in NACI (code H or 8) or 86C CHILD CARE SAC	Must be comparable to CNACI
APF Employees (DA CIVs) -DRE's	X	X	X	
CONTRACTORS (AF or NAF) (where: working with youth 18 and under in Chapels or in Spt of Chapel programs) -WatchCare -Youth Leader -Musicians	X	X	X	
Volunteers (Short Term) – (where: it takes longer to conduct IRC than 1- time program lasts) - Some VBS Volunteers				
Local National/ Foreign National	X			X
Volunteers (Specified) (where: recurring volunteer contact with youth 18 and under) -Sunday School Teachers -WatchCare -Youth Leaders	X			
Military -Chaplain -Chaplain Assistant	X w/secret or above clearance (can provide LOSS)	X	X	

NOTE: The CNACI consists of the NACI/Tier 1 and SCHR. Religious Support Office staff (DREs, Military and Contractors) with a CNACI/Tier 1 and SCHR and favorable IRC can provide LOSS as necessary.

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SOLDIER AND FAMILY MINISTRY

FAMILY LIFE MINISTRY

REFERENCE

- AR 165-1, Army Chaplain Corps Activities, 23 June 2015.

MISSION

- Maintain and enhance mission readiness by supporting personal spiritual-wellness and healthy relationships

CONCEPT OF IMCOM FAMILY LIFE MINISTRY

- All Chaplains
 - provide comprehensive Family Life Ministry as Basic Pastoral Counselors (AR 165-1, 16-3)
- Garrison Family Life Chaplains (FLC)
 - elevate the quality of pastoral counseling in the entire Army Chaplaincy
 - reinforcing basic pastoral counseling skills
 - providing advanced counseling skills training
- Clients
 - military service members
 - their Families
 - approved DOD civilians

RESPONSIBILITIES

- IMCOM Command Chaplain oversees all Family Life Ministry on installations
- IMCOM Family Life Advisor
 - monitors Family Life Chaplains for compliance with regulations and policies
 - coordinates funding for Family Life Chaplains to attend the Family Life Annual Sustainment Training
- Garrison Chaplain
 - ensures primary effort (at least 51% of time and mission) of chaplains assigned in the Family Life positions dedicated to conducting Family Life training missions and pastoral counseling
 - ensures FLCs receive clinical supervision
 - assists commander to resource and equip the Chaplain Family Life Center (CFLC)
- Garrison Family Life Chaplain.
 - trains unit chaplains in pastoral counseling skills
 - provides Family Life Counseling and Education programs for Soldiers, their Families, and DOD civilians
 - obtains monthly clinical supervision and annual continuing education
 - functions as the Garrison Chaplain's subject matter expert in family systems and Director of Chaplain Family Life Centers IAW AR 165-1
 - develops and implements the Family Life Training Program for the garrison
 - primary Family Life Ministry skills trainer of chaplains
 - represent the Garrison Chaplain on assigned garrison committees
 - Case Review Committee
 - Family Review Committee
 - Commander's Health Promotion Council
 - Sexual Assault Board

- submits Family Life Chaplain monthly reports

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VOLUNTEER AND INTERN RELATIONSHIPS

- Memorandum of Agreement (MOA)
 - utilizing volunteer interns
 - between the academic institution and the garrison commander
 - clarifies expectations and protect the interests of each party
- Competency
 - not permit students or supervisees to perform or to hold themselves out as competent to perform professional services beyond their training, level of experience and competence
 - if FLC not a licensed clinical supervisor, may serve only as site supervisors
 - volunteer/intern's academic institution to provides clinical supervision
- Harassment
 - do not harass or dismiss a supervisee or intern who has acted in a reasonable, responsible and ethical manner to protect or intervene on behalf of a client or other member of our client population
- Dual/Multiple Relationships
 - make every effort to avoid situations where multiple relationships exist
 - could impair professional pastoral counseling objectivity
 - increase the risk of exploitation
 - when the risk or exploitation exists
 - take appropriate precaution
 - consult with supervisor
- Legality
 - obtain a legal review, counseling subject to 10 USC 1588 (A3D) "gratuitous services"
 - Pastoral counseling exempted by the law
 - local garrisons may have specific requirements
 - registration on Volunteer Management Information System (VMIS)
 - background check requirements (if will have contact with minors)
 - Volunteers and interns fall under the Federal jurisdiction in regard to Army policies about confidentiality and reporting requirements

CONFIDENTIALITY ISSUES

- Videotaping
 - obtain written informed consent from client
 - before videotaping, audio recording or third-party observation
 - usually done as part of a normal in-take assessment process
- Chaplain's PCS/ETS
 - arrange for the storage, transfer or disposal of pastoral counselee records
 - maintains confidentiality and safeguards the welfare of pastoral counselees
- Intervention
 - do not use standards of confidentiality to avoid intervention when it is necessary
 - abuse
 - sexual abuse of minors
 - abuse of the elderly
 - abuse of the disabled
 - abuse of the physically or mentally incompetent
 - require immediate consultation with the approved supervisor

- Confidentiality.
 - do not disclose supervisee confidences
 - unless by written authorization or waiver
 - in Family Life Training Centers where there are multiple supervisors, disclosures are permitted only to other professional colleagues who share responsibility for training of the supervisee
 - Family Life Center volunteers fall under the same confidentiality requirements

BEST PRACTICES FOR FLCs

Case Management

- provide an intake form
 - brief risk assessment
 - deals with safety issues up front
 - part of the client's file secured according to regulations
 - verbally review informed consent
 - confidentiality
 - observation release form (for videotaping)
 - brief explanation of the counseling approach
 - questionnaire about the client(s) spirituality preferences
 - include a "What Brings You to See Us Today" portion
 - what would be your goal for counseling
- Create a "Referral Reference"
 - containing the basic information of local resources
 - keep it in or near the main counseling room
- Create a partnership with other counselors
 - Military and Family Life Consultants
 - Army Family Readiness
 - **Example:** One FLC instituted a monthly day-long pre-marital program leveraging a state program that discounts \$60 off the marriage license fee after receiving pre-marital counseling. The CFLC worked with other professionals to fulfill the requirements for the day and even provided lunch as an incentive for couples to participate.

