For God and Country

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Army Chaplaincy Values (SACRED)

**Spirituality**
The bedrock of all faiths, providing meaning and direction in life.

**Accountability**
The means to measure how we practice what we preach.

**Compassion**
The Love that sees beyond the surface and discerns our common humanity

**Religious Leadership**
Interprets the role of leadership prophetically

**Excellence**
The standard for staff work and religious responsibilities.

**Diversity**
Being respectful of different views and ideas that are not like our own.
Army Values

Loyalty
- Bear true faith and allegiance to the U.S. Constitution, the Army, and other soldiers
- Be loyal to the nation and its heritage

Duty
- Fulfill your obligations
- Accept responsibility for your own actions and those entrusted to your care.
- Find opportunities to improve oneself for the good of the group

Respect
- Rely upon the golden rule
- How we consider others reflects upon each of us, both personally and as a professional organization

Selfless Service
- Put the welfare of the nation, the Army, and your subordinates before your own.
- Selfless service leads to organizational teamwork and encompasses discipline, self-control, and faith in the system

Honor
- Live up to all the Army values

Integrity
- Do what is right, legally and morally.
- Do what is right even when no one is looking.
- It is our “moral compass” an inner voice.

Personal Courage
- Our ability to face fear, danger, or adversity, both physical and moral courage.
Preface and Introduction

Welcome to the Chaplain Corps of the Army National Guard (ARNG). As a serving as a Chaplain Candidate (CC), 56X), you have a tremendous opportunity to serve God, soldiers, and their families. May you represent your Lord, your family, your faith group, the state, and the nation well. This handbook is intended to help you adjust to this new role and serves to provide some basic information pertaining to the role of a Chaplain Candidate. It is not intended to be an exhaustive manual, but rather a springboard to lead you into further exploration of your call as a Chaplain Candidate and an Army officer. May God bless your endeavor.

PURPOSE

ARNG Chaplain Candidate Handbook is intended to provide a basic reference tool for incoming and current Chaplain Candidates in the “your State” Army National Guard. It is impossible to provide all of the information that a Chaplain Candidate will need in order to be effective, but this handbook will be a starting point. It will be imperative for Candidates to continue their own personal and professional development as officers in the ARNG. This document is not intended to replace current Field Manuals (FM’s), Training Circulars (TC’s), or Army Regulations (AR’s), but rather as a supplement.

APPLICABILITY

The ARNG Chaplain Candidate Handbook is relevant to all Chaplain Candidates (current or incoming). It is also useful for Chaplains as a professional development tool for developing junior Chaplain Candidates. It should be augmented with current Army doctrine, guidance, and instructions.

USER INFORMATION

The proponent for this publication is the ARNG-OC Staff Chaplain.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

INTRODUCTION

The Chaplain Candidate (CC) program is a Department of the Army recruiting, training and educational program for perspective chaplains to fill projected demands for the active and reserve components. Soldiers who enter the program have a maximum of 6 years to complete their seminary degree and obtain their Ecclesiastical Endorsement from their denomination (Christian religions) or religious equivalent (Islam, Judaism, Buddhism) It is expected that the Candidate will maintain full-time status while in school. CCs have two main objectives that they must accomplish. The first is to finish seminary and meet the educational requirements for the Chaplaincy. The second is to complete the ecclesiastical requirements for endorsement. It is also critical to complete the Chaplain Initial Military Training (CIMT) and Chaplain Basic Officer Leadership Course (CH-BOLC).
History of the Chaplain Corps

Since 29 July 1775, when the Continental Congress approved chaplains to serve in the Army, approximately 25,000 Army chaplains have served as religious and spiritual leaders for 25 million Soldiers and their family members. From installations to deployed combat units, from service school platforms to military hospitals, Army chaplains and chaplain assistants, representing more than 100 different faith groups, have performed their ministries in one of the largest religiously pluralistic organizations in America and perhaps in the world.

Throughout these 232 years, the Army Chaplaincy has pioneered scores of programs for the welfare of Soldiers and their families. Always ready to be in dangerous and difficult places with their Soldiers, Army chaplains have placed their lives on the line in 7 major wars and more than 270 other combat engagements. Some 400 Army chaplains are known to have laid down their lives during times of conflict. Accounts of their dedication and courage are legion. Almost 14% of all Army chaplains since the Civil War have received battlefield decorations. Six have been awarded the Medal of Honor. Some 27 chaplains received the Distinguished Service Cross in World War I alone with examples of bravery beyond the call of duty.

Beside their chaplains since 1909, chaplain assistants have likewise served their country and their Soldiers with commitment and professionalism. Musician Calvin P. Titus, a volunteer chaplain assistant, was awarded the Medal of Honor in 1902 for heroism during the Boxer Rebellion in China. Corporal Greene Strother, a chaplain assistant in the 11th Infantry Regiment, received the Distinguished Service Cross for capturing 14 prisoners and their machine guns at Vieville, France in 1918. Eight additional chaplain assistants died in Vietnam from 1966-1971 while serving with their chaplains. One chaplain assistant was killed at the World Trade Center in New York on 11 September 2001 while attempting to rescue victims of the terrorist attacks there.

Since 1995 chaplains and chaplain assistants have served in more than 120 foreign countries including Afghanistan and Iraq. Their mission has always been clear, to bring God to soldiers and soldiers to God. Unappreciated at times, their love of God, Country, and the American Soldier has been a beacon of light, a message of hope and a source of encouragement for all those who have served our nation.

(from Dr. John Brinsfield, Chaplain Corps Historian, NOV 07)

Branch Insignia

Christian Faith: A silver color Latin Cross, one inch in height. The insignia was adopted in 1898.
Jewish Faith: A double tablet bearing Hebrew numerals from 1 to 10 surmounted by two equilateral triangles, all of silver color, one inch in height. The insignia for chaplains of the Jewish faith was adopted in 1918.
Buddhist Faith: A silver color dharma cakra, one inch in height. The insignia was adopted in 1990.
Muslim Faith: A silver color crescent, one-inch in height. The insignia was approved on 8 January 1993.
Hindu Faith: A silver color Sanskrit syllable for the Hindu sound “OM,” one inch in height. The insignia was approved on 18 May 2012.
Branch Plaque

The plaque design has the emblem of the Office of the Chief of Chaplains in proper colors. (The rays and sun are yellow; the dove is white; the olive branch is green; and the book is garnet with white pages and yellow edges, the detail of the edges and straps are brown, the buckles and strap tips are yellow and the letters on the book are yellow). The background is oriental blue and the designation and border are gold.

Regimental Insignia

A gold color metal and enamel device 1 1/4 inches in height consisting of a shield, crest and motto blazoned: Azure (oriental blue) issuant in chief a demi-sun radiant to base or and in chief overall a dove, wings outstretched Argent, beak to base holding a sprig of olive Vert an open book of the second. Attached below the shield a blue scroll inscribed "PRO DEO ET PATRIA" in gold. The crest is blazoned: On a wreath of the colors Or and Azure (oriental blue), issuant in base a shepherd's crook between the numerals "17" and "75," all of the first in front of an expanse of the heavens Proper issuing to base rays of gold, all enclosed by two palm branches of the first. The regimental insignia was approved on 4 June 1986 and revised on 11 February 1993 to add the motto on the book in lieu of the Christian and Jewish insignia.

SYMBOLISM OF REGIMENTAL INSIGNIA

The sun and rays allude to the provision and presence of God in nature. The dove with olive branch, a traditional symbol of peace, embodies the Corps' mission in the Army to deter war and strive for peace. The pages of the open Bible represent the primacy of God's Word. The blue is representative of the heavens and alludes to the spiritual nature of the mission of the Chaplain Corps. The rays represent universal truth and the surrounding palm branches spiritual victory. The shepherd's crook is emblematic of pastoral ministry and was the first symbol used to identify Chaplains in the Army. The numerals "1775" commemorate the date of the establishment of the Army Chaplain Corps. The motto "PRO DEO ET PATRIA" translates FOR GOD AND COUNTRY.

BRANCH COLORS

Black - Chaplains have used black since 1835. In regulations dated that year, a black coat was prescribed for Chaplains.

BIRTHDAY

29 July 1775. The legal origin of the Chaplains is found in a resolution of the Continental Congress, adopted 29 July 1775, which made provision for the pay of chaplains. The Office of the Chief of Chaplains was created by the National Defense Act of 1920.

REGIMENTAL COAT OF ARMS

A coat of arms is not authorized for the Chaplain Corps. The regimental flag consists of the regimental insignia on a dark blue background with yellow fringe. Below the insignia is a yellow scroll doubled and inscribed "CHAPLAIN CORPS" in oriental blue.
Religious Support for the Army

*Excerpted from FM 1-05, Religious Support (October, 2012)

RELIGIOUS SUPPORT FOUNDATIONS

1-1. On June 14, 1775, the 2nd Continental Congress established by resolution the American Continental Army authorizing ten companies of expert riflemen to support the American Revolution. In July of 1775, the Continental Congress provided for the appointment and pay of chaplains for the Army. That appointment provided the Army with a dedicated and intentional means to support the religious needs of the American Soldier fighting for our nation’s freedom and forever linked the chaplaincy with the operational mission of the U.S. Army.

1-2. The passing of the Constitution and the Bill of Rights enshrined into public law our nation’s fundamental liberties. Within the Bill of Rights (the first ten amendments to the Constitution), the First Amendment guarantees all Americans the right to the free exercise of their religious beliefs and prohibits the government from establishing a religion. This constitutional principle is firmly embedded in the statutory foundations of the Army.

1-3. The Army Chaplaincy is established to advise and assist commanders in the discharge of their responsibilities to provide for the free exercise of religion in the context of military service as guaranteed by the Constitution, to assist commanders in managing Religious Affairs and to serve as the principal advisors to commanders for all issues regarding the impact of religion on military operations. Chaplains may participate in operational planning and advise the command and staff on matters as appropriate, consistent with this noncombatant status. (DODD 1304.19)

1-4. At every echelon of the force, the chaplaincy is the Army’s primary agency for ensuring the right to free exercise of religion for Soldiers on behalf of the commander. The chaplains and chaplain assistants, from the Chief of Chaplains down to battalion UMTs, fulfill this core and essential responsibility. Based upon the requirements of the operational mission, a Soldier exercises this right in a number of ways to include:
- Worshipping according to one’s faith.
- Seeking religious counsel and care.
- Keeping holy days and observances.
- Participating in rites, sacraments, and ordinances.
- Practicing dietary laws.

MISSION

1-5. The mission of the Army Chaplain Corps is to provide religious support to the Army across unified land operations by assisting the commander in providing for the free exercise of religion and providing religious, moral, and ethical leadership. Chaplains and chaplain assistants perform or provide and coordinate religious support to the Army. Throughout our history, chaplains and chaplain assistants have served alongside combat Soldiers, enduring the same hardships, and bearing the same burdens. They are
members of the profession of arms. Religious support in the Army has no civilian equivalent. Chaplains execute their distinct religious support mission for Soldiers, members of other military services, Family Members, and/or authorized civilians in a variety of geographical locations, operational situations, and circumstances.

1-6. The Army is the principal land force, organized, trained, and equipped to conduct prompt and sustained operations on land. On land combatants come face-to-face with one another in close combat. Close combat is defined as warfare carried out on land in a direct fire fight, supported by direct, indirect, and air-delivered fires. No other form of combat requires as much of Soldiers. Chaplains and chaplain assistants must be able to deliver religious support during close combat while coping with the physical, moral, and psychological demands close combat places on themselves and the Soldiers they serve.

