

DIRECTOR OF RELIGIOUS EDUCATION (DRE) TRAINING - LESSON 6 "PLANNING AND DIRECTING RELIGIOUS EDUCATION PROGRAMS"

US Army Chaplain Center and School
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Instructional Lead In: Welcome to the New Director of Religious Education (DRE) training, Lesson 6 "Planning and Directing Religious Education Programs."

This is a 1 hour lesson.



TERMINAL LEARNING OBJECTIVE



ACTION: Name the facets of program planning for all Soldiers, and authorized Civilians and Families.

CONDITIONS: In a DL environment, using exercises and reflective thinking on RE methods and the Army's pluralistic setting.

STANDARD: Remembering includes:

- Locate guidance on child protection and volunteer management.
- · Recognize child protection requirements.
- · Define steps in program planning.
- · Match EERs for synchronizing with RE programming.

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Instructor Note: Have students read the TLO.



ADMINISTRATIVE INFORMATION



SAFETY REQUIREMENTS: Students are leaders responsible to ensure the safety of their training environment for DL purposes. Instructors will ensure students are advised of safety requirements and take all necessary precautions, including the requirement for securing data such as their personally identifiable information, while completing course material.

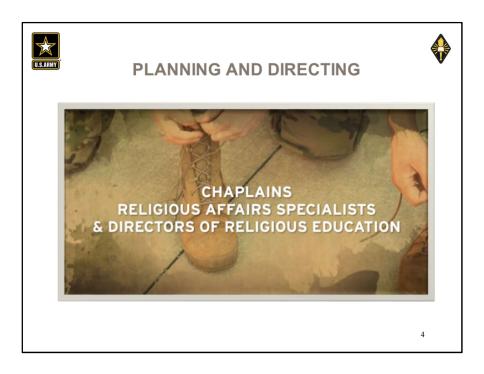
RISK ASSESSMENT LEVEL: LOW

ENVIRONMENTAL CONSIDERATIONS: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects.

EVALUATION: The student is required to fully engage in lesson by applying critical and creative thinking throughout the lesson as well as completing all assignments.

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Instructor Note: Review safety requirements, risk assessment, environmental considerations and expected outcome and evaluation.



Watch a video introduction to Chaplain Corps Child Protection and Volunteer Management. You can click the link in the slide or go directly to either of the below links:

https://usachcstraining.army.mil/religious-education https://www.dvidshub.net/video/587104/training-motivator

DREs serve as the garrison chaplain's key resource persons in the area of religious education and religious formation. DREs analyze, develop, manage, present, and evaluate religious education programs and religious formation processes that facilitate the religious development of Soldiers and Family members. Religious education is a formative process that plays an integral part in stabilizing character, heart, and soul during the rigors of deployment, combat, reintegration, and other life cycle challenges associated with military service. (AR 165-1, para 5-2.a) We will discuss personnel management in Lesson 8 and training in Lesson 9.

As a new DRE, you <u>might</u> find that people think that you <u>only</u> do children and volunteer things. In this lesson, you will think about child protection and volunteer management as some of the MANY pieces of your Planning and Directing Duties.

Remember, you were not hired as a clerk or as a teacher, you were hired as a director.







This lesson enables students to practice program planning while engaging the issues of the Army's pluralistic setting.

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Instructor Note:

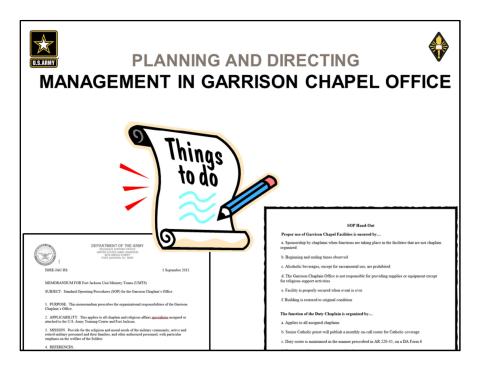
Review the lesson overview.

The learning activities will include listing a chapel religious support plan, matching EERs for synchronizing with RE programming, relating chapel management with DRE roles, defining steps in program planning, and choosing how the DRE professional identity supports all demographic and religious groups.

Army DREs have leading roles in child protection and volunteer management.