Training

- practice networking skills
- recruit chaplains for training
- educate chaplains and commanders on resources you can provide
- not limited to Solution-Focused Counseling
 - teach chaplains approaches suitable to personalities and style
 - one-on-one mentoring is a powerful teaching technique
- Some FLCs have included special training events such as an "Annual Symposium"
 - academics and other experts invited to speak
 - CEUs available
 - excellent training opportunity for the local unit chaplains
 - added value for fellow FLCs from other posts
- host a weekly lunch using a book related to counseling skills or topics.
 - example, one FLC used *The Upside of Stress* by Kelly McGonigal
 - event is weekly and uses a book club format,
 - busy unit chaplains have four chances a month to interact about counseling

- allow unit chaplains to participate in referrals
 - unit chaplain may feel overwhelmed with a particular tough case invite the chaplain to sit in on the session or to observe (with client approval)

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CHAPLAIN PROGRAMS

PRAYER BREAKFASTS/LUNCHEONS

When designing a prayer breakfast/luncheon, consider four key areas:

Plan

- obtain the vision of the Senior Chaplain
- determine your audience, are Civilians invited (always a must)...we are a team
- include any special dietary needs
- attendance of VIPs...utilize protocol for assistance for inviting CG etc
- attendance of community VIPs...if yes – are name tags required
- determine DTG, location, cost and caterer for event
- schedule at least three IPRs with Senior Chaplain/Deputy
- prepare a draft bulletin once participants confirmed
- determine the guest speaker, and/or specific topic or issue that needs to address (moral, morale, relationships, team work, RIF etc)

Promote

- Flyer,
- Meetings,
- Emails, Calendar,
- CSM,
- Chain of Command,
- Ministry of Presence

Prepare for a Purposeful Event

- be intentional about the purpose for the event
- ensure the speaker is inspiring, motivating, and stays within the allotted time
- always include prayers for Nation, Garrison, Soldiers, Civilians, Leadership
- allow enough time for all individuals to eat and fellowship for a few minutes
- ensure program remains on schedule
- coordinate any decorations needed (seasonal event)
- ensure with the caterer that the food arrives “on-time”

Pray

- events such as these can become overwhelming and stressful
- stay calm
- ask for assistance from the Deputy
- ABOVE ALL ELSE PRAY!!!

CHPC – COMMUNITY HEALTH PROMOTION COUNCIL

- General
 - component of the Army's Ready and Resilient Campaign (R2C)
 - monitors and promotes programs that improve resiliency
 - comprised of workgroups
 - behavioral health
 - physical health
 - spiritual resilience
 - family readiness
 - meets quarterly or monthly

- AR 600-63, Army Health Promotion, dated 14 April 2015
 - role of the garrison Religious Support Office (RSO)
 - UMTs must receive training as gatekeepers
 - conduct the Army-approved gatekeeper training workshops
 - conduct Army-approved suicide awareness, prevention, and intervention training
 - Suicide Prevention Program Manager (SPPM) ensures gatekeepers have training

- The Garrison Chaplain, or representative, serves as the subject matter expert in the religious and spiritual component
 - attends the council meetings
 - may lead the Spiritual Resilience Work Group (SRWG)
 - focuses on spiritual health and fitness
 - conducts needs assessments
 - develops religious support plan
 - Strong Bonds
 - faith-formation workshops
 - end state is increased spiritual resilience and stronger relationships

- serve on the installation Suicide Response Team (SRT)
- UMTs will not serve as Suicide Prevention Program Managers (SPPM)

STRESS MANAGEMENT and SUICIDE INTERVENTION TRAINING

ARMY SUICIDE PREVENTION PROGRAM (ASPP)

- integral component of Army's Ready and Resilient Campaign (R2C)
- improves readiness of the Army
- development and enhancement of ASPP policies
- training
- data collection (identify trends)
- analysis and strategic communications
- designed to minimize suicidal behavior
- preserving mission effectiveness
- develops individual readiness and resilience for Soldiers, Army Civilians, and Families
- tailors and targets policies, programs, and training to mitigate risk behavior
- two major suicide prevention programs
 - ASSIST (Applied Suicide Intervention Skills Training)
 - ACE SI (Ask, Care, Escort Suicide Intervention).
 - recognized best practice with Suicide Prevention Resource Center (SPRC)

FAMILY LIFE CHAPLAIN ROLE

- integral part of the installation's Suicide Prevention Program
- part of the interdisciplinary team of SMEs (Subject Matter Experts)
 - Suicide Prevention Program Manager
 - Family Life Chaplain
 - Behavioral Health specialist
- brings education and insight to the spiritual component of R2C
 - physical
 - emotional
 - mental
 - family
 - spiritual

The loss of any American Soldier's life is a great tragedy, regardless of cause. In the case of suicide, the Army is committed to providing resources for awareness, intervention, prevention, and follow-up necessary to help our Soldiers, Civilians, and their Families overcome difficult times.



HISTORY

- US Code amended 2004
- allowed command funding
- “chaplain-led programs to assist members of the armed forces ... in building and maintaining a strong family structure,” (Title 10, ~1789)

BACKGROUND

- standard program for relationship resiliency
- chaplain-led, command-sponsored
- increase Soldier and Family readiness
 - relationship education
 - relationship skills training

PROGRAMS

- Single-Soldiers
- Couples
- Families
- Deployment

FORMAT

- offsite retreat setting
- voluntary participation
- maximizes training impact
- emotionally ‘safe’ setting
- address effects of military lifestyle stressors

A screenshot of the "HQ Special Staff - Chaplain" website. The navigation bar includes "Operations", "Chaplaincy SP", "SRM/MILCON", "Library", and "Strong Bonds" (which is circled in red). The main content area is divided into several sections: "COP - Common Operating Picture", "BRC - Battle Rhythm Calendar", "IOC - IMCOM Operations Center", "Chaplaincy Calendar", "SATAT - IMCOM Staff Action Tasker Automation Tool", and "Chaplaincy Roster". On the right side, there are two profiles: "Chaplain COL" (David Ciannone) and "Chaplain SGM" (William Wilton). The bottom of the page has an "Announcements" section.

TOOLS AND DOCUMENTS

- IMCOM RSO SharePoint folder
- https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/SitePages/Home.aspx

- use your CAC email certificate

FUNDING

- submit Annual Training Requests (ATR)
- URL
- 4th quarter each year.
- reflects your total request for the coming FY
- the cost estimate tool (SharePoint folder)

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- OCCH POMs for Strong Bonds
- local APF not authorized

GARRISON CHAPLAIN STRONG BONDS TASKS

- appoints his/her Strong Bonds Program Manager (SBPM) and alternate using the memo template in the IMCOM SP folder
- URL
- ensures that appointment memo is forwarded to IMCOM SBPM
- ensures that Garrison SBPMs register on strongbonds.org site
- reviews/concurs with Garrison SBPM event requests

STRONG BONDS PROGRAM MANAGER TASKS:

- register on and maintain profile on strongbonds.org site
- monitor your staff's instructor training certification needs
- prepare ATRs, validate events quarterly, monitor execution and ensure online AAR submission NLT 30 days after event

The screenshot shows the homepage of www.strongbonds.org. The top navigation bar includes 'Home', 'Events', 'News & Media', 'Unit Ministry Team', 'Program Overview', and 'Links'. A 'Login | Registration' link is circled in red in the top right corner. The main content area features a large banner with the text 'STRONGER RELATIONSHIPS MEAN A STRONGER ARMY' and a photo of a soldier with his family. Below the banner is a 'Find an Event' search bar and a 'News' section with several articles. The 'Registration' section is highlighted with a green background and contains the text 'Please select a registration form.' and a 'Register Now' button. Under the 'Register Now' button, the link 'Click here to register now.' is circled in red. At the bottom, there are two columns: 'Why Register?' with three points and 'Need Help?' with three links: 'Contact Site Administrator', 'Go to Login Area', and 'Retrieve Your Password'.

REGISTRATION STEPS

- select Registration

- Click here to register now.

Site Registration
Register for this site.