1-7. The uncertainty and complexity of future armed conflict confront our nation and our Army. To accomplish future missions, the Army requires forces that exhibit a high degree of operational adaptability. Operational adaptability is the ability to shape conditions and respond effectively to a changing operational environment with appropriate, flexible, and timely actions. Operational adaptability impacts the way chaplain sections and UMTs provide religious support. The Army requires chaplains and chaplain assistants that are adaptable and flexible in order to successfully function in an operational environment that is complex and uncertain, marked by rapid change, and executed over extended distances in difficult terrain. The Army requires trained chaplains and chaplain assistants capable of critically assessing the operational situation and quickly adapting religious support operations to sustain Soldiers in close combat.

ORGANIZATION

1-8. Chaplain sections and UMTs consist of at least one chaplain and one chaplain assistant, based on organizational requirements. Army chaplains and chaplain assistants form a UMT at brigade and below, and chaplain section at echelons above brigade. The chaplain section or UMT is identified according to a modified table of organization and equipment (MTOE) or a table of distribution and allowances (TDA) in an Army force. A UMT assigned to an MTOE unit is known as a mission unit UMT. Chaplain sections and UMTs are embedded into the Army force structure as organic and central to the organization. The chaplain section or UMT is authorized by the MTOE for units whose primary mission is warfighting. The chaplain section or UMT deploys with the unit and provides religious support for all units assigned or attached by task organization during each phase of the operation. Religious support requires the assignment and deployment of chaplains and chaplain assistants at all echelons, beginning at battalion.

CHAPLAIN CORPS CAPABILITIES

1-9. The Army requires the capability to provide religious support and the capability to advise commanders on the impact of religion. These two required capabilities reflect the dual role of the Chaplain Corps: religious leader and religious staff advisor.

• As a religious leader, the Army requires the capability to perform or provide religious support across extended distances, which accommodates the Soldier’s right to the free
exercise of religion, and support resiliency efforts to sustain Soldiers in combat. Religious support operations sustain the individual Soldier, extending upward throughout the entire command structure and outward to the broadest command audience authorized. Religious support is comprehensive because each Soldier has his or her own definition of what constitutes religious support. While not every religious need of every soldier can be met in combat, chaplains and chaplain assistants seek to meet as many needs as possible.

- As the religious staff advisor, the chaplain advises the commander and staff on religion and its impact on all aspects of military operations.

**RELIGIOUS LEADER**

1-10. Leadership is defined by the Army as influencing people by providing purpose, motivation, and direction while operating to accomplish the mission and improve the organization. As religious leaders, chaplains perform or provide the delivery of religious support to the Army. As a leadership team, chaplain sections or UMTs support the commander’s responsibility to provide for the free exercise of religion for all authorized personnel. The chaplain performs or provides religious support that meets the religious and spiritual requirements of the unique military culture. Religious support includes providing those aspects of religious education, clergy counsel, pastoral care, authentic worship, and faith group expression that would otherwise be denied as a practical matter to Soldiers under the varied circumstances of military contingencies. At higher levels of command, it includes supervising and synchronizing the religious support operations of multiple subordinate chaplains and chaplain assistants across the larger area of operations.

1-11. Chaplains and chaplain assistants plan, prepare, execute and assess religious support in support of unified land operations. In its planning process, a chaplain section or UMT plans for three categories of religious support for the Army:

- Unit support. This covers the unit to which the chaplain and chaplain assistant are assigned or attached and is normally the first priority of support.
- Area support. This covers Soldiers, members of the joint force, and authorized civilians who are not a part of the assigned unit, but who operate within that unit’s area of operations.
- Denominational or distinctive faith group support. This covers Soldiers and other authorized persons of the chaplain’s denomination.

**Note:** Availability of denomination-specific chaplains or distinctive faith group leaders and mission requirements may limit the availability and timeliness of this support.

1-12. As credentialed religious leaders, who are themselves guaranteed the free exercise of religion, chaplains cannot perform religious support contrary to their faith tradition, tenets, and beliefs.

**RELIGIOUS STAFF ADVISOR**

1-13. As a member of the unit’s staff, the chaplain serves as the religious staff advisor to the commander and staff. Chaplains provide religious, moral, and ethical leadership to the Army by advising the commander on these issues and their impact on Soldiers.
Family Members, and unit operations. Chaplains advise commanders on the moral and ethical nature of command policies, programs, actions, and the impact of such policies on Soldiers and Families. They advise the command on such issues as—
- Accommodation of religious needs and practices for Soldiers, Families, and authorized civilians to support the free exercise of religious beliefs.
- Religious and ethical issues in the area of operations and the potential impact on mission accomplishment.
- The needs and concerns of Soldiers, Families, and authorized civilians, to include suicidal ideation, alcohol or drug abuse, or other at-risk behaviors that impact mission accomplishment.
- Marital and parenting stressors resulting from extended deployments for training or operations.
- Morale as a unit recovers from combat operations.

1-14. The chaplain advises the commander on the impact of religion within the unit and how religion impacts the unit’s mission throughout its area of operations. Internally, the chaplain is responsible for advising the command on the religious practices of Soldiers within the command. This can include identifying holy days, specific worship requirements, dietary requirements, and wearing of religious garments. Externally, the chaplain advises the command on the specifics of the religious environment within their area of operations that may impact mission accomplishment. This can include indigenous religions in the area of operations, holy days that could impact military operations, and the significance of local religious leaders and structures. Chaplain sections and UMTs can work within boards, bureaus, centers, cells, and working groups to integrate their respective expertise and knowledge with the collective expertise of the staff in order to focus on specific problem sets to provide coherent staff recommendations to the commander.

1-15. As a staff advisor, the chaplain executes religious support planning by actively integrating into the Military Decision Making Process (MDMP). To effectively deliver religious support to Soldiers, the chaplain is responsible for planning the religious support operations within the command that support the operational mission and coordinating the support necessary for mission success. Religious support operations are continuous, detailed, systematic, relevant, and responsive to the needs of the Army population. Religious support must be more than minimal presence and a hurried service by the UMT. Religious support planning is critical to ensuring religious support operations are more predictive rather than reactive. The vision of the chaplaincy is providing the right religious support in the right place at the right time.

RELIGIOUS SUPPORT CORE COMPETENCIES

1-16. Competencies provide a clear and consistent way of conveying expectations for Army leaders. The core-leader competencies stem directly from the Army definition of leadership. The core competencies emphasize the roles, functions, and activities of what
leaders do. Competencies are demonstrated through behaviors that can be readily observed and assessed by a spectrum of leaders and followers: superiors, subordinates, peers, and mentors. Within the two required capabilities, chaplains fulfill three basic core competencies. These three competencies provide the fundamental focus and direction as the Chaplain Corps executes its mission of ensuring the right to free exercise of religion for Soldiers:

• Nurture the living. In preparation for missions that span the range of military operations and during the execution of those missions, chaplains and chaplain assistants develop and execute a religious support plan (RSP) that seeks to strengthen and sustain Soldiers and Family Members.

• Care for the wounded. During the execution of decisive action, chaplains and chaplain assistants bring hope and strength to those who have been wounded and traumatized in body, mind, and spirit, by assisting in the healing process. Chaplains and chaplain assistants also provide religious support, pastoral care, comfort, and hope to the dying. Through prayer and presence, the chaplain section or UMT provides the Soldier with courage and comfort in the face of death.

• Honor the dead. Our nation reveres those who have died in military service. Religious support honors the dead. Memorial ceremonies, services, and funerals reflect the emphasis the American people place on the worth and value of the individual. Chaplains conduct these services and ceremonies, fulfilling a vital role in rendering tribute to America’s sons and daughters who paid the ultimate price serving the nation in the defense of freedom.

**RELIGIOUS SUPPORT FUNCTIONS**

1-17. Commanders provide opportunities for the free exercise of religion through their chaplains and chaplain assistants. The chaplain sections or UMTs provide religious support by executing specific functions. Commanders expect chaplains and chaplain assistants to understand the tasks associated with these functions. A partial, descriptive list of the religious support functions a chaplain section or UMT may use to accomplish the operational religious support mission includes:

• Advising the command on religion, morals, morale, and ethical issues.
• Leadership of religious worship.
• Administration of religious rites, sacraments, and ordinances.
• Provision of pastoral care and counseling.
• Teaching and management of religious education.
• Family-life ministry (division/expeditionary support command (ESC)).
• Provision of professional support to the command and staff.
• Management and administration of personnel, facilities, and funds necessary to the religious support mission.
• Liaison with local or host-nation religious leaders as directed by the commander.
• Conduct of religious support planning, training, and operations.

**RELIGIOUS SUPPORT DUTIES AND RESPONSIBILITIES**

1-28. Commanders, chaplains, and chaplain assistants have distinct duties and responsibilities in providing religious support to the Army.
COMMANDER

1-29. Commanders provide for the free exercise of religion for Soldiers, Families, and authorized civilians. To ensure readiness across the range of military operations, commanders enable religious support functions as prescribed in Army regulations. The Army accommodates religious practices when such accommodations do not impede military readiness or hinder unit cohesion, standards, health, safety or discipline. Accommodating religious practices is weighed against military necessity and not guaranteed at all times. (See AR 600-20, Army Command Policy, 18 March 2008, for religious accommodation guidance.)

CHAPLAIN

1-30. The duties of chaplains operating within their dual roles of leader and advisor are prescribed by law, Department of Defense (DOD) policy, Army regulations, religious requirements, and Army mission. Per U.S.C. Title 10, chaplains perform or provide religious support to U. S. military and authorized civilians. Chaplains advise the commander and staff on religion and its impact on all aspects of military operations. Chaplains remain accountable to their assigned chain of commands and the chaplain technical staff channels up through the chief of chaplains. Commanders are expected to collaboratively support this dual accountability. Chaplains also remain fully accountable to their endorsing faith groups. Chaplains are noncombatants and do not bear arms. Chaplains do not have command authority.

1-31. To fulfill their function as staff advisors, chaplains require at least a secret clearance. This allows them access to the unit operations center and ensures that the chaplain is involved in the unit’s operational planning process.

1-32. In addition, chaplains may perform other tasks such as—
• Exercising supervision and technical supervision over subordinate chaplains and chaplain assistants.
• Training and supporting subordinate chaplains and chaplain assistants.
• Providing religious and moral leadership by personal example to the command.
• Coordinating religious support with higher and adjacent headquarters chaplains and chaplain assistants.
• Translating operational plans into religious support priorities for development of a religious support plan.

CHAPLAIN ASSISTANT

1-33. The chaplain assistant is a combatant trained in tactical, religious support, and staff skills. The assistant requires a secret clearance to coordinate with other staff sections within the unit’s operations center. The chaplain assistant integrates the UMT into the unit security mission and accompanies the chaplain throughout the area of operation. Under the direction of the chaplain, the chaplain assistant coordinates and synchronizes religious support for the unit. In the chaplain’s absence, the chaplain assistant continues the religious support mission for the commander as a staff representative, but does not assume the religious leadership role of the chaplain. If assigned as a supervisory
chaplain section or UMT noncommissioned officer in charge (NCOIC) to a brigade and above, the chaplain assistant will hold the additional skill identifier of 2S.