For this lesson, you will use materials available on the USACHCS Training Directorate Portal. Go now to https://usachcstraining.army.mil/religious-education Save this link as a favorite website.

You will use this link to access Army documents during this lesson.



New DREs often feel overwhelmed.

The Army has more offices, regulations, forms, and processes than any civilian congregation.

The good news is that the Army's many structures are scaffolding to enable programming for all authorized Soldiers, Civilians, and Families.

Remember that the first duty of a DRE is to advise the chaplain. The chaplain advises the Commander. The programs are all the Commander's. The Commander is the only one who can assume risk.

Army DREs work within the established directions and protections.

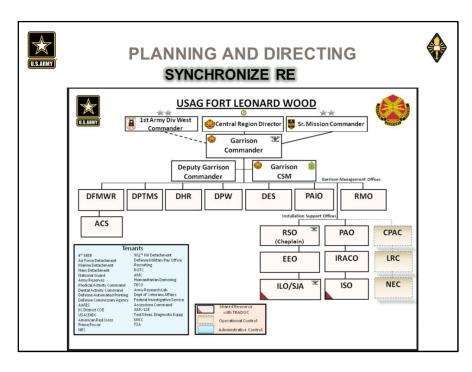
Army DREs do not need to "recreate the wheel." It is the Army's intent to have standard procedures. The RE programs that you direct are within the established standard operating procedures (SOP) of your Installation Chaplain.

If there is an RE program or process that is not established (or working well) in your installation chapels, consult your Course Instructors or a DRE Mentor.

The Garrison Chaplain Handbook as support and instructions on SOPs. Sample SOPs are pictured on this slide. The Garrison Chaplain Handbook and SOP Templates are found on the USACHCS Training Portal under Religious Education Program Planning.

As this lesson examines DRE planning and directing, we also identify functions and organizational structure required in a Garrison Chaplain Office. Your NCOIC has been trained to develop a Standard Operating Procedure (SOP) for the Garrison Chaplain Office. In 2012, Mark Edwards was the USAG Ansbach DRE. He wrote a Watchcare SOP which continued to provide guidance 5 years after his departure. The time it takes you to learn SOP writing with your NCOIC is an investment in good management and long term program planning.

The content of this lesson is built from USACHCS lessons written for Chaplains and Religious Affairs Specialists, "Synchronize Religious Support Activities," "Manage Garrison Chaplain Office," and "Prepare a Religious Support Plan."



Army DREs are 1 part of the Chaplain's staff just as the Chaplain is 1 member of the Commander's staff. Here is a sample organizational chart to help you think about the relationships in your organization. Each of these offices will play a role as you plan and direct RE programs.

Your Chaplains and Religious Affairs Specialists have been trained in "synchronizing religious support activities with staff." They can be your guide to navigate the faces and spaces in the garrison.

You are an Army employee (GS-9 or GS-11). When you meet other civilians in your chapel or installation offices, most will also be employees and either describe themselves as GS or NAF. Get to know the roles of each office so that you are ready to synchronize with them. Get to know the people filling those roles; they can be come good friends.

- You will meet some contractors as well, note that those individuals are employees of an organization other than the federal government – your

synchronizing with them will be different.

All persons providing service in support of the Commander's mission have an important role to play. Even the smallest RE program will need coordination with offices beyond the RSO (Religious Support Office).

Based on this chart, here are some of the offices you will get to know. I have included notes of how you will synchronize your RE planning with

- Based on this chart, here are some of the offices you will get to know. I have included notes of now you will synchronize your the planning whereach.

 Family and Morale, Welfare and Recreation (DFMWR) is the largest organization and includes. Within MWR, you will find Child, Youth, and School Services (CYSS) and Army Community Service (ACS).

 Director of Plans, Training, Mobilization and Security who may have a contractor supporting. This is also the office for coordinating risk assessment. DPTMS also is the office for agreements with Non-Federal Entities (Private Organizations).

 Director of Human Training, Mobilization, and Security (DPTMS) is where you will find the background check experts. In IMCOM for child protection background checks, DPTMS is the Commander's Designated Entity (CDE) Resources (DHR) was discussed in Lesson 3. This is also the office where you can get the "denomination breakdown" discussed in Lesson 4.