Registration Form

Please note: Password complexity requirements are in place for this site with the following conditions:
Password requires at least 10 characters.
Password requires at least 1 uppercase characters.
Password requires at least 1 numeric characters.
Password requires at least 1 special characters -- (!"#\$%&+*?@{}|[]<>_~.-:).)

* User Name

* Password

* Confirm Password

* First Name

* Last Name

Address

Address cont.

City or Town

Zip or Postal Code

State

* Email

* Phone Number

* Component Status

* Unit or Command

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• Complete the Registration Form

• Click on Continue

Site Registration
Register for this site.

Verify Your Information

Please note: Password complexity requirements are in place for this site with the following conditions:
 Password requires at least 10 characters.
 Password requires at least 1 uppercase characters.
 Password requires at least 1 numeric characters.
 Password requires at least 1 special characters -- (*@#%&^–.,:|).)

User Name: mjking
 Password: ***
 First Name: Mic
 Last Name: King
 Address: 602 Gambler Road
 Address Cont.:
 City or Town: San
 Zip or Postal Code: 782
 State: Tex
 Email: michael.j.king@ahoo.com
 Phone Number: 270-307-9258
 Component Status: Active
 Unit or Command: IMCOM

Register Cancel

- Verify your information.

- Click on Register

Receive confirmation message.



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HISTORY

- US Code amended 2004
- allowed command funding
- “chaplain-led programs to assist members of the armed forces ... in building and maintaining a strong family structure,” (Title 10, ~1789)

CURRENT

- Strong Bonds operational processes undergoing transformation at the DACH and HQ IMCOM levels for FY18 and beyond. Further guidance forthcoming for future years execution.

BACKGROUND

- standard program for relationship resiliency
- chaplain-led, command-sponsored
- increase Soldier and Family readiness
 - relationship education
 - relationship skills training

PROGRAMS

- Single-Soldiers
- Couples
- Families
- Deployment

FORMAT

- offsite retreat setting
- voluntary participation
- maximizes training impact
- emotionally 'safe' setting
- address effects of military lifestyle stressors

The screenshot shows the 'HQ Special Staff - Chaplain' SharePoint site. The 'Strong Bonds' tab is highlighted with a red circle. The page is divided into several sections:

- Operations:** RSO Roster, Update Roster, RSO Finder, Compliance Report.
- Documents:** Photos, Pages, Edit.
- Chaplaincy SP:** COP - Common Operating Picture, BRC - Battle Rhythm Calendar, IOC - IMCOM Operations Center.
- SRM/MILCON:** CC - Chaplaincy Calendar, SATAT - IMCOM Staff Action Tasker Automation Tool, CR - Chaplaincy Roster.
- Library:** (Empty)
- Strong Bonds:** (Empty)
- Chaplain COL:** Profile of COL Ciannexa, David, with a bio and a 'Read COL Ciannexa Bio' link.
- Chaplain SGM:** Profile of SGM Wilson, with a bio and a 'Read SGM Wilson Bio' link.

TOOLS AND DOCUMENTS

- IMCOM RSO SharePoint folder
- https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/SitePages/Home.aspx
- use your CAC email certificate

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FUNDING

- submit Annual Training Requests (ATR)
- URL
- 4th quarter each year.
- reflects your total request for the coming FY
- the cost estimate tool (SharePoint folder)
- OCCH POMs for Strong Bonds
- local APF use determined by and clarified in annual DACH Strong Bonds MOI

GARRISON CHAPLAIN STRONG BONDS TASKS

- appoints his/her Strong Bonds Program Manager (SBPM) and alternate using the memo template in the IMCOM SharePoint folder
- URL: https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/SitePages/Home.aspx
- ensures that appointment memo is forwarded to IMCOM SBPM
- ensures that Garrison SBPMs register on strongbonds.org site

- reviews/concurs with Garrison SBPM event requests

STRONG BONDS PROGRAM MANAGER TASKS:

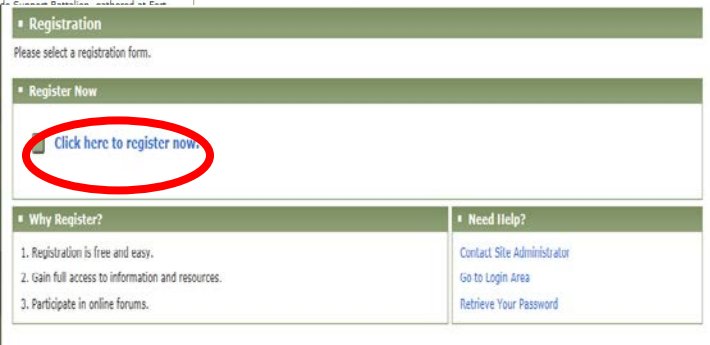
- register on and maintain profile on strongbonds.org site
- monitor your staff's instructor training certification needs
- prepare ATRs, validate events quarterly, monitor execution and ensure online AAR submission NLT 30 days after event



REGISTRATION STEPS

- select Registration

- Click here to register now.



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Site Registration
Register for this site.

Registration Form

Please note: Password complexity requirements are in place for this site with the following conditions:
 Password requires at least 10 characters.
 Password requires at least 1 uppercase characters.
 Password requires at least 1 numeric characters.
 Password requires at least 1 special characters -- (!"#\$%&+*?(){}|<>_~:;).)

* User Name

* Password

* Confirm Password

* First Name

* Last Name

Address

Address cont.

City or Town

Zip or Postal Code

State

* Email

* Phone Number

* Component Status

* Unit or Command

- Complete the Registration Form

- Click on Continue

Site Registration
Register for this site.

Verify Your Information

Please note: Password complexity requirements are in place for this site with the following conditions:
 Password requires at least 10 characters.
 Password requires at least 1 uppercase characters.
 Password requires at least 1 numeric characters.
 Password requires at least 1 special characters -- (!"#\$%&+*?(){}|<>_~:;).)

User Name

Password

First Name

Last Name

Address

Address Cont.

City or Town

Zip or Postal Code

State

Email

Phone Number

Component Status

Unit or Command

- Verify your information.

- Click on Register

Receive confirmation message.

Your registration information is being processed.

Registration complete.

Thank you for registering. You have been pre-approved and logged into the site.