1-34. Under the supervision of the chaplain, the chaplain assistant—
• Assists in religious support planning, preparation, execution, and training (movement, sustainment, rehearsals and survivability).
• Coordinates for and supervises section activities (equipment maintenance, sustainment support, classified data systems and access).
• Assesses Soldier morale and advises the chaplain accordingly.
• Assists the chaplain in conducting Soldier nurture and care (pre-counseling interviews and traumatic event management).
• Serves as section liaison to the unit command sergeant major and as an NCOIC, provides technical supervision and training to all subordinate chaplain assistants.

SUMMARY
1-35. Religious support to the Army is founded on historic precedent and constitutional, legal, and regulatory requirements. Chaplains serve as the agents for commanders to provide for the freedom of religion for every Soldier, Family member, and authorized civilian. The chaplain performs or provides religious support on behalf of the commander. Both the chaplain and chaplain assistant are fully committed to maintaining the highest moral standards, as well as Army and Chaplain Corps values at all times in pursuit of the religious support mission.

1-36. Future operations require chaplains and chaplain assistants who are both adaptable and flexible. These attributes remain a requirement since operational environments continue to be complex and uncertain, executed over extended distances in difficult terrain, and marked by rapid change and a wide variety of threats.

1-37. Chaplains deliver religious support through two required capabilities: provide and advise. Within the two required capabilities, chaplains and chaplain assistants fulfill three basic core competencies: nurture the living, care for the wounded, and honor the dead. These three competencies provide the fundamental focus and direction as the chaplaincy executes its mission of ensuring the free exercise of religion for Soldiers. As a branch, the Chaplain Corps remains committed to providing religious leadership for the entire Army Family. “Pro Deo Et Patria—For God and Country.”

U.S. Constitution, Bill of Rights, Amendment I: Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the government for a redress of grievances.
NATIONAL GUARD UNITS, 54 STATES AND TERRITORIES
The units in the National Guard consist of Army National Guard forces and Air National Guard Forces. The Headquarters for the State is the called Joint Force Headquarters, (JFHQ). It is led by The Adjutant General (TAG). The Adjutant General reports directly to the Governor of the State and also reports to the Directorates of the Army and Air National Guard.

TYPICAL BATTALION COMMAND AND STAFF STRUCTURE
*Excerpted from FM 3-21.20, The Infantry Battalion (DEC 06)

HEADQUARTERS SECTION
1-7. The headquarters section includes the battalion command section and the coordinating, special, and personal staff members.

Battalion Command Section
1-8. The battalion command section consists of the battalion commander, the battalion executive officer (XO), the battalion command sergeant major (CSM), and supporting enlisted Soldiers such as vehicle drivers. The commander locates where he can observe and influence the critical points and actions on the battlefield and communicate orders and guidance.

Battalion Executive Officer
1-9. The battalion XO exercises the duties and responsibilities of second in command, chief of staff, and logistics coordinator. His primary duties include—
• Exercising command in the absence or incapacitation of the commander.
• Integrating and synchronizing staff activities to optimize control of battalion operations.
• Directly supervising the battalion main command post.
• Overseeing the synchronization of information management within the battalion.
• Closely monitoring administrative and logistics issues within the battalion.
• Executing any other duties prescribed by the commander.
• Supervising military decision-making process (MDMP) and orders production.
• Managing commander’s critical information requirements (CCIR).

Battalion Command Sergeant Major
1-10. The CSM is the senior noncommissioned officer (NCO) within the battalion and advises the commander concerning the enlisted ranks. He is the battalion’s senior enlisted trainer and works closely with company commanders when coaching and training company first sergeants and platoon sergeants. He acts as the commander’s representative in supervising aspects vital to battalion operations, as determined by the commander and by himself.

Battalion Coordinating, Personal, and Special Staffs
1-11. The battalion coordinating staff consists of the sustainment section (S-1 and S-4), the intelligence section (S-2), the operations section (S-3), the communications officer (S-6), the liaison officer (LNO) and, if authorized, the civil-military operations officer (S-5). The personal staff includes the chaplain and the CSM. Special staff officers include other personnel with specific technical and functional area expertise such as the fire support officer (FSO), the chemical officer (CHEMO), the FSC commander, and the battalion surgeon. All staff elements assist the commander with planning, organizing, employing, and sustaining the battalion.

Sustainment Section
1-12. The sustainment section consists of the human resources (S-1) and logistics sections (S-4).
**Human Resources Section**

1-13. The human resources or S-1 section, led by the battalion adjutant, is responsible for maintaining unit strength and conducting personnel actions. The S-1 identifies and reports critical human resources shortages to the commander and higher headquarters. The S-1 section ensures assigned personnel transition smoothly into and out of the battalion. It handles routine day-to-day tasks such as preparing battalion status and strength reports, monitoring and preparing personnel awards and orders, scheduling, and other administrative support as required. During tactical operations, the S-1 section operates with the S-4 section to provide support to the battalion, including unit strength reporting to higher headquarters and coordination of unit replacements as directed by the battalion commander. Elements of the S-1 locate with the FSC (Forward Support Company) to receive and sort mail, to monitor and track battalion personnel changes, such as receiving incoming replacements or outgoing Soldiers, and tracking casualty and KIA (Killed in Action) flow as they return to or through the BSA (Brigade Support Area). Casualty tracking continues through Level III care. The S-1 is also the staff point of contact (POC) for activities such as inspector general, public affairs, and judge advocate general issues. The S-1 coordinates the medical platoon leader’s actions when he is in his role as special staff.

**Logistics Section**

1-14. The logistics or S-4 section, led by the battalion logistics officer or S-4, is responsible for providing logistical planning and support to the battalion and operates the battalion’s combat trains command post (CTCP). The S-4 functions as the commander's primary logistics planner, with assistance from the FSC commander, and provides timely and accurate logistical information required to support and sustain the individual maneuver companies and specialty platoons with all classes of supply. The S-4 section staffs the CTCP in conjunction with elements of the S-1 section and FSC personnel. The CTCP provides human resource and logistics reporting (on hand status and forecasted requirement) to the FSC and the brigade support battalion (BSB) command post (CP). It also coordinates logistics resupply and unit replacements as required. The CTCP functions as the alternate battalion tactical operations center (TOC) and monitors the current fight. As such, the S-4 and the logistics section anticipate the logistical requirements of the battalion and ensure the XO is knowledgeable of the unit’s status.

**Intelligence Section**

1-15. Intelligence is one of the commander's most important decision-making tools. The S-2 section is responsible for providing timely and accurate intelligence analyses and products in support of the commander, staff, and subordinate units. The S-2 supervises and coordinates collection, processing, production, and dissemination of intelligence, and integrates this into the S-3’s operational planning for tasking. The section makes analytical predictions on when and where enemy, noncombatant, and weather effects will occur. It also provides analysis on the effects of the battlefield environment on friendly and enemy courses of action and capabilities. The S-2 is responsible for evaluating the enemy in terms of doctrine and or pattern analysis, order of battle, high-value and high-pay-off targets, capabilities, and vulnerabilities. In conjunction with the XO and S-3, the S-2 coordinates the battalion staff’s recommended priority intelligence requirements (PIR) for inclusion in the commander’s critical information requirements (CCIR). The S-2 section integrates staff input to intelligence preparation of the battlefield (IPB) products for staff planning, decision-making, targeting, and combat assessment. The S-2 also plans and manages intelligence, surveillance, and reconnaissance (ISR) operations in coordination with the S-3 and FSO (Fire Support Officer). The S-2 or his intelligence representative also participates in the targeting meetings to provide the most current threat information to assist with updating the target priority and methods of delivery.

**Operations Section**

1-16. The S-3 section is the commander’s primary staff for planning, coordinating, prioritizing, and integrating all battalion operations. The S-3 section runs the battalion main CP (Command Post), under XO supervision. The S-3 is generally the senior staff member of the tactical CP, commonly called the TAC, if the commander employs one. The operations section’s main duties are to plan, prepare and produce the battalion operations orders, control current operations, and coordinate critical support operations, as required, with the other staff sections. In addition, the operations section develops and synchronizes the intelligence, surveillance, and reconnaissance (ISR) collection plan. They also manage the battle rhythm of the TOC (Tactical Operations Center), to include orders production; battle tracking, operations updates and briefings, rehearsals, receipt of reposts, and reports to higher headquarters.
Communications Section
1-17. The communications section, led by the S-6 communications officer, is responsible for all communications for the battalion. Together, they ensure proper setup and operation of all communications equipment in the TOC, TAC, CTCP, and the field trains CP. The communications section also ensures all retransmission (retrans) operations for the battalion are set up and operational. The section monitors maintenance on communications equipment and performs 10-and 20-level maintenance when necessary.

Liaison Section
1-18. The liaison section is comprised of one LNO (Liaison Officer) and an enlisted assistant. The joint and multinational nature of operations requires that the battalion have the capability to conduct liaison operations. The liaison team facilitates and coordinates the operations of the battalion with other units or agencies as directed by the battalion commander. During combat operations, the LNO keeps other units informed of the status, disposition, and location of the battalion, and assists in deconflicting boundaries and fires with adjacent units. The LNO section is normally augmented with interpreter support when conducting multinational operations. During the conduct of stability operations and civil support operations, the LNO can also act as a coordinator with the civilmilitary operations center (CMOC), governmental and nongovernmental organizations, as required.

Unit Ministry Team
1-19. The unit ministry team (UMT) is composed of a chaplain and one enlisted chaplain's assistant. The unit ministry team facilitates and coordinates religious support across the battalion’s area of operations (AO). The chaplain is also a special staff member who serves as a confidential advisor to the commander on the spiritual fitness and ethical and moral health of the command. The unit ministry team advises the commander on humanitarian aspects and the impact of command policies on indigenous religions. He provides and coordinates privileged and sensitive personal counseling and pastoral care to the unit’s command, Soldiers, authorized civilians, and families. The unit ministry team locates where it can best coordinate, communicate, and facilitate religious support. The S-1 section in the CTCP is normally the coordinating staff that monitors UMT activities and location.

HEADQUARTERS COMPANY
1-20. The headquarters company consists of the HHC headquarters and the battalion’s specialty and medical platoons, and the communications section. The HQ Company provides intelligence, fire support, protection, and very limited sustainment to the battalion through its specialty platoons and HQs section. The attached FSC provides most sustainment to the battalion.

Company Headquarters Section
1-21. The company headquarters section provides the immediate leadership, supply, and human resources support to all HHC personnel, including the battalion’s command group, coordinating, special, and personal staff, and specialty platoons and squads. It includes the HHC commander, first sergeant (1SG), executive officer, and supporting supply and chemical sections. In a tactical environment, the HHC HQ section provides flexibility to the battalion commander. The HHC commander, 1SG, and XO do not have a set location from where they conduct their duties and as such, can be placed where they can most effectively help the battalion to execute the mission. The 1SG is the company’s senior NCO and typically is its most experienced Soldier. He is the commander’s primary logistics and tactical advisor, and should be an expert in individual and NCO skills. He is the company’s primary internal logistics operator and assists the commander in planning, coordinating, and supervising all logistical activities that support the company’s mission. He operates where the commander directs or where his duties require him.