 Director of Public Works (DPW) manages all of the facility and repair issues.

 Director of Emergency Services (DES) will be the office to consult through your NCOIC on safety planning.

 Plans, Analysis and Integration Office (PAIO) can give you the ASIP which we discussed in Lesson 4.

 Resource Management Office (RMO) manages Appropriated Funds (AF).

 Religious Support Office (RSO) is where you work.

 Public Affairs Office (PAO) guides you in all advertising and websites and social media.

 Equal Opportunity Office (EEO) is your partner. Your duties are to provide religious support for all persons; theirs are for a community free from discrimination.

 Internal Review and Audit Compliance Office (IRACO) is a good office to consult when making sure you have programs in order.

- Internal Review and Audit Compliance Office (IRACO) is a good office to consult when making sure you have programs in order. Staff Judge Advocate (SJA) is the lawyer. Civilian SJAs are GS employees also in the excepted service. Installation Safety Office (ISO) manages safety of property.

The Commander has a large team of expert to execute the overall mission. As a member of that team, you plan and direct religious education synchronized with the rest of the RSO and the rest of the larger staff.

- It may be confusing to sort out so many offices.
- If your Commander's organization chart uses abbreviations like S-1 or G-1, then ask your NCOIC for help in understanding and synchronizing. However, many of these office take care of programming details that DREs in local congregations have to do themselves!





CHAPEL PROGRAM PLANNING BEGIN WITH THE WHY

The Chaplain Corps must transform and revitalize its chapel programs.

Religious education must be revived as a deliverable that the Chaplain Corps provides to the Army community.

The Chaplain Corps in 2025 and Beyond - May 2016

WHY are you doing what you're doing?

WHY do Chapel programs exist?

WHAT Chapel programs are you currently sponsoring?

HOW are you managing those programs?

Program planning in Army chapel programs is different from what you might have done in a local congregation or school.

Notice the quotation from "The Chaplain Corps 2025 and Beyond" (May, 2016). See that transformed and revitalized chapel programs in general, and religious education programs in particular, are part of our guidance moving forward.

As you plan programs and direct the many elements of Religious Education in the garrison, you will inspire yourself and the religious support personnel if you can articulate WHY.

The Chapel Program Planning section of this lesson is from a training support package written and implemented by IMCOM Europe Religious Education Program Director, Dr Grace Yeuell. It is available on the USACHCS Training Portal for your use in training your chapel staff.



CHAPEL PROGRAM PLANNING THE WHAT



ART 4.2.4.5 PROVIDE RELIGIOUS EDUCATION 4-144.

The unit ministry team or chaplain section provides, performs, and integrates *religious education* and *faith sustaining activities* to meet the military religious support needs of Soldiers. The unit ministry team or chaplain section enables religious education and religious formation through classes, studies, groups, meetings, and discussion groups and by providing religious educational material and curriculum.

(FM 1-05)



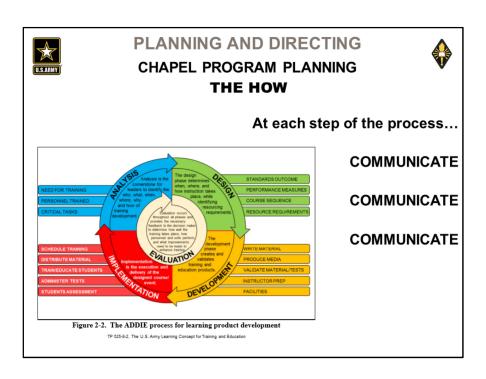
Nurture the living, care for the wounded, honor the fallen.

As members of the Army Chaplain Corps, we've actually got some concrete guidance to answer the question, WHAT. Be familiar with the mission statement written across the bottom of this slide.

It's a great summary statement describing our WHAT. Each Chaplain, Religious Affairs Specialist, and DRE in differing roles, is supposed to be nurturing the living, caring for the wounded, and honoring the fallen. Sometimes this happens as a personal response, but often it happens through our chapel programs.

Another example of guidance for our WHAT comes from the Army Universal Task List, better known as AR 1-03 and reflected in FM 1-05. See that this description of "provide religious education" includes any of our garrison chapel "faith sustaining activities." So here's some guidance for our WHAT. Next we're going to dig into the HOW, but hopefully, somewhere in the back of your mind, you're playing with your WHY. WHY do YOU think we put on garrison Chapel programs?