BEST PRACTICES

- maintain a list of SB-eligible participants (See MOI)
- SBPM coordinate USAG participation in tenant unit SB events
- program **ONLY** the number of events for which SB-certified personnel and time available
- mitigate IMCOM's high event cancellation rate, garrison chaplains and SBPMs
 - plan early and PUBLICIZE often
 - program Charlie and Bravo events
 - Alpha events low attendee participation and high cancellation rates
 - Limit the number of Strong Bonds events requested
 - fits your local community needs
 - considers staff's capabilities
 - not likely to be overcome by events (Advent or Easter season activities)
- flexibility
 - changing Army needs
 - resourcing
 - policy decisions
 - technology upgrades
 - different processes FY to FY



RESOURCE MANAGEMENT

GENERAL

- resource Management drives the train of garrison operations
 - people
 - facilities
 - dollars
 - time
 - equipment
- learn adaptability (Team of Teams, McCrystal, 2015)
- Printing chapters 13-16 AR 165-1 is a great desk reference

ROLE OF RESOURCE MANAGERS

- manage money
- manage human resources
 - employees
 - volunteers – the life-blood of chapel ministries
- manage facility resources
 - need a safe and serviceable place to conduct ministry
 - need supplies to do the ministry

USE OF INFORMATION SYSTEMS TO MANAGE RESOURCES

- DD Form 2875 (System Authorization Access Request – “SAAR”)
- DD Form 577 (Appointment/Termination Record – Authorize Signature)
- required for every information system to which you require access

RELATIONSHIPS

- relationships are key
- garrison commander holds the “purse strings”
 - determines funding priorities
 - have a plan for those funds
 - funding granted and not executed likely not to come again

SENIOR CHAPLAIN (SrCH) RESPONSIBILITIES

- read through the RM chapters in AR 165-1 and DA PAM 165-18
- know the CRM roles and responsibilities as well as yours
- probe their knowledge of RM issues
- hold them accountable for learning and improving

COMMAND MASTER RELIGIOUS PLAN (CMRP)

- budget management document to spend the commander’s APF
- authorizing document for spending CTOF
- overall training plan
- commander’s religious support battle book
- SrCH is the editor of the CMRP
- Your tenant units will prepare their CMRP
- SrCH provides the final product
- if not the SrCH submit your CMRP to the SrCH
- do not forget Reserve Component units on your garrison

BUDGET PROCESS

- APF funds come quarterly
- Sources of funding
 - Initial Funding – comes from HQ, IMCOM RSO
 - Garrison Add-on
 - given by commander directly
 - commander has competing demands on his/her budget
 - seems simplest avenue
 - need to provide a very compelling case
 - Critical Shortfalls
 - initiated by RSO to garrison RM
 - Garrison RM to HQ, IMCOM G8
 - IMCOM G8 to IMCOM RSO for validation
 - inform IMCOM RSO when initiate the process

UNFUNDED REQUIREMENTS (UFR)

- Year-end Funds and Grants
 - become available at the end of the fiscal year (September)
 - must be committed before the next October
- not a last minute detail
- need a plan
 - prioritized list of things needed
 - purchase plan (gathering quotes and vendors)
 - by the end of the third quarter (June)
 - wide spread of cost estimates
- Garrison prioritizes all UFR executes until funds expended
- projects under \$50,000 have a greater likelihood to be funded

APF Terms

POM (Program Objective Memorandum) – A five-year initial document of requesting and justifying funds

MDEP (Military Decision Package) – APF placed in different categories for simplicity

QNMG – the title of the MDEP for garrison-level Religious Support

NAF Terms

DFAS NAFI – The CTOF bookkeeper and processor of all documents and payments

CHIPS – The OCCH software garrisons use to process documents and payments

GLACs (General Ledger Accounting Codes) – Numbered categories that designate different expenses and income in CHIPS

GOVERNMENT PURCHASE CARDS (GPC)

GPC:

- Funds Manager trains and counsels the GPC cardholders quarterly
- ensures proper use of the GPC
- enforces the submission of all Purchase Order Request (POR) signed by the Brigade Chaplain or the Sponsoring Chaplain of a Group
- submit POR NLR eight working days prior to the event
- no purchase without a Purchase Order (PO) signed by the Funds Manager
- 17th of every month GPC Cardholders submit copies of all receipts with POs
- verify and match each of their purchase online at U.S. Bank
- 18th of every month Funds Manager, re-verifies their purchases on U.S. Bank
- certifies all GPC statements

DFAS-NAFI

- maintain a good working relationship with your DFAS NAFI counterpart
- will assist you with the reading and understanding of all monthly reports
- reports provide an internal tracking of the balances
- Rolling Profit-Loss Tool assists in tracking

MAINTENANCE

- establish an SOP and enforce all guidelines
- GPC Cardholders have plan/schedule for purchases to prevent conflicts with the unit
- brigade UMTs support, assist GPC Cardholder with issues encountered making purchases for Chapel groups
- conduct quarterly disinterested person inspection
- communication between Fund Manager, Fund Technician, and Resource Manager

PROPERTY BOOK/HAND RECEIPT

GENERAL

- appointment orders for Hand Receipt Holder
- signature card on file at the Installation Property Book office
- conduct 100% inventory of assigned property when assume duties
- conduct 10% inventory quarterly and 100% annually

BEST PRACTICES

- maintain a good working relationship with the Installation Property Book Office
- ensure to properly account for high dollar items on Hand Receipt
- document movement of items between facilities on a DA Form 3161 or 2062
- maintain public trust and good stewardship of government property and resources

CHAPEL PROPERTY

- list all assets on a Property Book (PB)
- command provides cost threshold for this requirement
- build a good working relationship with your Property Book Officer (PBO)
- CRM or NCOIC serves as the RSO's hand receipt holder for items on the PB
- responsible to the Commander for the security and serviceability of the items on your PB
- know the policies regarding property accountability
- take digital photographs of all items on the PB
- secure them in a place accessible to all staff members (present and future)
- record the serial number, purchase date, price, notes, warranty, etc., on a spreadsheet
- stored in the same manner as the digital photographs
- permanent building items (e.g., a pipe organ or stained glass window) on a PB
 - still responsible and accountable for them
 - include them on the spreadsheet discussed above
- annually inventory 100% of items on your PB
- CMD may prescribe marking procedures for PB items

“CHAPEL-OWNED ITEMS”

- assets below the PB value cutoff
- easily pilfered, expensive, donated
- require replacement if lost, stolen or destroyed
 - IT and AV equipment
 - musical instruments
 - chancel items (especially gold, silver, brass, etc.)
 - altar linens
 - pulpits
 - reredoses
 - statues
 - art work
- create spreadsheet similar to the PB
 - include items such as pipe organs and stained glass windows on this spreadsheet

- maintain digital photographs of all such items clearly showing identifying features
- hand receipt these items to responsible persons whenever used
- annually inventory 100% of these items

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INVENTORIES

- break inventories into smaller sections by inventorying 10% of all items monthly
- ensure 100% inventory of your items annually
- check CMD requirements, SOPs, etc.
- record all damage (and photograph) on inventory documents and process items for repair/replacement, where appropriate
- ensure serial number accuracy on all inventories
- permanently mark all items (not by adhesive labels) as Government property
- identify NAF property as such
- add unique numbers to any duplicate items, (especially those without serial numbers)
- record any chapel-assigned identifying numbers on the appropriate spreadsheet

“COLOR” OF MONEY

SOURCES OF FUNDS

- Resources Management (RM) provides adequate resources to facilitate religious support
 - all money is Government money
 - responsibility of the Commander
 - delegated to appropriate Directorate (Religious Support Office)
- Appropriated Funds (APF) – appropriated by Congress, distributed to the Uniformed Services
- Non-Appropriated Funds (NAF)
 - formally, “Non-Appropriated Fund Instrumentalities of the US Government”
 - monies received by religious programs and elements not appropriated by the Congress
 - called “CTOF” – Chapel Tithes and Offerings Funds
 - use CTOF when speaking to your Command
 - prevents confusion with FMWR funds, part of which are also NAF
 - FMWR NAFs governed by AR 215-1
 - CTOFs governed by AR 165-1
- Chief of Chaplain Grants
 - OCCH publishes grant MOIs SEP/OCT each year
 - Request through HQ, IMCOM RSO
 - IMCOM Command Chaplain prioritizes requests
 - OCONUS send to Region Chaplain first
 - Region Chaplain prioritizes for the Region
 - Forwards prioritized list to HQ, IMCOM RSO
 - Must fully justify and substantiate the need
 - Chief of Chaplains (CCH) has final approval
 - MOI provides details and Suspense

APPROPRIATED FUNDS

- provide things required by federal law (e.g., Title 10, US Code) and Army Regulations
- examples
 - chapels
 - religious education facilities
 - religious furnishings
 - scriptures
 - sacred texts
 - religious supplies
 - host and wine
 - office supplies
 - costs associated with maintenance of buildings, furnishings, and chapel equipment

CTOF FUNDS

- provide mission-enhancing religious support

- provide for ministry to units
- support ministries outside of the military through designated offerings
- AR 165-1, 13-1.(d)(4) says, “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.”