PEOPLE TO KNOW AS A CHAPLAIN CANDIDATE
Here are some of the people whom have a part to play in your time as a Candidate (and beyond). Take the time to know what resources each of these people have to offer you. Keep in contact and get advice from them often. Remember that it is the responsibility of
the subordinate unit to establish communication with the higher headquarters. (i.e. contact your boss before he/she contacts you – keep them informed)

**IN THE CHAPLAIN CORPS**

**STATE CHAPLAIN**
Each individual State Chaplain provides religious support to the Joint Force Headquarters (JFHQ), serves as the personal staff for The Adjutant General (TAG) and oversees the provision of religious support by the chaplain corps for the entire state. The State Chaplain is the person primarily responsible for implementing and managing the Chaplain Candidate program for the state. They also determine where Chaplains and Candidates will be assigned or attached in order to support the state’s mission.

**STATE CHAPLAIN ASSISTANT**
The State Chaplain Assistant is the senior enlisted chaplain assistant (56M) in the state and supports the state chaplain in providing religious support. Ensure that you keep this individual informed of any changes to your contact information. Verify that the State Chaplain Assistant (normally an E9/CSM) has you on the distribution list for Chaplain and Chaplain Candidate related information (like Chaplain School newsletters). The State Chaplain Assistant and the Chaplain Assistant for your Senior Chaplain are good resources to determine what tasks your unit’s Chaplain Assistant needs to be training on. Don’t neglect this valuable resource.

**BRIGADE (BDE) OR DIVISION (DIV) CHAPLAIN**
The BDE (Brigade) or DIV (Division) Chaplain is the individual that will assist you, the Candidate, in becoming a fully qualified chaplain. The BDE or DIV Chaplain is your confidant and first point of contact with regard to mission and assignments. He or she will mentor you and give you guidance as you are accessioned as a chaplain. You are responsible to seek their mentorship and keep them up to date with what you are doing. As a Candidate, you will need to request all of your mission-specific tasks through them to ensure military compliance.

*Example:* As a candidate, you are asked to perform a Benediction at a Change of Command ceremony. You are not allowed to do this mission directly, regardless of your proficiency. You MUST request authorization through your Senior/Supervisory Chaplain. If granted, proceed with the mission and report back to your supervisor at the completion of the mission.

**SUPERVISORY CHAPLAIN**
As a Chaplain Candidate, this is typically the chaplain for the unit you are assigned or attached to. Stay in communication with your Supervisory Chaplain. They are responsible for your mentoring as a new Chaplain/Candidate. Utilize their expertise, experience and frequently ask for their feedback. They are also responsible for your evaluations and are the senior rater for your AER (Academic Evaluation Report).

When you are not working directly with them, let them know what training you’ve done and when assigned a mission, let them know when you complete it. Any questions or problems you have should be directed to your supervisory chaplain first.

**FULL-TIME SUPPORT CHAPLAIN**
Most States now have Full Time Support Chaplains. This person is an invaluable resource who will greatly assist you in your career. The Full Time Support Chaplain is a full time Army Chaplain stationed in your State assisting the State Chaplain and the leadership of the State in the implementation of the Adjutant General’s and Governor’s military ministry needs. They can be Active Guard Reserve, AGR or Federal Technician, functioning in a dual status of being a Federal technician and M-Day drilling Soldier.
SUPPORTING THE CHAPLAIN CORPS

STATE SPECIALTY BRANCH OR OFFICER STRENGTH MANAGER
This is the officer who managed your inprocessing as a Chaplain Candidate. You will need to keep the Officer Strength Manager, (OSM), informed of your progress and expected completion date for your schooling. Some States have designated Specialty Branch recruiters, usually they are AMEDD or Warrant Officers that work the professional branches, Chaplain, Medical, and Lawyers. The OSM should be involved in tracking your progress with Chaplain Initial Military Training, (CIMT) and CH-BOLC as well. In order to become an actual Chaplain, you will need to submit a packet similar to the one you submitted to become a Chaplain Candidate. Six months prior to graduating from your Master’s level schooling, contact the recruiter that worked your packet in DCA to initiate your Chaplain packet. A critical part of this packet is a signed DD2088 (Official Endorsement) from your approved and federally recognized endorsing agency. Ensure that you know what this agency requires of you in order to sign this form. The OSM can also be a resource to get questions answered regarding any incentives or benefits associated with becoming a Chaplain Candidate or Chaplain. They also track who is assigned in which unit and should be informed as a courtesy if you ever change units.

IN YOUR ASSIGNED/ATTACHED UNIT
These are the individuals who will be available to you day in and day out.

UNIT OIC
This individual will be one of your primary unit contacts. In many cases, the Unit OIC is also the battalion/squadron XO. The unit OIC will be your POC for officer related questions that you may have. The unit NCO’s may not be as involved in officer actions as they would be for NCO or enlisted actions. Meet and talk with your Unit OIC. Discover when, where, and in what format the unit training meetings occur and if you are expected to be a part of them. These may occur via teleconference or video conference. Ensure that you are on this individual’s distribution list so that you are made aware of any critical unit related issues or information in a timely manner. This will help you anticipate needs and support the commander more fully.

UNIT READINESS NCO
Your unit readiness NCO is your “one-stop shopping” source of info and support. Since you are typically assigned to the Headquarters and Headquarters Company/Troop, you should be looking for the HHC/HHT Readiness NCO. Touch base with this individual for all administrative actions and have them direct you to the next step. They will be responsible for tracking your info and will know all of the minute details that are involved in routine personnel actions. If you coordinate directly with someone else (i.e. directly with the S1 shop), then at a minimum, give your readiness NCO an FYI on what you did/were doing so that they do not get blind sided.
CH 3 – Don’t Shoot Yourself in the Foot! Inprocessing

“I (state your name), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of (blank) against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I will obey the orders of the President of the United States and the Governor of the State of Minnesota, that I make this obligation freely, without any mental reservations or purpose of evasion, and that I will well and faithfully discharge the duties of the Office of (Rank) in the Army National Guard of the State of Your inupon which I am about to enter, so help me God.” (NGB 337, Oaths of Office)

Oath of Office
Upon taking the oath to become an Army leader, Soldiers, and Army civilians enter into a sacred agreement with the Nation and their subordinates. The men and women of the Army are capable of extraordinary feats of courage and sacrifice as they have proven on countless battlefields from the Revolutionary War to the War on Terrorism. These Soldiers and Army civilians display great patience, persistence, and tremendous loyalty as they perform their duty to the Nation in thousands of orderly rooms, offices, motor pools, and training areas around the world, no matter how difficult, tedious, or risky the task. In return, they deserve competent, professional, and ethical leadership. They expect their Army leaders to respect them as valued members of effective and cohesive organizations and to embrace the essence of leadership.

A CHAPLAIN (and Chaplain Candidate) IS A LEADER & AN OFFICER

ARMY LEADERS
An ideal Army leader has strong intellect, physical presence, professional competence, high moral character, and serves as a role model. An Army leader is able and willing to act decisively, within the intent and purpose of his superior leaders, and in the best interest of the organization. Army leaders recognize that organizations, built on mutual trust and confidence, successfully accomplish peacetime and wartime missions. The leadership requirements model outlines the attributes and competencies needed by Army leaders.

Leadership Requirements Model [BE, KNOW, DO]

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Organizations have many leaders. Everyone in the Army is part of a chain of command and functions in the role of leader and subordinate. Being a good subordinate is part of being a good leader. All Soldiers and Army civilians, at one time or another, must act as leaders and followers. Leaders are not always designated by position, rank, or authority. In many situations, it is appropriate for an individual to step forward and assume the role of leader. It is important to understand that leaders do not just lead subordinates—they also lead other leaders.

Everyone in the Army is part of a team, and all team members have responsibilities inherent in belonging to that team.

**ARMY OFFICERS**

Commissioned Army officers hold their grade and office under a commission issued under the authority of the President of the United States. The commission is granted on the basis of special trust and confidence placed in the officer’s patriotism, valor, fidelity, and abilities. The officer’s commission is the grant of presidential authority to direct subordinates and subsequently, an obligation to obey superiors. In the Army, commissioned officers are those who have been appointed to the rank of second lieutenant or higher or promoted to the rank of chief warrant officer 2 or higher.

Commissioned officers are essential to the Army’s organization to command units, establish policy, and manage resources while balancing risks and caring for their people. They integrate collective, leader and Soldier training to accomplish the Army’s missions. Commissioned officers fill command positions. Command makes officers responsible and accountable for everything their command does or fails to do. Command, a legal status held by appointment and grade, extends through a hierarchical rank structure with sufficient authority assigned or delegated at each level to accomplish the required duties.

Serving as a commissioned officer differs from other forms of Army leadership by the quality and breadth of expert knowledge required, in the measure of responsibility attached, and in the magnitude of the consequences of inaction or ineffectiveness. An enlisted leader swears an oath of obedience to lawful orders, while the commissioned officer promises to, “well and faithfully discharge the duties of the office.” This distinction establishes a different expectation for discretionary initiative. Officers should be driven to maintain the momentum of operations, possess courage to deviate from standing orders within the commander’s intent when required, and be willing to accept the responsibility and accountability for doing so. While officers depend on the counsel, technical skill, maturity, and experience of subordinates to translate their orders into action, the ultimate responsibility for mission success or failure resides with the commissioned officer in charge.

The cohorts differ in the magnitude of responsibility vested in them. The life and death decisions conveyed by noncommissioned officers and executed by Soldiers begin with officers. There are different legal penalties assigned for offenses against the authority of commissioned and noncommissioned officers, and there are specific offenses that only
an officer can commit. Officers are strictly accountable for their actions. Senior officers bear a particular responsibility for the consequences of their decisions and for the quality of advice given—or not given—to their civilian superiors.

As they do with all Army leaders, the Army Values guide officers in their daily actions. These values manifest themselves as principles of action. Another essential part of officership is a shared professional identity. This self-concept, consisting of four interrelated identities, inspires and shapes the officer’s behavior. These identities are warrior, servant of the Nation, member of a profession, and leader of character. As a warrior and leader of warriors, the officer adheres to the Soldier’s Creed and the Warrior Ethos. An officer’s responsibility as a public servant is first to the Nation, then to the Army, and then to his unit and his Soldiers. As a professional, the officer is obligated to be competent and stay abreast of changing requirements. As a leader of character, officers are expected to live up to institutional and National ethical values.

* Excerpted from FM 6-22, Army Leadership (OCT 2006)

Never Forget

AS YOU ENDEAVOUR TO BECOME A TECHNICALLY AND TACTICALLY PROFICIENT OFFICER, DO NOT FORGET THAT YOU ARE YOU ARE A PASTOR/RABBI/IMMAM REPRESENTING YOUR FAITH GROUP FIRST AND FOREMOST. THERE MAY BE A TREMENDOUS AMOUNT OF PRESSURE FROM VARIOUS SOURCES TO "PERFORM" AS A STAFF OFFICER. WHILE THIS IS NOT AN INHERENTLY BAD THING, IT CAN BE EASY TO "FORGET YOUR FIRST LOVE" ALONG THE WAY. REMEMBER WHY GOD CALLED YOU TO SERVE IN THE FIRST PLACE AND SERVE HIM WITH ALL YOUR HEART, SOUL, AND MIND AS YOU MINISTER TO SOLDIERS AND THEIR FAMILIES

"PRO DEO ET PATRIA"

Successful Inprocessing

Now that you have been appointed as an Officer in the ARNG, what do you need to do/learn (or what should you have already done/learned) to get started on the right foot? Focus on the following and remember that you may have to “hurry up and wait” along the way:

CREATE AN ARMY KNOWLEDGE ONLINE (AKO) ACCOUNT AND .MIL@MAIL.MIL ACCOUNT

This is a critical task to accomplish and should be done as soon as possible. Your AKO account will literally be the key to unlocking almost all of the information and services you will need access to for your time in the service.