To understand this more, you can find AR 1-03 and FM 1-05 on https://armypubs.army.mil/



The next question is HOW. HOW do you plan for and manage your chapel programs? See on the left the Army's model for developing learning products and programs. Like the RE program training that you received in your studies, this is a helpful method. ADDIE is a helpful summary circle describing the program execution process. The circle includes Analysis, Design, Develop, Implement, and Evaluate in an ongoing planning scheme.

As you plan chapel RE, add the words COMMUNICATE, COMMUNICATE, COMMUNICATE.



Go to the USACHCS Training Portal's Religious Education tab. You will find a folder with additional materials and lesson plans that you can use to train your local chapel staff. Download "Chapel Program Plan Fillable Document," and save to your computer. (https://usachcstraining.army.mil/religious-education)

Use the below instructions, and complete a draft of this plan. It should take 1 hour or less. At the end of this lesson, email your Course Instructors your completed draft.

Use it as an opportunity to start tracking an upcoming Chapel program you have on your mind. It could be ANY upcoming program/event such as training, VBS, fall classes, a travel event, or special study group.

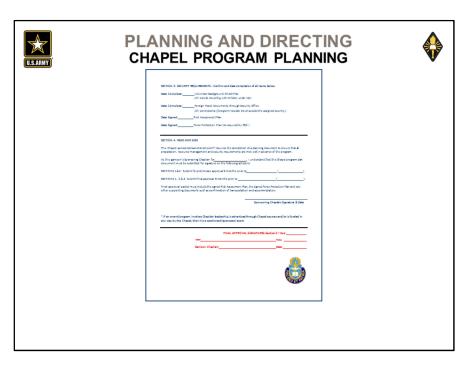
For now, let's look at this sample Program Planning Worksheet. In your work as a DRE, you can use your own Program Planning format, this is a sample that you are welcome to use beyond this course. Whether you use this particular sheet or not, it's helpful to use some document like this to keep your team on track. It can also provide you with a solid basis for doing things like writing up an After Action Report (AAR).

Section 1: Here are the basics. Program Title, Brief Description (a place to make some notes about the WHY), Start/End Date, etc. Thinking through your target audience will help you with the next steps. For example, what kind and how many volunteers you will need and whether or not children will be a part of the program. Finally in this section you are reminded of the important of scheduling other meetings and trainings you will need to execute before the big event/program.

Section 2: Getting a solid estimate of your resource requirements early in the game is key. Your CPBAC and RM team need time to work their magic. Remember that any curriculum resources are normally reviewed your as DRE and approved by your Garrison Chaplain.

Don't forget to include:

- 1. Synchronization with the Chaplain's staff and with appropriate directorates in your installation.
- 2. Communication with Target Audience: bulletin announcements, worship service slides, Facebook pages, bulletin boards, flyers, Garrison Command Channel, AFN.
- 3. Communication of Program Success: AARs, the CAR, Facebook pages, Storyboards, Command & Staff meetings.



Section 3: This section is critical because it gets at the heart of what sets our planning apart from planning in the Civilian world. Army regulation requires that these boxes need to be checked, depending on the program. Do your Volunteers have their background checks? If leaving the Country for a program have you checked with the Security Office and completed all foreign travel documents for your group? Have you completed a Risk Assessment plan whether your event is on or off-Post? What about your Force Protection Plan. Knowing what your particular requirements are and who your POCs are will make any program planning process run more smoothly. Check early. Check often!

Section 4: This section is the place to ensure that all the right people have signed off on your program. Note that there is a sample timeline in this SAMPLE document. See the recommendation that preliminary approvals get a sign off 9 months in advance, with final approvals coming 6 months in advance. Of course, this timeframe depends on the size and complexity of the program you are planning. If, however, your CMRP is up to date and active, then working months out is easier.

At the end of an Army program, After Action Review (AAR) is usually conducted and documented.

- This is different from civilian organizations in which you may have previously worked, but it evaluates the success of the program and guides future program improvements.
- The AAR process is detailed in FM 7-0, appendix D.
- The AAR memorandum format is dependent on the preferences of you Command and Installation Chaplain. The AR 25-50 Army Correspondence as discussed in Lesson 4 will help you know how to format your AAR notes as a memorandum.