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Chief of Chaplain Grants

- Ecclesiastical Equipment
 - MOI normally released in the 3rd Quarter
 - Suspense is early 1st Quarter
 - Upkeep and replacement of chapel furnishings and equipment
- Ministry
 - MOI normally released in the 3rd Quarter
 - Suspense is early 1st Quarter
 - Only for tenant units
 - Provide special ministry opportunities beyond CTOF
- Specialized Service
 - MOI normally released in the 3rd Quarter
 - Suspense is early 1st Quarter
 - Provided to supervisory chaplains (brigade and higher)
 - Innovative and creative religious support programs
 - NOT for Strong Bonds

INSURANCE

AR 165-1 (15-5.m.), CTOF Fund Manager (FM) “Maintains adequate bonding and property insurance through the Risk Management Program (RIMP) under the Army Central Insurance Fund (ACIF).”

- Risk Management Program (RIMP)
- comprehensive property and casualty insurance for (NAF) assets
- lowest possible cost
- combination of self-insurance and commercial insurance
- coverage includes
 - buildings
 - contents
 - vehicles
 - fidelity bonding
 - money and securities
 - aircraft, cargo
 - workers' compensation
 - tort
- Considerations
 - insurance covers the cost of repairing or replacing any valuable stained glass windows
 - bonding for the FM and Fund Clerk
 - consider bonding any Soldier or employee with regular contact with funds
 - consider bonding anyone responsible for accounting of CTOF money
 - consider bonding anyone capable of stealing, misappropriating, or concealing the theft or loss of CTOF money

PROPERTY ACCOUNTABILITY

- provides basis for amount of insurance required
- provides documentation of property and condition of property
- ensures accuracy in reporting, in the event of property loss

“SELF-INSURANCE”

- government replaces an item as its own expense
- loss not “underwritten” by an insurance company
- property accountability provides government with potential liability in the event of loss
- remember to include inflation
- insurance is critical

POLICY RENEWAL

- receive an annual bill from RIMP
- late spring/early summer (before that bill arrives)

- thoroughly inspect all the chapel assets requiring insurance
- ensure current photographs
 - buildings (all sides)
 - note their condition
 - note any issues/vulnerabilities (e.g., large overhanging tree limbs or cracks)
 - furnishings
 - equipment
- photographs helpful during annual ISR inspections

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- examine your insurance bill
 - CTOFs often pay premiums for equipment they no longer possess
 - Update your coverage every year
 - Examine what positions require bonding
 - decide based on the position
 - do not base the decision the person currently assigned to that position
- insurance does not reduce or eliminate your responsibility to protect CTOF money and chapel property
- government will investigate every loss of government funds and property
- staff member responsible for a loss by carelessness or criminal intent may be held accountable for all or part of that loss
- couple RIMP with good management controls

CPBAC – CHAPLAIN PROGRAM BUDGET ADVISORY COMMITTEE

GENERAL

- Chapel Program Budget Advisory Committee (CPBAC)
- Reference AR 165-1, Chapter 13 and DA PAM 165-18, Chapter 4
- composed of leaders from each congregation, ministry and unit supported by CTOF
- Garrison Chaplain appoints the members of the CPBAC at least annually
- Fund Manager maintains current appointment orders
- appointment orders are an inspectable item
- Garrison Chaplain convenes and chairs the CPBAC
- Chaplain Resource Manager and Fund Manager ex-officio members
 - advise the Garrison Chaplain and Program Element Managers (PEM)
- Fund Clerk is “recording secretary” and takes the minutes
- Garrison Chaplain determines frequency of the CPBAC
 - most installations function well with quarterly CPBACs
 - some larger funds meet monthly

CPBAC AGENDA

- review and analysis of the APF budget
- review and analysis of the NAF budget,
- review of the previous month’s CTOF inspection records
- New business
 - CTOF on requests not projected as part of the CMRP
 - Designated offerings not in the CMRP for the year
 - Require CPBAC approval before scheduling
- DA Pam 165-18 discusses the process of reviewing and analyzing the APF and NAF

CPBAC MINUTES

- Fund Clerk records the minutes
- must include the names of those present
- include date, start, and end times
- record the proceedings of the meeting
- include actual decisions made and track the discussion
 - express the “high points” of the debate
 - issues discussed
 - who made the motion
 - who seconded
 - most important points in discussions
 - for and against the motions
 - the results of the votes

- convening chaplain provides guidance regarding format and detail required
- legal requirement and an important historical document
- provides the Commander an awareness of the decisions and the issues involved
- the Installation Commander must review the CPBAC minutes and approve any decisions that change the CMRP

ANNUAL CPBAC TRAINING

- APF and CTOF
- stewardship
- regulations regarding resource management
- basic accounting principles
- management controls and other
- topics relevant to your CTOF and installation

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RECOMMENDATIONS

- encourage CPBAC members to report to their congregations/units
- inform of the work and success of the entire CTOF, not just their PE
- will appreciate how their financial resources impact Soldiers, employees and Families
- generates increased excitement and creativity within the chapel community
- provides reinforcement of the ministry and support they can offer through the CTOF

BUDGET PLANNING

- late spring meet for a morning to plan the coming FY budget
- each PEM drafts their budget requirements and submits to the FM prior
- FM gives each submission an honest sanity check and total the requests
- provides starting point for your CMRP
- CPBAC thinks through each planned ministry, determines if appropriate and sufficient.
- figures determine the bulk of your CMRP for the new FY

SRM and MILCON

DEFINITIONS

- Sustainment, Restoration and Modernization (SRM)
- Military Construction (MILCON)
- MILCON funds for chapels hard to procure; **MUST** be Sr Cdr's #1 MILCON priority for the installation IOT move to next level of competition
- SRM dollars might be available
- **Justification** for SRM dollars tied to ISR-I ratings, i.e. red (Q3) and black ratings (Q4) are below Army target quality rating. Goal is to bring all facilities to up to a minimum amber (Q2) rating.
- **Justification** for SRM project also tied to issues in chapel facility *impacting life, health or safety*. Examples are termite damage, water damage, crumbling stairs or sidewalk that may lead to trips, slips or falls.