Overview: Army Knowledge Online (AKO) is a web-based portal that allows authorized users access to a wealth of information and services. It is fully customizable and has
changed the way the Army does business by enabling greater knowledge sharing and communication among Army communities. AKO is available to Active Duty Army, Army Reserve, Army National Guard, Department of The Army Civilians, Retired Army, and Army sponsored Guest Accounts. Army individuals have been required to have, check, and maintain AKO accounts since 2001. Some of the services available through AKO are as follows:

- Personalization
- Instant Messaging
- Access to Army Knowledge Centers (similar to forums)
- Career lifetime web based email
- On-line transaction processing (finance, personnel, medical, & more)
- On-line learning
- Security (128 bit encryption)
- Army White pages (for anyone in the world with AKO)
- Help Desk
- Sign in with ID (CAC) card

Technical Requirements: The system can be accessed from many operating systems, including Microsoft Windows, Mac OS, Unix and Linux. It can be fully configured to work with MS Outlook/Internet Explorer (with technical help available) and can be partially configured to work with Thunderbird/Firefox (with no technical support available).
How to get an AKO Account

How to Get An AKO Account:
• Make certain your Internet Browser is version 4.0 or higher. If you have an earlier version, you may not be able to fully utilize AKO.
• Access Army Knowledge Online (AKO) at www.us.army.mil
• To register, click on the “I’m a new user” link and fill out the application.
• For more information or help, call: 1-877-AKO-USER
• NOTE: If you sign up for an account prior to swearing in to the National Guard, you will be given an “Army sponsored guest account”. This will require you to provide the name of a sponsor who already has a full AKO account. Typically, this would be your recruiter. Once you are officially in the Guard, the account would switch over to a fully functional account with greater access privileges.

After you establish your AKO account, get in the habit of checking it every day.

Get a DOD Enterprise Email Account
Your email will come through your DOD Enterprise Email account, (@mail.mil).

GET AN ID, COMMON ACCESS CARD, (CAC), CARD, (“dog”) TAGS, & ENROLL FAMILY INTO DEERS
This is another critical task to accomplish as soon as you are able. It is also a critical task related to your family if you have any dependents. Your ID card, or CAC will be your photo ID, health insurance card, AKO access card, and your ticket to “military discounts/rates” on the economy. You must go to an official site that has the equipment to make your CAC card. Again, your information must already be in the Army system (i.e. after you have been sworn in) in order to do this. You can also get a set or two of “dog” tags (ID tags that are worn on a chain around your neck displaying your name, service number, date of birth, blood type, and religious preference).

If you have dependents, it is imperative that they are enrolled into the DEERS system as soon as possible.

The Army does not recognize their existence until you do so (applies to medical, life insurance, pay…everything). If you are married, you will need to bring a copy of your marriage certificate. If you have children, you will need to bring a copy of their birth certificates in order to enroll them. Contact the location you will be going to prior to departing for it to ensure that you have all that you may need. Contact one of the following sites to schedule an appointment to get a CAC or ID card or check out http://www.dmdc.osd.mil/rsl/owa/home for more locations:

CAC Issue Sites
Most JFHQ’s in each State have a center where you can get your CAC card. If your State has Active Duty Posts, you can go there as well to there ID card office. Make sure you have a copy of your orders with you and two forms of identification.

Your dependents will need military ID cards as well, if they are 10 years of age or older. Plan on bringing two forms of ID for each person getting a military ID card. One of them should be a photo ID (like a driver’s license) and the other should be an SSN card, passport, birth certificate, or other similar document. Remember to call ahead to verify what will be needed. The ID card will be your dependent’s health insurance card (if you
have coverage). Dependents are not authorized a CAC card unless you are on active duty for 30 days or more. If you are on active duty for more than 30 days and they do not have a CAC card, ensure that they have a copy of your active duty orders along with their ID card and it will serve the same purpose (affects health coverage primarily).

**SGLI**
One of the many benefits afforded Soldiers is the opportunity to purchase very low-cost life insurance. Servicemembers’ Group Life Insurance (SGLI) provides up to a maximum of $400,000 in death benefit. You are automatically covered for this maximum amount unless a lesser amount (in increments of $10,000) is chosen in writing. You may even decline SGLI altogether, but this decision is so important that you must do that in writing. Premiums are currently only 7 cents per $1,000 of coverage. The payment is deducted automatically from the your pay each month. Soldiers with Families almost always select coverage in the maximum amount. Spouses and children are eligible for Family SGLI, but you must sign them up for it. Coverage for a spouse is automatically $100,000 unless a lesser amount, in steps of $10,000, is chosen. The cost depends on the amount of coverage selected and the age of the spouse. Each child is covered for $10,000 for free. Information on Family SGLI can be found at http://www.benefits.va.gov/insurance/fsgli.asp

**Thrift Savings Plan**
The Thrift Savings Plan (TSP) is a Federal Government-sponsored retirement savings and investment plan. The National Defense Authorization Act for Fiscal Year 2001 extended participation in the TSP, which was originally only for Federal civilian employees, to members of the uniformed services, and members began enrolling on October 9, 2001.
The TSP offers the same type of savings and tax benefits that many private corporations offer their employees under so-called "401(k)" plans. The retirement income that you receive from your TSP account will depend on how much you have contributed to your account during your working years and the earnings on those contributions. For more information on the TSP, visit the official TSP website at www.tsp.gov.
But, it’s important to remember the TSP is for long-term retirement savings. There are penalties for early withdrawals. So if you're looking short-term savings, consider U.S. Savings Bonds. They are a convenient way to help save for homes, education, automobiles, or vacations. U.S. Savings Bonds earn competitive interest rates and are safe because they are backed by the full faith and credit of the United States. The interest earned on Bonds is exempt from state or local income taxes, and Federal tax can be deferred until a Bond is cashed or reaches the end of its interest-bearing life (30 years). See the Savings Bonds website, www.savingsbonds.gov.

**DEERS**
The Defense Enrollment Eligibility Reporting System (DEERS) is the computer network through which any military facility can verify an individual’s eligibility for access to military programs and benefits, such as obtaining an identification (ID) card or receiving health care. The entry of information concerning your Family members into this network is the key that unlocks many benefits. Enrollment in DEERS is not automatic. As a “sponsor,” you must ensure all Family members are registered in the DEERS program. This is done by visiting the nearest Personnel Service Center (PSC). Before the PSC will register someone in the DEERS system, the person helping you will need to see the birth certificate and Social Security card of each person being registered, and for the spouse, the marriage license. Originals or certified true copies are needed. As an alternative, spouses of Soldiers can register themselves and other Family members if the Soldier has provided a Power of Attorney allowing the spouse to sign for the Soldier.
HEALTH & DENTAL INSURANCE

TRICARE Reserve select (TRS): A premium based health plan that qualified National Guard and Reserve members may purchase. You qualify to purchase this coverage if you: 1) Are a member of the Selected Reserve or the Ready Reserve and 2) Are not eligible for or enrolled in the Federal Employees Health Benefits (FEHB) program.

Benefits
• Comprehensive health care similar to TRICARE Standard and TRICARE Extra
• Two types of coverage available: TRS member only or TRS member and family
• Freedom to access covered services from any TRICARE authorized provider or hospital
• Access to military treatment facility (MTF) care on a space-available basis

How to Purchase
1) Qualify
• Log on to the Guard and Reserve web portal at www.dmdc.osd.mil/appj/trs/index.jsp.
• Select “Purchase Coverage” and you will be guided through the process of selecting a start date and electing which family members you wish to enroll.
• Print the TRS Request Form (DD Form 2896-1) and sign the form
2) Purchase
• If you qualify, you may purchase TRS coverage to begin in any month throughout the year.
• Mail your completed and signed TRS Request Form along with the first month’s premium payment to your regional contractor by the applicable deadline.
• Coverage begins on the first day of the first or second month (whichever you select on the TRS Request Form) depending on the postmark date of your TRS Request Form.
For more info on TRS, visit www.tricare.mil/reserve/reserveselect.

TRICARE Dental Program: Selected Reserve members and their family members may get dental insurance through the TRICARE Dental Program, which is managed by a civilian firm, United Concordia. This is a dental insurance program in which you pay a monthly fee in exchange for individual or family coverage. It is a voluntary, cost effective, comprehensive program offered worldwide by the Department of Defense to Family members of all active duty branches of the military, and to Selected Reserve and Individual Ready Reserve members and their Family members. Just as is the case for TRICARE health care, Family members must be registered in DEERS to be eligible for the TRICARE Dental Program. In order to participate in the program, you must have 12 months left on your service commitment at the time of enrollment. To enroll Family members, the you needs to submit an enrollment form with the first month’s premium to United Concordia or enroll online using a charge card. Enrollment forms can be downloaded from the Web site. The monthly premiums will usually be deducted from the your pay, although there are other payment options. To find a dentist who participates in the United Concordia TRICARE Dental Program (TDP) you can go to the Web site at www.tricaredentalprogram.com. Click on “Find a Dentist” and enter your city/ZIP code. If you do not have access to the Internet, you can call United Concordia Customer Service at 1-800-866-8499 and request a list of participating dentists. If there are no participating dentists within 35 miles of your residence, you may have to go to a nonparticipating dentist. Depending on the dentist, you may be required to pay for the services out of your own pocket and then file a claim with United Concordia, which will reimburse all allowable costs. It is always best to contact United Concordia for specific guidance before going to a nonparticipating dentist. If you want to learn more about the TRICARE Dental Program, visit the Web site at www.tricaredentalprogram.com, or call Customer Service at 1-800-866-8499.

TRICARE Coverage on Active Duty: Active duty Soldiers and Reserve Component (RC) Soldiers who are ordered to active duty for more than 30 days are generally entitled to free Service provided health care and are automatically enrolled in a program called TRICARE Prime. Health care for the Soldier is almost always available at the medical treatment facility located on the post where the Soldier is assigned. Although Soldiers themselves don’t usually have a choice as to whom will provide their health care, the Soldier’s Family members, including those of RC Soldiers ordered to active duty for more than 30 days,
have more than one choice about where they may go for health care. If you are an eligible Family member of a Soldier who is on active duty, then you are covered by one of the TRICARE programs as long as you have a valid military ID card and are registered in DEERS.

**TRICARE Prime**: This managed care option offers fewer out-of-pocket costs than any other TRICARE option. TRICARE Prime enrollees receive most of their care from an MTF. TRICARE Prime enrollees are assigned a primary care manager whose responsibility is to provide and coordinate care, maintain patient health records, and refer patients to specialists when necessary. Specialty care must also be arranged and approved by the primary care manager to be covered under TRICARE Prime. TRICARE Prime patients generally have no out-of-pocket expenses for civilian care. Soldiers are automatically enrolled in TRICARE Prime, and most Families elect TRICARE Prime as well because there are generally no out-of-pocket expenses except a small co-payment for medications.

**TRICARE Standard**: This is a fee-for-service option. You may seek care from any TRICARE authorized provider. TRICARE Standard shares most of the costs of care from civilian hospitals and doctors when you or Family members do not receive care from an MTF. Care may still be received at an MTF, but on a space-available basis. TRICARE Standard may be the only coverage available in some areas. This option gives you the broadest range of providers, but in exchange for this you pay higher fees.