FM 7-0 and AR 25-50 are on Army Publishing Directorate and also posted at USACHCS Training Portal Religious Education under Program Planning (https://usachcstraining.army.mil/religious-education)

Email your drafted Program Plan to your Course Instructors.





RELIGIOUS SUPPORT PLAN

QUESTION:

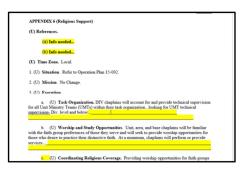
What are our two required capabilities as a Chaplain Corps? STUDENT RESPONSE:

Provide religious support and advise the Command.

QUESTION:

What are our three core competencies? STUDENT RESPONSE:

Nurture, care, and honor.



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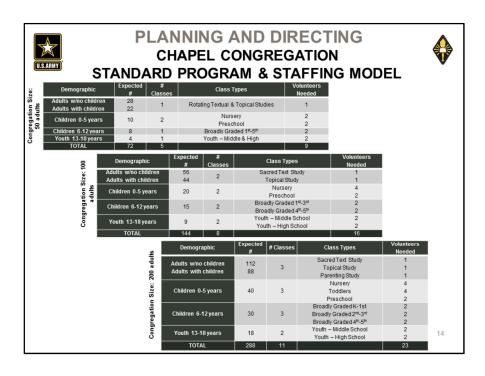
Religious Education does not exist in a vacuum. It is one of the Essential Elements of Religion (EER) and supports . RE supports the required capabilities and core competencies.

The RE planning and directing that the DRE executes is part of the larger planning and preparation required of the entire Chaplain Corps.

Review the EERs from AR 165-1.

We know that RE has its own category. However, RE plays a supportive role in the execution of all EERs. Match each EER with RE programs/events that will support. You can talk with your chaplains or volunteer Distinctive Religious Group Leaders (DRGL) for ideas.

- An example is that Catholic Mass can be supported through children's bags that teach about the liturgy.



The US Army Chaplain Corps has certified you as having the knowledge, skills, and abilities. In your Religious Education courses, you probably encountered church growth or planning strategies like the above staffing model. Dr Grace Yeuell, IMCOM-Europe Religious Education Program Director, developed this model to answer questions from Garrison Chaplains.

Notice how planning for Religious Education is integrally tied to the other essential elements of religion.

What we have learned...



Chief of Chaplains' Guidance DOCUMENTS and for accompanying SOPs. https://usachcstraining.army.mil/religious-education

https://usachcstraining.army.mil/religious-education

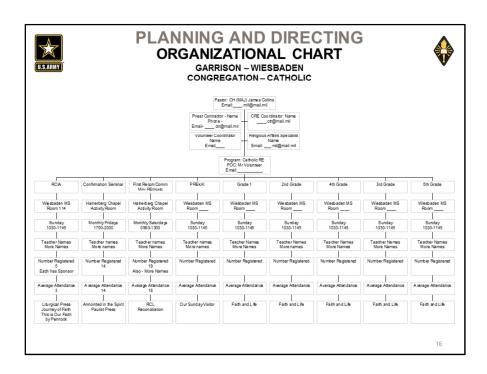
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Stop now and download the Chief of Chaplains' child protection and volunteer management guidance documents SOPs into your computer. To demonstrate that you can locate the chaplain specific information, email your Course Instructors a copy of "Chaplain Corps Child Protection Guidance."

Since 2012, lessons have emerged concerning child protection and volunteer management:

- 1. Child Protection is not a Religious Education Thing. Child Protection is not an "Installation Thing."
 - 1. Child Protection applies to all Army programs, and background checks are required for people who are with children when the parents are not in Line of Sight of the child.
 - 2. Background checks are governed by the wider Army Multiple Screening requirement.
- 2. Child Protection begins with background check (a gatekeeping function) and includes how we interact with children at all times
- 3. Child Protection includes annual training for all personnel.
- 4. Child Protection is an intrinsic element of all chapel program plans.
- 5. The assumption of risk is always the prerogative of the...... Commander.
 - 1. Any decision about who does not get checked is the Commander's decision.
 - Any decision about a program where children are present without their parents is the decision of the Commander.
 - 3. Any decision about the adjudication of derogatory findings is by the Commander.