PROCESS

- submit requests annually
- check with DPW quarterly for available funds
 - may have funds they cannot commit
 - be prepared to commit funds with little or no lead time
- accomplishing SRM tasks that others cannot
 - will serve you and your successors
 - could provide more initial funding in future years

INFORMATION

- contact the HQ IMCOM Chaplain Resource Manager or Operations Team Lead at the following numbers:
 - 210-466-0694
 - 210-466-0692
 - 210-466-0627
 - 210-466-2590
- contact your local DPW office
 - Real Property Manager
 - Real Property Long-term Planner

CMRP

GENERAL

- Command Master Religious Plan (CMRP)
- Commander's document for budgeting and executing his/her religious program
- APF and CTOF budget document, not an authorization document
- a signed CMRP does not mean that you can spend money– especially APF
- should reflect all monies spent to provide Religious Support
 - civilian employee pay
 - supplies
 - TDY
 - training
 - vehicle use and maintenance
 - recurring predictable maintenance
 - contract costs (APF and CTOF)
 - everything you plan to spend from your CTOF
- plan for religious support for every facet of your installation's life
 - units
 - employees
 - retirees
 - Families
- at Army-lead Joint Bases
 - CMRP must cover all services/units/agencies part of your installation
- at other services-lead Joint Bases
 - incorporate your requirements into the lead service's budget plan

CMRP – PLANNING TOOL

- project support needs for every element of your installation
- determine plan to resource those needs
- Parish Councils, CPBAC and Garrison Chaplain provide foundation for planning

CMRP – LIVING DOCUMENT

- may need to change it over the course of a year
- should reflect accurately annual ministry and service of the entire chapel community
- discuss any significant changes to the CMRP with the Commander before the CPBAC
- this is your Commander's plan

CMRP – BUILDING

- Religious Support Requirements Builder (RSRB) is the program where all requirements are entered. https://akoapps.hqda.pentagon.mil/cmrb/CMRP_Splash.aspx
- RSRB output is the CMRP

ESSENTIAL ELEMENTS OF RELIGIOUS SERVICES (EERS)

- the more limited your answer, the greater probability will receive funding
- EERS is anything found or happens in the sanctuary
 - musician contracts
 - Priest contracts
 - communion supplies
 - printing bulletins
 - purchasing hymnals
 - purchasing missals
 - purchasing Bibles (that remain in the sanctuary)
 - ecclesiastical equipment
 - religious education curriculum

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MANAGEMENT CONTROLS

- prevent loss, theft, damage, or misuse of Army resources
- safeguard, account for, track, protect, and properly employ those resources
- protect Soldiers and volunteers from temptation situations
 - violate laws
 - commit an unauthorized or illegal act
- annual requirement to re-evaluate all management controls

ASSESSABLE UNIT MANAGER (AUM)

- Designated by Commander
- Responsible for management controls
- Often the Director (Garrison Chaplain)

INTERNAL CONTROL ADMINISTRATOR (ICA)

- Evaluates, implements management controls
- Often the Chaplain Resource Manager

MANAGEMENT CONTROL MEASURES

- offering control
 - two volunteers count offerings
 - the presence of a chaplain
- Government Purchase Card (GPC)
- property accountability
- personnel accountability
- contracting
- monthly inspection of the fund
 - two disinterested persons
 - installation DPTMS tasks directorate to provide
 - form provided by HQ, IMCOM
 - provides Commander confidence in CTOF management
 - widens the chapel's sphere of influence
 - introduces installation employees to the chapel programs
 - builds confidence in the RSO

- fulfills regulatory guidance

EVALUATION CONTROL CHECKLISTS

- AR 165-1, Appendices C and D
- contracting clergy services
- CTOF
- emplace other control checklists
 - determine efficacy of control
- provide Commander “reasonable assurance”
 - funds, property, and people protected

MANAGEMENT CONTROL EVALUATION PROCESS

- examine each system
- determine the adequacy control measures
- Think through system from start to finish
 - assess efficacy of controls

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Example – Offering Control

- enough ushers/volunteers to collect the offering
- allow people to make change from the offering plate
- offering kept plain sight of congregation
- chaplain assistant and counters take control
- two counters, not related to each other or chapel staff
- each count separately and verify each other’s counts
- counters watch the chaplain assistant complete the DIR
- they affirm that the deposit slip is accurate
- secure the offering, deposit slip in a lockable bank bag in presence of counters
- others allowed to enter room during the counting
- immediately deposit in the bank’s night depository
- or, secure the offering in an approved safe in the chapel
- maintain copies of the DIRs and deposit slips for verification
- Fund Clerk receive DIR and deposit slip the next business day
- pick up processed deposits from bank
- information immediately entered on a DAR (RSO SOP and DFAS)

CORRECT WEAKNESSES

- Ensure honest documentation of weakness.
- Definition of material weakness
 - AR 11-2, paragraph 2-7 c
 - must involve a weakness in internal controls
 - controls not in place
 - controls not used
 - controls inadequate
 - it must warrant the attention of the next level of command
 - must take action OR
 - must be aware
 - management determines need to notify next level of command
 - correcting a weakness does not nullify the need for reporting
 - sharing important management information is a primary reason

CONTRACTS

GENERAL

- used to make repeated purchase of a product
- averages about 60% of yearly non-civilian pay distribution
- requires exception to policy memo to HQ, IMCOM Command Chaplain
 - must include the phrase 'no military personnel, DoD Civilians, or volunteers are available to perform the function'
- must have approval from Command Chaplain before executing the Contract
 - do not assume approval or start services before receiving approval

APF CONTRACTING PROCESS

- through Mission Installation Contracting Command (MICC)
- Installation DRM can assist in this process
- initiate using Request for Services Contract Approval Form (RSCA)
- IMCOM RM requires visibility on contracts
- length (Period of Performance) cannot exceed a one-year term
- MICC often requires option years and cost of living increases
 - protects contracts from volatility in the marketplace
 - negotiate with the vendor for cost for up to five years
 - makes the annual contracting experience easier
- create a purchase request in GFEBs
 - requires funds from your budget

DEVELOPING CONTRACTS

- Market research
 - three providers
- Use an Independent Government Cost Estimate (IGCE)
 - DRM has format
 - tricky for unusual contracts – clergy services

SOLE-SOURCE CONTRACTS

- unique requirement
- only one competent, qualified, or trustworthy vendor

- complete Justification and Approval (J&A)
 - eliminates the requirement to compete the contract
 - DRM contract specialist can provide guidance
- Use of a J&A
 - not used to avoid receiving bids from multiple vendors
 - not used for the convenience of the chapel
 - must be a compelling reason
 - federal law mandates free competition for government contracts

STATEMENT OF WORK (SOW) and PERFORMANCE WORK STATEMENT (PWS)

- hardest part of contracting
 - SOW establishes and defines all non-specification requirements using specific cited documents
 - PWS performance-based acquisitions describes the required results
 - clear, specific and objective terms
 - measurable outcomes
 - must be very complete
 - think through the entire process
 - determine specified and implied tasks
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- example: purchasing a piano
 - ensure SOW and PWS includes:
 - such things as unpacking the piano at the location
 - removing and disposing of the packing material
 - assembling the piano and
 - ensuring it is functioning properly
 - professionally tuned
 - thoroughly inspecting the finished product for damage
 - utilize DRM or MICC for writing SOW and PWS
 - critical components require completeness and accuracy