**TRICARE Prime Remote**: The TRICARE Web site includes a section specifically addressing the needs of Families assigned to remote areas (which applies to many States). The program offers the low cost of TRICARE Prime with the flexibility of TRICARE Standard. For more information on TRICARE Prime Remote, visit www.tricare.osd.mil/prm or call the DOD-LIFE number above. For more information on TRICARE, visit the Web site at www.tricare.mil or call 1-888-DOD-LIFE (1 888-363-5433). The official TRICARE Handbook can be accessed online at www.tricare.mil/tricarehandbook/.

**YOUR PERSONNEL (or 201) FILE (may be referred to as iPERMS too)**
You have probably noticed by now that even in the “paperless” Army of the future, there is still a lot of paperwork. It may be hard to believe, but sometimes electronic technology fails. You should maintain a hard copy of all of the official documents related to your military service. It would be a good idea (if you haven’t already done so) to get a large 3 ring binder with plenty of document protectors in it in order to keep track of your official military documents. Include documents like your Oath of Office, appointment orders, other official orders, Officer Record Brief, Academic Evaluation Reports, Awards, Decorations, copies of birth certificates/marriage license, etc. If in doubt, save it. From the Army’s perspective, if it’s not in your file, it didn’t happen. Critical papers could be “missing” just when you need them (like for a promotion board or in order to become a Chaplain or at your retirement). If you have a hard copy, you can prove that it happened. The binder will make a nice heirloom to pass on to the next generation as well. It would also be a good idea to save any questionnaires related to getting your security clearance (the forms that ask you where you have lived, worked, etc.) unless you feel confident that you will be able to remember who your current employer is, their contact info, and your start/end date of employment, etc. 7 to 14 years from now (or whenever your clearance has to be renewed). This is really important if you move around a lot. Once you have an AKO account (and your info gets into the system), you should be able to access your personnel file on line.

**BE ABLE TO COMMUNICATE**
Accurate, efficient, and timely communication is imperative as an officer. Make sure that you think about a plan for how you will stay in touch with your unit and the Chaplain Corps. You must check your AKO e-mail each duty day. It will be the primary method for individuals to communicate with you. You may want to consider having a separate phone line available that you can use for your work as a Chaplain Candidate too. Part of serving soldiers is being accessible. People tend to have problems at inconvenient times. Plan on being inconvenienced, but don’t let it bother you. It is part of being a minister and servant to soldiers and their families. Feel free to establish some boundaries, but make them realistic. (i.e. don’t say, “I’m only available from 9-3 on M-F”) You might want to invest in some business cards or get them made on line. It’s nice to be able to pass on a number or e-mail address along with the “don’t be afraid to contact me if I can be of service to you.” Remember that you will need to check your AKO e-mail daily because any official communication will most likely come via that route.
UNIFORM & APPEARANCE
Before you attend your first drill, you should secure some uniforms, ensure that they fit, and make sure that you have all badges, tabs, patches, etc. on correctly. The Army Combat Uniform (ACU) the ACU Patrol Cap and Tan Boots are what is typically worn for drill. Eventually you will need more, but to start out, purchase or secure 2 complete sets of the ACU. This will include 2 ACU pants; 2 ACU jackets; 1-2 “US Army” Velcro tabs; 1-2 Velcro “Name Tapes”; 1-2 unit patches (Velcro/subdued); 1-2 Color Velcro Reverse American Flags; 1 belt (riggers belt or black web belt); 1 pair of Tan Suede Hot Weather Boots; 1 Velcro ACU Rank; 1 black beret with shiny pin on rank and Army blue flash; 1 patrol cap with subdued pin on/sewn on rank and Velcro nametape; 4 pairs of green or tan combat socks; 4 tan wicking T-shirts. In addition to these items, you should also purchase or secure 2 complete physical fitness uniforms. These will require 2 pairs of Army black PT shorts, 2 grey Army T-shirts, 2 pairs of white socks (not ankle, not knee high, no markings); and 1 pair of running shoes. Having these items should prepare you for whatever training is scheduled for your drill weekend. Female officers will need appropriate bras or sport bras as well. You may also carry a backpack (either ACU pattern or solid black with no logos/writing). To purchase all of this will probably cost about $350-$400. Double check with someone who is already in the Guard before you buy stuff. Check out www.rangerjoes.com or www.aafes.com for uniforms and accessories. Make sure you cut or carefully burn away any loose threads on your uniform. Also, be advised that there is an art to preparing a beret for wear with your dress uniform, ASU. Talk to someone who knows what to do and have them show you so that you don’t look like a French artist.

BASIC DRILL & CEREMONIES
FM 3-21.5, Drill & Ceremonies, is the Army’s manual for how to execute the basic soldier movements. The following are the tasks from this manual that you should be able to execute to standard prior to being in uniform around soldiers.

• Execute the position of attention
• Execute the hand salute; know who & when to salute
• Execute rest positions
  – Parade Rest
  – At Ease
  – Stand at Ease
  – Rest
• Execute facing movements at the halt
  – Right face
  – Left face
  – About face
• Marching
  – Forward march
  – Mark time
  – Half step
  – Change step
  – Column left
  – Column right
  – Halt
If you are not able to execute these actions, then contact the State Chaplain or a Recruiter to arrange for some 1:1 instruction.

CUSTOMS & COURTESIES
Greeting Non-Commissioned Officers (NCO’s): When greeting an NCO or referring to them in conversation, all non-commissioned officer ranks, E-5 through Master Sergeant, are referred to as “Sergeant.” A 1st Sergeant or a Sergeant Major will always be referred to as “1st Sergeant” or “Sergeant Major” respectively. Do not refer to the 1SG as “Top”. Remember that the plural of “Sergeant Major” is “Sergeants Major”.

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Example: “Good morning, Sergeant Major. I have a field service scheduled for Saturday at 1300 hrs. Would you pass that on to the 1st Sergeants when you have your battalion meeting?”

Greeting and Showing Respect to Other Officers:
Always salute (outdoors) and greet officers of higher rank than you. Lower rank will always salute the higher rank first.

Example: A captain salutes a major he sees approaching and says. “Good morning, Sir/Ma’am.”
Always refer to a Chaplain as “Chaplain”, don’t refer to them by their rank.

Example: “Sally, I would like to introduce you to Chaplain Jones.”
When addressing a Chaplain or other officer of a rank higher than you, always refer to them as Sir/Ma’am.
Never refer to a superior officer by their first name.
Junior officers of the same rank are not required to salute or greet as sir.

NOTE: Chaplain Candidates are addressed by their rank (2LT Smith or LT Smith). Candidates should correct a person who addresses them as Chaplain.

Always stand in a respectful manner when speaking with another officer of higher rank. Do not slouch, lean against a doorway, or speak to them with your hands in your pockets. Always speak with appropriate respectful language, addressing with Sir/Ma’am when speaking.

PUNCTUALITY
Ensure that you plan ahead so that you can arrive early to your formations, meetings, and training events. It will make your life much easier and will increase your professionalism as well. Make sure you are always in the right place, at the right time, and in the right uniform. Plan ahead for problems (like traffic, weather, etc.).

CHAPLAIN TRAINING FOR THE STATE
Some States have regular and additional Chaplain training. Chaplain Candidates should make it to every training. Your unit should authorize you to split train. If there are problems, contact the Full Time Support Chaplain for assistance.

RELIGIOUS OR DIETARY ACCOMMODATIONS
If you require special accommodations based on your religious beliefs or dietary needs, let your unit know as soon as practical. The S4 (Supply) section can get access to kosher, vegetarian, or non-pork meals with advance notice. Let your chain of command know if you have needs for other accommodations (wearing religious articles, prayer times, etc.). Work with the chain of command to inform them of your beliefs and practices. They will accommodate within reason unless militarily unable to. Contact the State Chaplain if there are challenges to accommodation.

PRAYER
It probably goes without saying, but be sure to take time to pray and grow according to your faith. If you are not intentional about this, it is highly likely that it will move to the back burner as the needs of soldiers and their families press upon you. Encourage one another in this endeavor. The chaplaincy can be a lonely calling and may feel more isolated than being in command. Do not try to go it alone. Develop and maintain supportive relationships.
YOUR FIRST DRILL WITH YOUR UNIT

First impressions are frequently lasting impressions. Soldiers, NCO’s, and fellow Officers will be watching how you act, what you do, and what you say. Welcome to life in a glass bowl. You should be prepared for your first drill with your unit and remember that the average soldier, NCO, or officer in your unit has no idea what a Chaplain Candidate is, what they do, or what training you may or may not have had. Soldiers will look at you as an officer and will expect you to carry yourself as one. If you are a lieutenant, you would be filling a role as a platoon leader in a unit somewhere and would be responsible for about 20-30 soldiers and their families.

Before Your First Drill: As soon as you know what unit you will be attached to, attempt to establish contact with them. Try to find a contact number/e-mail for the Battalion Executive Officer and introduce yourself. The unit may not know that you are coming to them. Ask for contact info for the Chaplain and Chaplain Assistant and touch base with them as well. Ensure that you have at least 2 complete Army Combat Uniforms (ACU’s) with boots, beret, and patrol cap. Find out what the unit will be doing for training during the drill and when & where you need to be for first formation. Learn as much about the unit and your role as a Chaplain Candidate as you can prior to getting to the unit. If you are able, complete as many administrative tasks as possible before your first drill (i.e. get a CAC card, enroll family in DEERS, sign up for MyPay, etc.) Commanders will generally fall into a couple of categories when it comes to Chaplains. The commander may be a big supporter of the purpose of the Chaplain Corps and may want to be really involved in what the Unit Ministry Team (UMT) is doing, truly viewing the Chaplain as his/her personal staff and developing a close relationship with the Chaplain. On the other hand, your commander may view the Chaplain as “just another resource” for trying to fix problem soldiers. In that case, he/she is highly likely to view the Chaplain as another member of the staff at large and defer most of the oversight of the UMT to the Executive Officer (XO). Obviously a commander may fall into another category altogether, but the two mentioned will cover most of them. Be prepared to operate in either environment.

Your unit may or may not have a solid plan for bringing you on board. Your inprocessing may be orchestrated by your Chaplain (most likely) or by your Executive Officer (XO) or Commander. In general here are some things to expect as you inprocess to your unit:

Meet your Chaplain and Chaplain Assistant (the Unit Ministry Team – UMT): Remember that you are coming in to their team. Your role is to support the UMT in their mission and to learn as much as you can about becoming a successful Chaplain yourself. Make sure you get contact info for your Chaplain (CH) and Chaplain Assistant (CA). Get to know them and learn about their family. Express what your desires are for your experience as a Chaplain Candidate (CC). Find out what they are doing for drill and what events/activities they want you to be present for so that you can adjust your inprocessing accordingly. Remember that for everyone but you, it is a normal drill weekend. Don’t expect people to stop what they are doing and interact with you a whole lot. Be proactive to introduce yourself and become a relevant part of the team. Make sure you have pen/pencil and paper available and take notes – you will get exposed to a great deal of info over the weekend.

Meet your Command and Staff:

Battalion or Squadron Commander (BC/SCO): Your commander will probably want to meet you at some point and time. Remember that he is the one responsible for ensuring that soldier’s religious needs are being met. He uses the UMT to accomplish this. Be sure to ask how you could best serve the commander and what his expectations are for you.

Battalion or Squadron Executive Officer (BN XO/SQDN XO): Your executive officer will probably meet with you as well. Be sure to ask if there are any briefings that he wants you to attend and what information you are required to provide for them. Ask him what his expectations are of you and how you could best serve him.