Child Protection and Volunteer Management will be further discussed in Lesson 8, "Chapel Personnel Management."



As you saw in slide 7, the Army uses hierarchy charts to show relationships between organizations and leaders. At least 10 years ago, Army DREs were using hierarchy charts like this organization chart to plan and direct their program.

Each Army chapel program needs a chaplain sponsor. A chart like this allows the sponsoring chaplain to have visibility on his/her responsibilities. It allows for communication, helps tracking recruiting/vetting (background checks), and allows for building coordination.

Notice how RE preparation for rites/sacraments/ordinances is included in this organizational chart. The wider congregational programs like worship services and pastoral care events can be on a similar chart.

As a new DRE, a chart like this can help you get a handle on your responsibilities.

CHAPLAIN COF	RPS AC	AND DIRECTING CTIVITIES REGISTRATION ncom_eur/s-staff/rso/ccarsub/SitePages/Home.aspx
Chaplain Corps Activities Registration	8	
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Current Grade Parent/Guardian Name Address		
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the Garrison Chaplain's office from any liability arising from participation.	П	☐ I accept the terms in the Privacy Statement
igive consent for the chapet team to give or seek medical aid required in the case of an emer ligive permission to the Garrison Chapilain's office to use photographs or videos that are taket child while participating in this program for use in chapet publicity material.	n of me / my	Any additional comments?
Igive permission for my contact information to be used by the selected program in a congreg directory and for congregational emails. Do you 'your child have any allergies or Special Needs that the chapel leaders should be awa	re of?	
(ii) If you answer yes, then the Garrison Chaptain's Office will contact you for a confidential contact we can partner with you for your best care and participation. Would you be interested in volunteering for this, or for another event?	tiversation so	Submit Cancel
Additional authorizations may be required based on activity or program. (Examples include overnight events, chapel childrare, and the AMS Assessment Pro-		17

Army Chapels handle registration in a variety of ways. Regardless of how your chapel handles it, there are parameters and legal requirements that we have to follow because of the Federal environment.

Look at this sample registration which was developed for use in Europe. Send the Course Instructors an email with the following:

- + 2 similarities to registrations you have used in civilian settings.
- + 2 differences from registrations you have used in civilian settings.
- + 1 benefit that this registration form has over civilian versions.
- + 1 difficulty that you see in using this form instead of what you had in the civilian world. Include any rationales for your thoughts.

If your office uses a different registration form/system, send a sample.

If you would like to see how this registration ties into the programs of a chapel, go to the sample link. Select Wiesbaden as your garrison, Hainerberg as your location, and Catholic for the religion. You will see options similar to the organizational chart.





VOLUNTEER MANAGEMENT CHAPLAIN REQUIREMENTS

Appoint a Volunteer Coordinator

Provide Care and Supervision for Volunteers

Provide Orientation and Training for Volunteers

Provide Necessary Space, Supplies, Equipment, and

Administrative Support for Service

Maintain Secure Volunteer Files



There are 4 categories of volunteers....

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For the Army to provide the essential elements of religion, thousands of volunteers need to be mobilized for service each week. The Chaplain Corps has the largest volunteer force in the Army.

- The USAG Stuttgart DRE, Brian Merry, reports 101 volunteers supporting Religious Education on any given week!
- In FY16, Q1, there were 6,630 RE volunteers spread across the Army.
- That is Religious Education, think about the quiet volunteers who are supporting your Religious Support Office and the other Essential Elements of Religion.

Say:

Here you see summarized some Chaplain requirements as spelled out in AR 165-1 and "Implementing Guidance Chapel Volunteer Management." (https://usachcstraining.army.mil/religious-education)

Say

All programs and all chapel Volunteers are supervised by an employee of the Chapel (a Chaplain, Religious Affairs Specialist, DRE or other Chapel Civilian Employee). Contractors may not provide this supervision.

The issues of volunteer management will be a large part of Lesson 8, "Chapel Personnel Management."