ACQUISITION REVIEW BOARD

- required by some installations
- competition for Commander's decreased resources
- must provide compelling justification
- DRM can provide guidance
- take this seriously
- contract funding is at stake

CONTRACTING OFFICER REPRESENTATIVE (COR)

- Contracting Officer (KO) authorized to obligate APF Funds
- KO is not SME for every contract created
- COR oversees the contractor's performance
- document oversight using Virtual Contracting Enterprise (VCE)

CONTRACTOR PROBLEMS

- handle similar to subordinate Soldier or employee
- explain contracting issues
- explain Government's expectations
- COR does not make demands which appear to change the contract
- discuss contract changes with the KO

PAYMENT OF CONTRACTS

- COR responsible for approving payments
- accept contractor receipts using iRAPT
- under umbrella of Wide Area Work Flow (WAWF)
- contractor submits monthly invoice using WAWF
- after confirmation of services/products provided satisfactorily
- accept the invoice which is transmitted to DFAS for payment

CTOF CONTRACT

- conceptually the same as APF contracts
- Fund Manager is the KO for the CTOF
- simpler process to create a contract
- should mirror the process
 - advertise
 - multiple bids/offers
 - consistent policy for awarding contracts

CONTRACT REVIEW

- SJA review all contracts (APF and CTOF) over \$25,000
- annual exception to policy from HQ, IMCOM
 - religious education contracts and Clergy contracts

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CHIPS

Chaplaincy Income and Procurements System (CHIPS)

- integrated system for coordinating with DFAS-NAFI
- government contract to provide accounting and fund management services

RESOURCES in CHIPS

- Rolling Profit and Loss Tool
- reporting options
 - OLRV and Data Query
- provide valuable information
- DFAS-NAFI specialist can help interpret reports
- monthly statements help maintain your RPLT
- provide reasonable assurance about Garrison CTOF financial situation

CHIPS

- transfer transaction packets to DFAS
- search and locate records
- prepare your CMRP
- SharePoint based
- customizable calendars and libraries
- repository for certifications and requirements documents
 - exceptions to policy for contracts or
 - appointment orders and
 - training certificates for the
 - Fund Clerk
 - Fund Manager
 - Billing Official

REQUIREMENTS for CHIPS

- monthly statement from your bank
- monthly Army Banking and Investment Fund (ABIF)
- tracking of offerings, donations, and deposits
- weekly sweep of bank funds into ABIF account
- track money in local bank account
- reconcile bank statement based on your ABIF account
- log in to CHIPS at least every 30 days
- consider a monthly Outlook reminder

ROLLING PROFIT AND LOSS TOOL (RPLT)

- provides the most helpful information for your PEMs
- requires monthly update using monthly reports from DFAS-NAFI
 - add income received by a PE
 - deduct expenses incurred by the PE
 - deduct the outstanding purchase orders
 - determine amount available to each PE
- must keep the data up to date and accurate

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GFEBs

GENERAL

- all-encompassing APF obligating and tracking software
- responsible for property, contracts, funds and accounting
- embrace GFEBs and take advantage of its capabilities
- CRM is GFEBs approving official
 - must receive additional training
- must log in to GFEBs every 30 days
- used most with contracts,
- used with APF GPC
- required system for APF funds

REQUIRED TRAINING

- Defense Acquisition Training
- required for PR processor or approver
- significant expenditure of time
- schedule time and work through it

AXOL

ACCESS ONLINE (AXOL)

- US Bank software system
- track, commit, obligate, and pay GPC purchases
- complete the required training as an AO/BO
- receive provisioning
 - through DRM for APF
 - through HQ, IMCOM for CTOF
- GPC cardholders complete their training
 - maintain those records

AXOL PROCESS

- cardholder receives an approved purchase request
- immediately log in to AXOL
- create an order for that purchase
 - ensures full documentation of the order
 - done before the 21st of the month
 - significantly reduces time for cardholder to approve transactions
 - cardholder corrects the amount after the actual purchase
 - ensures accuracy in the recording of the purchase

BANK RECONCILIATION

- 21st of each month statement available
- Cardholder compares statement with their records
- report any unauthorized transaction immediately to US Bank immediately
- create any orders not previously created
- approve transaction if it matches their records

- edit any partially fulfilled orders, if desired

AO/BO RESPONSIBILITIES

- verify completeness of cardholder records
- determine any disputed transactions
- discover any issues
- address any issues with US Bank
- AO/BO approves cardholder’s statement
- complete process for all cardholders
- certify managing account statement

AFP GPC STATEMENT

- process completed through GFEBS
- prepare monthly Bulk Funding Purchase Request for all projected purchases
- DRM certifies and funds the purchase request
- will appear as a purchase order in AXOL
- match purchases to purchase orders
- approve cardholder statement
- certify managing statement

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TABLE OF RECURRING EVENTS

Event	Responsibility	Authority
AS NEEDED		
CTOF Inspection	Senior RA NCO	AR 165-1, Para 15-14.a.(2) DA PAM 165-18, Para 4-47.b.
COMMAND DIRECTED		
CTOF Audit	Senior RA NCO	DA PAM 165-18, Para 4-47.d.
BI-ANNUALLY		
CTOF Inspection	Senior RA NCO	DA PAM 165-18, Para 4-47.d.
ANNUALLY		
Background Checks	DRE	DODI 1402.5; Army Directive 2014-23
Annual Statement of Assurance	Garrison Chaplain	AR 11-2, Para 2-2.a.(1)
Submit EEG/Program Grants	CRM, FM	AR 165-1, 15-12.d. DA PAM 165-18, Paras 3-11, 4-26
Submit EEG/Program Grant AARs	CRM, FM	AR 165-1, 15-12.d. DA PAM 165-18, Paras 3-11, 4-26
Certify DRGLs	Garrison Chaplain	AR 165-1, Para 5-5.d.(1)
Religious Education Training	DRE	AR 165-1, Para 5-2.g.

Prepare CMRP	Garrison Chaplains Tenant Unit Chaplains	AR 165-1, Para 13-1.b.
Volunteer Training	DRE	AR 165-1, Para 5-6.(f)
MONTHLY		
GPC Reconciliation	Garrison Chaplain CRM FM	AR 165-1, Para 15-4.b.(6) AR 165-1, Para 15-5.l.
CCH Training	Garrison Chaplain	AR 165-1, Para 5-2.(g)
CTOF Informal Inspection	Senior RA NCO	DA PAM 165-18, Para 4-47.f.