Command Sergeant Major: Be sure to introduce yourself to the Command Sergeant Major. Ask him if there are any critical soldier issues that you should be aware of and how you could best serve him.

Company/Troop Commanders/1SG’s: Introduce yourself and ask how you can best serve commanders & 1SGs. Ask if there are any critical soldier issues that you should be aware of. You will be part of the Headquarters and Headquarters Company/Troop (HHC/HTT). Make sure you ask the HHC CO/1SG if there are any administrative procedures that you need to be aware of (i.e. attendance, training requirements,
contact info, upcoming mandatory training, etc.) Ensure that you give the CO’s and 1SG’s your contact info. Ask the companies if you could be added to their newsletter distribution list so that you can stay abreast of what is happening in each of the units each month.

**S1 (Personnel):** You will need to touch base with the PSNCO (Personnel Service Non-Commissioned Officer) each day of drill. Let him know what your plans are so that your attendance will be noted. Ensure that he has copy of your orders bringing you into the Guard as well as any other pertinent data. Any of your finance questions should be directed to your S1 shop. Make sure you get contact info for the full time S1 personnel. You will also coordinate with your PSNCO for any schools that you need to attend (like CIMT or CH-BOLC).

**S2 (Intelligence):** The main interaction you will have with the S2 is during the production of Operations Orders (OPORDs). Ask the S2 what kind of info the UMT provides about the religious dynamics on the battlefield.

**S3 (Operations):** Make sure you meet the full time staff in the S3 shop (BN Training Officer and Operations NCOIC). Ask them what Field Manuals (FM’s) you should read in order to understand the doctrinal role/function of your unit. Ask for a copy of the FM’s if they have them. Also, get a copy of the unit’s Yearly Training Guidance (YTG – general guidance for the upcoming year on what to focus on for training), Yearly Training Calendar (General calendar of upcoming training for the year), Mission Essential Task List (METL – The critical tasks that the unit must be able to execute in order to accomplish their wartime mission), a Tactical Standing Operating Procedure (TACSOP – kind of a manual for how the unit does routine tactical tasks, drills, & reports), and any other information that they feel would be helpful in understanding what the unit is and what it does. Also, ask the Training Officer if you could be added to the BN distribution lists for e-mails that are sent out regarding training related info.

**S4 (Logistics):** Introduce yourself to the S4 NCOIC. If you are showing up in the system, he may be prepared to issue you gear. If not, ask him when you can expect to draw equipment in order to participate in field training.

**S6 (Signal):** Introduce yourself to the SIGO (Signal Officer) and Commo NCOIC. Ask them what kind of radios you will use in the unit. See if you can schedule some time to get training on how to operate them properly. If you have any questions regarding information technology, the S6 is normally the one that deals with IT in the unit.

**Other Personnel:** Get out to see as many people as possible, so that they become aware of your presence in the unit. Building relationships will take time, but first, people have to know you are there. Ask questions and don’t be afraid to participate in something that looks interesting. There may be other people at your armory as well, like members of the RSP (Recruit Sustainment Program), Recruiters, DA Civilians, other units – Get to know them all as time allows. Identify areas that need better religious support and coordinate with the Chaplain to cover it.

**WHICH UNIT IS RESPONSIBLE FOR ME?**

The State Chaplain (O-6, COL, assigned to JFHQ)) is responsible for managing the Chaplain Candidate program for the state and oversees the Chaplain Candidates. He delegates much of this responsibility to subordinate Chaplains in the state, but oversees the execution of the Chaplain School training. As a Chaplain Candidate, you cannot be assigned to a unit per se because you are a non-deployable asset (i.e. you can’t go to war yet). Therefore, the unit you are assigned to is Joint Force Headquarters (JFHQ). However; because you need valuable “On the Job Training” and the State Chaplain is not authorized a truck big enough to haul all of the Chaplain Candidates around in, you are “attached” to a unit. Until you are attached to a unit, JFHQ has responsibility for all of your administrative support. Once you are attached to a unit, this support is provided by the unit (in the same manner as all of the other soldiers assigned to the unit). Get in the habit of running all administrative actions through your attached unit.

**Make sure they are tracking you for pay, training (schools), and administrative actions.** You may not officially show up on all of their personnel databases, because you are non-deployable, but you should be able to be added to most of them. In essence, you are “on loan” from JFHQ to a unit. The catch (for the unit) is that they are responsible for getting you paid & supported, but the benefit (for the unit) is that they get additional support for their UMT and that is what you’re here for anyways so it’s an all around good deal.
FINANCE/PAY
You will be working hard for your paycheck, so you should ensure that there are not any problems with your pay. A “one-stop shopping” site for all of your pay & finance related questions is: http://www.dfas.mil/index.html.

Direct Deposit: If you did not submit a “Direct Deposit” form with your packet when you came in as a Chaplain Candidate, then you should get one submitted as soon as possible through your unit’s S1 (Personnel) section. Get it done before you drill to ensure that you get your pay quickly. It normally takes about 7-10 days after a drill to get paid for it.

MyPay Account: You should also sign up for a MyPay account (there are links on the AKO home page or try https://mypay.dfas.mil/mypay.aspx). Your userid will be your Social Security Number and your initial password is normally the last 5 numbers of your SSN. Follow the instructions on the MyPay website. Once you have established an account, you can look at and print your Leave and Earning Statements (LES) – kind of like a pay stub – and manage your account info. A Family member may have access to the online LES only if the Soldier provides his or her PIN to that Family member. If you need help in reading the LES, you may go to another part of the DFAS Web site that contains a block-by-block, entry-by-entry explanation of each field and abbreviation. This information is available at http://www.dfas.mil/army2.html.

Attendance/Split Drill: Due to the nature of the chaplaincy, you may find yourself conducting drill at different locations each month (or during a weekend drill). It is imperative that you communicate with your S1 (Personnel NCOIC) and your 1SG to ensure that you are accounted for (and therefore, get counted for pay too). Your unit needs to know if you will be doing split drill as well (i.e. drill with your unit on Saturday, attend Chaplain school on Monday; or drill with your unit on Saturday, visit soldiers in the hospital later in the month). Receive permission from your chain of command prior to conducting a split drill. If it is not authorized, it may not be paid. If your chain of command has a problem with you splitting drill in order to attend Chaplain school (2nd Monday of every month), contact the Full Time Support Chaplain for assistance.

Readiness Management Program (RMP): Your unit may also have RMP monies available which would allow you to conduct extra drills if there are specific tasks that you would like to accomplish for the unit. An example might be if you want to attend a full weekend drill (Saturday and Sunday) and attend Chaplain school as well or if you want to attend some Recruit Sustainment Program (RSP – for incoming recruits who have not gone to Basic Training yet) drills. Ask your chain of command to see if it is feasible and can be funded.

Pay Errors: If you find or suspect mistakes on your LES (in your favor or against you), let your S1 (Personnel) section know. The Army will eventually find the error and may have no sympathy when they pull all your drill pay to correct an overpayment from the past.

IDT (Inactive Duty Training or “Drill”) Pay: Your drill weekend (the “one-weekend a month” part of the ARNG) will normally be a MUTA 4 (Saturday & Sunday or Saturday & Monday CH School) or a MUTA 6 (Friday, Saturday, & Sunday or Friday, Saturday, & Monday CH School). A “MUTA” is equivalent to 1/30 of the monthly salary for your pay grade. Armed with your pay grade, time in service, and whether your drill weekend is a MUTA 4 (4 drills) or MUTA 6 (6 drills) and a current pay table, you can determine how much Uncle Sam will be paying you to train. You will have taxes and your SGLI (Service Member Group Life Insurance) premium deducted from this amount and the rest goes to you.

Annual Training Pay: Your pay during AT (the “two weeks out of the year” part of the ARNG) will be a prorated amount based off of the monthly salary for your pay grade and time in service. Typically the AT will last for 15 days, but may be longer depending on your unit’s training plan. You will also get paid a pro-rated amount for Basic Allowance for Subsistence (BAS), Basic Allowance for Housing (BAH), and any other entitlements you are eligible for.

Active Duty Pay: If you are on orders for active duty you will receive pay, allowances, and benefits like any active duty soldier for the duration of your active duty.

Pay Tables & Charts: Check them out here: http://www.dfas.mil/army2/militarypaycharts.html

Dependents: Your pay is affected by whether or not you have dependents. If you have dependents, ensure that they are enrolled in DEERS so that your pay reflects their status.

Travel Pay: You may be entitled to special travel related pay if your orders authorize it. Contact your unit S1 (Personnel) section for more info or the agency that issued the orders to see what travel related pay is authorized.
God & Country Time: You will not always be able to do everything that you need to do as a Chaplain/Candidate in one weekend a month. Soldiers and their families have problems at inconvenient times. Their issues/concerns cannot always wait and you may need to travel to minister to them. If your unit has RMP funds available to cover some of these times when you may be “working”, then fine. At a minimum, you should request “Retirement Points Only” orders for any official business you conduct. This will ensure that you are fully covered in the event that an accident or some other incident occurs during the performance of your duties. This is not a mandatory requirement, but a suggestion. Contact your S1 shop for support in this and to determine if they have another way of handling the issue.

LEAVE
You do not accrue any leave benefits while on drill status. When you are on active duty orders, you accrue leave at a rate or .5 days of leave for every 6 days, which equates to 2.5 days of leave per month. Coordinate your leave expenditure with your first line supervisor and your unit. You must submit a DA 31 (Leave Form) in order to take any accrued leave. See your S1 section from your unit for the appropriate leave form and policy.

FATIGUE MANAGEMENT
In order to reduce privately owned vehicle (POV) accidents during travel to and from drill locations, the Army National Guard (ARNG) has established the “Fatigue Management/IDT Lodging” program for soldiers who must travel some distance to their drill location. This is not a permanent program and is funded on a year by year basis. Check with your unit to ensure that the program is still being offered when you need it. It is probably not surprising that studies indicate fatigue reduces performance and motivation, impairs decision making, interferes with the ability to form sound judgments and reduces ability to deal with complex situations. This puts fatigued soldiers at risk on the road. The State Safety Office will provide funds for limited reimbursement of civilian lodging expenses for those soldiers who travel more than 50 miles from place of normal residence to attend IDT assemblies (Drill). Soldiers may request reimbursement of lodging costs by completing an SF 1164 (see your S1 – Personnel Section for more info) and submitting it to the unit commander or command designee. A copy of the hotel receipt must be submitted as well. Reimbursement is for room rate and applicable taxes only, and will not include mileage or per diem. Maximum reimbursement is $50.00 per night, regardless of local per diem rate or local cost of lodging. As such, soldiers are encouraged to share a room to reduce overall cost and stay within the $50 cap. Units not stationed but conducting IDT at the State training area, will draw troop billets for their soldiers. In such an instance, soldiers will not have the prerogative to stay in maid service quarters and apply for reimbursement under this program. Should any soldier elect to utilize maid service quarters, it will be at their own expense and with the approval of their commander. Civilian lodging must be within 10 miles of the home drill station location. Commanders can waive the 10-mile requirement by placing the following statement on the SF 1164: “Hotel not available within 10 miles of TACC” Advance payment is unauthorized, as this is a “Reimbursement Only” program. Reimbursement is unauthorized for retroactive reimbursement. Personnel command directed to assemble at any location other than the assigned “home station” will not submit for reimbursement under this program. Travel and per diem provisions may or may not be a function of the unit.