- 1. Child Protection applies to all essential elements of religion.
- 2. The DRE is ultimately responsible for each program or congregation on an installation.
- 3. Chaplains can decide which parts of child protection and volunteer management apply to their command.
- 4. Religious Education is separate from other essential elements of religion.
- 5. Chaplain Corps Child Protection Guidance is at https://usachcstraining.army.mil/rm.

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Planning and Directing Army RE programs might seem complicated, but it is manageable! The knowledge, skills, and abilities that you developed in your Religious Education studies and experience will sustain you in this work.

Send an email to the Course Instructors with an answer to each statement and a description of your rationales. Your Course Instructors will provide you with feedback.



REPORTING



- Religious Education Report (RER)
- Common Levels of Support (CLS)
- Installation Status Report (ISR)
- Volunteer Report



The screen shows a variety of the chapel reports that either directly or indirectly involve you.

Data from these reports are used by Chaplains, Commanders and "Big Army" to:

- 1. Assure Chapel compliance with Department of Defense (DOD) regulations, policies, and practices.
- 2. Develop Chapel courses of action for future religious support programming.
- 3. Determine staffing requirements for military and civilian personnel in our Chapels.
- 4. Determine funding requirements and sources.

Religious Education Report (RER): This quarterly report of all religious education (RE) programs in the Chapel is rolled up through the Region, and HQ IMCOM to the Chief of Chaplains. It tracks numbers of programs, RE hours, participants, *volunteers*, and total attendance at RE programs.

Chapel Volunteer Report: This annual report tracks numbers and types of Volunteers in your Chapel. This big picture report helps the Chief of Chaplains to paint the picture of garrison chapel ministry in broad strokes. Every year that painting reveals the huge impact you have as the largest volunteer force in the Army.

Chapel Activity Record (CAR): This IMCOM-Europe data gathering system has been adopted by other garrisons to improve data gathering and make these reports faster to generate.





RELIGIOUS SUPPORT PLAN

FM 1-05 Religious Support

SUMMARY

2-18. Providing meaningful religious support to Soldiers, Families, and authorized civilians can occur under widely differing circumstances. The requirements of unified land operations are more demanding now than ever. But the mission remains the same: providing meaningful religious support to Soldiers, Families, and authorized civilians. Chaplains and chaplain assistants remain at the heart of Soldier resiliency and Army Family resiliency. Chaplains and chaplain assistants are responsive and adaptable to the challenges of working in a complex security environment where chaplain sections and UMTs must plan, prepare, execute, and integrate religious support throughout all levels of war. Chaplains and chaplain assistants continue to sustain programs that nurture ethical decision making and facilitate religious formation and spiritual development as an inseparable part of unit readiness.

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For the entire Army Chaplain Corps, planning is a continuous process in preparation for present or future operations. It involves a detailed and systematic examination of all aspects of contemplated operations. Preparing the Religious Support Plan is essential to make future operations easier by permitting subsequent, rapid, and coordinated action among the UMTs, staff sections, and other elements of the command. It also keeps subordinate, higher echelon UMTs, and other elements of the command informed of possible requirements and keeps the command in a better position to respond to rapidly changing situations. Proper religious support planning permits the detailed and systematic examination of all factors involved in an operation, which will ultimately facilitate the mission execution for the UMT.



TERMINAL LEARNING OBJECTIVE



ACTION: Name the facets of program planning for all Soldiers, and authorized Civilians and Families.

CONDITIONS: In a DL environment, using exercises and reflective thinking on RE methods and the Army's pluralistic setting.

STANDARD: Remembering includes:

- Locate guidance on child protection and volunteer management.
- Recognize child protection requirements.
- · Define steps in program planning.
- Match EERs for synchronizing with RE programming.

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Instructor Note: Have students silently read the TLO.

Say:

This is the end of Lesson 6, "Planning and Directing Religious Education Programs."

For more information about Army Religious Education Programming, see the USACHCS Training Directorate Portal at https://usachcstraining.army.mil/religious-education.

If you are taking this course using Blackboard, then Lesson 7 will now be available.

If you have accessed this course in a different way, then email the Course Manager and Instructors your completed assignments. Once they have graded your results, they will provide further support to understand this lesson or will document your completion of Lesson 6.

All Lessons must be documented as complete by the Course Manager/Instructors to receive course credit.