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ADDITIONAL RESOURCES

General

- IMCOM Chaplain Portal
- https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/SitePages/Home.aspx
 - IMCOM Personnel Roster
- https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/SitePages/RSOFinder.aspx
 - Chief of Chaplains SharePoint Page
- https://army.deps.mil/army/cmds/HQDA_ChaplainCorps/SitePages/Home.aspx
 - DA Form 5 – Army Staffing Form
- <https://armypubs.us.army.mil/eforms/pdf/A5.PDF>
 - Defense Travel Service
- <http://www.defensetravel.osd.mil/>

Garrison Chaplain Assistant NCOIC

- The Fifty-Six Mike NCOIC Guide
- https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/56MDocuments/Fifty-Six%20Mike%20NCOIC%20Guide%20v1%20.pdf
 - The Fifty-Six Mike Publications
- https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/56MDocuments/Forms/AllItems.aspx

Military Personnel

- CHAPS Form

- <https://chapnet-hr.hqda.pentagon.mil/>
 - DACH-1 Guidebook
- <https://www.milsuite.mil/book/docs/DOC-133127>
 - ATRRS website
- <https://www.atrrs.army.mil/atrrscc/>
 - DACH-1 MilSuite
- <https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fdach1net>

Civilian Personnel

- Civilian Personnel Online
- <http://cpol.army.mil/>
 - Senior System Civilian Evaluation Report
- <http://www.apd.army.mil/pub/eforms/pdf/A7222.pdf>
 - Civilian Evaluation Report Support Form (Senior System)
- http://www.apd.army.mil/pub/eforms/pdf/A7222_1.pdf
 - Base System Civilian Evaluation Report
- <http://www.apd.army.mil/pub/eforms/pdf/A7223.pdf>
 - Base System Civilian Performance Counseling Checklist/Record
- http://www.apd.army.mil/pub/eforms/pdf/A7223_1.pdf
 - Civilian Incentive Award Nomination and Approval (incl. Honorary)
- <http://www.apd.army.mil/pub/eforms/pdf/A1256.pdf>
 - Hiring Manager's Toolkit
- <https://dodhrinfo.cpmc.osd.mil/Directorates/HROPS/Staffing-and-Civilian-Transition-Programs/HiringManager/Pages/Home1.aspx>

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Force Structure

- FMS Web
- <https://fmsweb.army.mil/protected/secure/login.asp>

Operations

- Strong Bonds Website
- <https://www.strongbonds.org/skins/strongbonds/home.aspx>
 - Installation Status Report
- <https://isr.hqda.pentagon.mil/>

Resource Management

- CHIPS (Chaplain Corps Income and Procurement System)
- https://carss.chaplaincorps.net/_login/default.aspx
 - AXOL (Access Online)
- https://www.usbank.com/cgi_w/cfm/inst_govt/products_and_services/AccessOnline.cfm
 - GFEBs (General Fund Enterprise Business System)
- <https://epqas4.gfebs-erp.army.mil/>
 - PCOLS (Purchase Card On-Line System)
- <http://www.acq.osd.mil/dpap/pdi/eb/pcols.html>
 - DAU (Defense Acquisition University)
- <http://www.dau.mil/default.aspx>
 - EDM (E-File Room)
- <https://efredm.dfas.mil/efr/authentication/home.aspx>

- ACIF (Army Central Insurance Fund)
- <http://www.csstars.com/Enterprise/login.Default.aspx>

Soldier and Family Life Ministries

- Tools4Trenches
- <http://tools4trenches.net/>

Publications

ARMY REGULATIONS

- AR 11-2 (Managers' Internal Control Program)
- http://www.apd.army.mil/pdf/files/r11_2.pdf
- AR 25-50, Preparing and Managing Correspondence
- https://armypubs.us.army.mil/epubs/pdf/r25_50.pdf
- AR 165-1, Army Chaplain Corps Activities
- https://armypubs.us.army.mil/epubs/pdf/r165_1.pdf
- AR 600-20, Army Command Policy
- https://armypubs.us.army.mil/epubs/pdf/r600_20.pdf
- AR 690-400, Total Army Performance Evaluation System
- https://armypubs.us.army.mil/epubs/pdf/r690_400.pdf

FEDERAL REGULATIONS

- FAR 37 (Federal Acquisition Regulation – Service Contracting)
- <https://www.acquisition.gov/sites/default/files/current/far/html/FARTOCP37.html>

IMCOM REGULATIONS

- IMCOM Reg. 25-35, Preparing and Publishing IMCOM Administrative Publications
- https://home.army.mil/sites/operational/g3/IMCOM_Regs/IMCOM%20Reg%2025-35.pdf

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FIELD MANUALS

- FM 1-05, Religious Support
- https://armypubs.us.army.mil/doctrine/DR_pubs/dr_a/pdf/fm1_05.pdf
- ATP 1-05.01, Religious Support and the Operations Process
- https://armypubs.us.army.mil/doctrine/DR_pubs/dr_a/pdf/atp1_05x01.pdf

DA PAMS

- DA PAM 165-16, Moral Leadership/Values Stages of the Family Life Cycle
- https://armypubs.us.army.mil/epubs/pdf/p165_16.pdf
- DA PAM 165-17, Chaplain Personnel Management
- https://armypubs.us.army.mil/epubs/pdf/p165_17.pdf
- DA PAM 165-18, Chaplaincy Resources Management
- https://armypubs.us.army.mil/epubs/pdf/p165_18.pdf

ARMY DIRECTIVES

- AD 2014-23 – Conduct of Screening and Background Checks For Individuals Who Have Regular Contact with Children in Army Programs
- http://www.apd.army.mil/pdf/files/ad2014_23.pdf
- AD 2015-01 – Army Conference Policy
- https://army.deps.mil/army/cmds/imcom_HQ/Chaplain/Documents/AD%202015-01%20Army%20Conference%20Policy.pdf

DEPARTMENT OF DEFENSE ISSUANCES

- DODI 1300.17, Accommodation of Religious Practices
- <http://www.dtic.mil/whs/directives/corres/pdf/130017p.pdf>
 - DODI 1402.05 -Background Checks on Individuals in DoD Child Care Services Programs
- <http://www.dtic.mil/whs/directives/corres/pdf/140205p.pdf>
 - DODI 5500.07-R, Joint Ethics Regulation
- <http://www.dtic.mil/whs/directives/corres/pdf/550007r.pdf>

TITLE 10

- Title 10, United States Code (USC)
- http://r.search.yahoo.com/_ylt=AwrSbmjSx1xW1.4ASPXNyoA;_ylu=X3oDMTEya21qM3RnBGNvbG8DZ3ExBHBvcwM2BHZ0aWQDQjEzMjRfMQRzZWMDc3I-/RV=2/RE=1448949843/RO=10/RU=http%3a%2f%2fwww.gpo.gov%2ffdsys%2fpkg%2fUSCODE-2010-title10%2fhtml%2fUSCODE-2010-title10.htm/RK=0/RS=SnqtCMXsSks3QSwEffQCW6Sws7w-
 - 10 USC 1789, Chaplain-led Programs: Authorized Support
- <http://uscode.house.gov/view.xhtml?path=/prelim@title10/subtitleA/part2/chapter88&edition=prelim>
 - 10 USC 3547, Duties: Chaplains; Assistance Required of Commanding Officers
- <http://codes.lp.findlaw.com/uscode/10/B/II/343/3547>
 - 10 USC 3581, Command: Chaplains
- <http://law.justia.com/codes/us/2011/title-10/subtitle-b/part-ii/chapter-345/section-3581>

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