SEMINARY/GRAD SCHOOL
Your number one mission in life as a Chaplain Candidate is to complete your required civilian and military schooling and secure an official endorsement so that you can become a deployable asset to the State and the Nation. Keep the end goal in sight as you keep your nose to the grindstone in school. Remember that you are representing the Chaplain Corps and the ARNG while you attend school.

Full Time Enrollment: In order to be in the Chaplain Candidate program, you must be enrolled full time in an accredited school pursuing your education requirements to become a Chaplain. If you are encountering problems maintaining your full time status, let the State Chaplain and Chaplain Recruiter know as soon as possible. They may be able to help find a solution for you. Tuition Assistance & Reimbursement: Be sure to take advantage of Federal Tuition Assistance ($4500 annually); State Tuition Reimbursement (varies from State to State, check with your recruiter and State Educational officer / Incentives for what your State covers); or your GI Bill (applies to select personnel). Coordinate with your unit to ensure that you know what you need to do for assistance and/or
reimbursement. Currently only 39 credit hours are eligible to be paid through FTA. If you already have a masters degree, then you are ineligible for TA, but can apply for Chaplain Loan Repayment after you are fully qualified and boarded as a chaplain, (up to $80,000 repayment)

LISTEN, PRAY, REFER
As a Chaplain Candidate, you will have many opportunities to minister to soldiers. Listen, Pray, & Refer should be your guidelines as you minister. Remember that until you become an actual Chaplain, the actual counseling is best left to the qualified Chaplains. You do not want to inadvertently cause a problem by getting ahead of yourself. Talk with your Senior Chaplain about what your left and right limits are as you minister while you are a Chaplain Candidate.

MINISTRY OF PRESENCE
As you experience the life of a Chaplain Candidate, be sure to maintain an active and visible presence. It is critical for you to ensure that you are present for critical events, difficult training, stressful events, and family activities. Soldiers should grow accustomed to seeing you physically present when the going gets rough. You should plan your ministry to be mobile. Don’t think of your ministry occurring in a nice office, think of it occurring in the motor pool, on a firing range, in a mud puddle, in the dark, out of the back of a HMMWV, or on the drill floor. Think about how you will carry your supplies and equipment so that you have resources available to soldiers when they need them. Look for natural opportunities to minister, listen, and pray during the normal lulls in training. Look for ways that you can minister without negatively impacting the company commander’s training schedule. Find time before drill, during lunch, or after drill to do more formal activities (like Bible studies, worship services, etc.) unless you get it scheduled on the training schedule (remember that a company commander has to lock in his/her training schedule 120 days before the training occurs). Make sure you keep your XO and HHC 1SG informed of your whereabouts.

TRAINING SCHEDULES
Make sure you are on the distribution list for your unit’s training schedules and newsletters so that you stay informed about your drill weekend and annual training. It is recommended that you get on the distribution list for all of the subordinate units in your assigned unit as well. (i.e. don’t just get HHc’s training info, get the line companies and the FSC as well) This includes keeping yourself informed about upcoming Chaplain school training events. Remember that the location may not always be the same. Contact the State Chaplain Assistant to have your e-mail address added to the distribution list.

PHYSICAL FITNESS
This is an area that every National Guard soldier, NCO, and officer must contend with. Everyone understands that staying physically fit on your own time can be challenging, but this is an area where there will be very little sympathy if you fail to meet the Army standard for physical fitness or for your height/weight standards. If you eat healthy and exercise 2-3 times a week you should do fine. The Army Physical Fitness test (APFT) will be taken for record (along with a height/weight test) at least once a year. Bad things start happening if you fail either of them (like being discharged from the service and being obligated to pay back any incentives you received; also, you cannot be promoted or attend a school without passing). The APFT consists of a timed 2 mile run, 2 minutes of as many correct push-ups you can do, and 2 minutes of as many correct sit-ups you can do. One of the fastest ways to lose credibility as an officer is to fail your APFT and height/weight. As an officer, you must hold yourself to a higher standard than you do your soldiers. The minimum may be the Army standard, but officers should strive to achieve higher. A good goal is to score at least 70 points (out of 100) in each of the APFT events and to either be under your height/weight standard or be at least 5% under your body fat percentage allowance for the tape test. Encourage one another daily in this. Remember that you are seeking to become/remain physically fit not to pass the PT test, but to be able to survive the rigors of the battlefield in order to get to the place where ministry needs to occur. You have to be able to keep up with the fight and cannot afford to slow your unit or your soldiers down. In a threat environment, you will be moving around with at least 30 pounds of equipment, possibly in a lot of heat, probably tired, and potentially dealing with someone who wants to kill you. That is not the time to say, “I wish I would have trained better for this…”
TECHNICAL & TACTICAL COMPETENCY

Chaplain and Chaplain Assistant Critical Task Lists: The following links will take you to the US Army Chaplain Center and School website where you can view the Chaplain and Chaplain Assistant Individual Critical Task List. These are the tasks that you, as a Chaplain or Chaplain Assistant, should be proficient in to accomplish your mission. You should cut-and-paste a copy of these tasks and maintain a copy of them in your battle book. Your UMT training comes from these task lists.

TASK NUMBER CHAPLAIN (FIRST LIEUTENANT) CRITICAL TASKS
805D-100-6001 Identify the Uniqueness of Religious Support in the US Army within a Joint Interagency and Multinational Environment
805D-100-6002 Apply the Policy of the Chaplain as Non-Combatant
805D-100-6003 Identify Principles of Religious Leadership in the US Army
805D-100-6005 Identify the Role of the Chaplain During Death Notification
805D-100-6006 Identify the Religious Support Implications of Embedded Media
805D-100-6007 Develop a Personal Spiritual Fitness Plan
805D-100-6008 Identify the Religious Support Needs of Personnel Responsible for Enemy Prisoners of War (EPWs)
805D-201-6013 Conduct a Religious Service in the Contemporary Operating Environment (COE)
805D-201-6051 Provide Religious Support to Family Readiness Groups (FRGs)
805D-201-6052 Provide Invocations and Benedictions for Military Ceremonies
805D-202-6021 Conduct a Military Funeral
805D-202-6022 Conduct a Military Memorial Service
805D-203-6032 Perform Pastoral Counseling
805D-203-6102 Perform Suicide Risk Assessment
805D-203-6606 Counseling Soldiers on the Moral Implications of Combat Operations
805D-203-6607 Provide Spiritual Care for Soldiers and Family Members Involved in Domestic Violence
805D-203-6608 Plan Spiritually Based Family Separation and Integration Program
805D-207-6071 Conduct a Military Memorial Ceremony
805D-207-6072 Advise the Commander and Soldiers on Religious Accommodations
805D-207-6073 Advise the Commander and Soldiers on Ethical and Moral Issues, Policies and Problems
805D-207-6074 Prepare an Interview Report for Conscientious Objector Status
805D-208-6080 Employ Distinctive Faith Group Leaders
805D-208-6656 Perform Critical Resource Management Actions at the Battalion
805D-210-6102 Conduct Spiritual Fitness Training
805D-210-6103 Conduct Suicide Awareness Training
805D-210-6104 Conduct Moral Leadership Training

TASK NUMBER CHAPLAIN (FIRST LIEUTENANT) CRITICAL TASKS
805D-211-6114 Provide Religious Support to Combat Stress Casualties
805D-211-6115 Provide Religious Support to a Wounded or Dying Individual
805D-211-6118 Advise the Commander and Staff on the Impact of Religious Practices and Tradition in the Unit’s Area of Operations
805D-211-6122 Execute Religious Support for the Contemporary Operating Environment (COE)
805D-211-6123 Plan Religious Support for the Contemporary Operating Environment (COE)
805D-211-6126 Write the Religious Support Standard Operating Procedure for the
Tactical Level (TACSOP)

805D-211-6130 Formulate a Religious Staff Estimate
805D-211-6615 Determine the Religious Support Requirements for a Mass Casualty
805D-211-6616 Plan Religious Support to Authorized Civilians and Civil Authorities
805D-211-6617 Conduct Convoy Operations for Religious Support

TASK NUMBER  CHAPLAIN (CAPTAIN) CRITICAL TASKS

805D-100-7004 Apply the Army Writing Standards to Chaplain Staff Process
805D-100-7006 Apply Army Briefing Standards to the Chaplain Staff Process
805D-100-7007 Integrate Historical Awareness and Critical Thinking Skills Derived from Military History Methodologies into the Training and Education of Self and Subordinate Unit Ministry Teams (UMTs)
805D-100-7008 Determine How Belief Systems Operate Across the Full Spectrum of Conflict
805D-100-7503 Apply the Principles of Privileged Communication and Military Rules of Evidence 503 to Chaplain Ministry Situations
805D-201-7011 Apply Principles of Worship Development
805D-203-7077 Implement a "Building Strong and Ready Families" Program
805D-207-7072 Perform the Chaplain’s Role and Responsibilities as Principle Religious Advisor
805D-207-7073 Analyze the Ethical and Moral Implications of Military Operations
805D-207-7606 Apply Principles of Congregational Development to an Army Chapel Program
805D-208-7656 Identify Critical Elements of Chaplain Resource Management
805D-210-7103 Implement the Chaplain Training Strategy
805D-211-7112 Interpret the Staff Role and Function of the Unit Ministry Team (UMT) in Joint, Interagency and Multinational Environments
805D-211-7114 Coordinate Rear Detachment Religious Support
805D-211-7120 Develop a Religious Area Analysis
805D-211-7601 Analyze the Impact of Religion on Current Operations
805D-211-7614 Apply Religious Support Doctrine during Full Spectrum of Operations

CHAPLAIN ASSISTANT CRITICAL TASKS (Skill Level One)

805D-201-1111 Provide for Religious Support in the Absence of a Chaplain
805D-201-1020 Prepare for Religious Services
805D-201-1056 Coordinate for a Memorial Service
805D-202-1110 Prepare for a Funeral
805D-202-1027 Prepare for a Baptism
805D-202-1130 Provide Support for a Soldier Requesting Prayer
805D-202-1162 Coordinate Rites, Sacraments, and Ordinances
805D-203-1136 Provide for Emergency Religious Ministrations
805D-203-1009 Determine Prospective Counselor’s Needs
805D-203-1050 Safeguard Sensitive Information and Privileged Communication
805D-203-1101 Provide Support to Soldiers/Family Members/Authorized Civilians
805D-203-1131 Visit a Soldier
805D-203-1102 Identify Suicide Risk Factors
805D-204-1067 Maintain Volunteer Information
805D-204-1045 Prepare a UMT Event Bulletin
805D-204-1302 Coordinate Support for a UMT Sponsored Event
805D-205-1201 Assist the Command in Family Readiness Group Programs
805D-208-1015 Identify Uses of Appropriated and Non-Appropriated Funds
805D-208-1007 Receive and Safeguard Offering
805D-208-1008 Maintain UMT Administrative Systems
805D-208-1010 Procure Supplies for the UMT
805D-208-1102 Prepare a Statement of Services Performed
805D-208-1105 Ensure the Physical Security of Facilities and Equipment
805D-208-1016 Make Purchases in Support of UMT Mission
805D-208-1103 Prepare a DA Form 3953 (Purchase Request and Commitment)
805D-209-1140 Locate Information Concerning World Religions
805D-209-3301 Provide Religious Support to Care Givers
805D-209-3302 Provide Religious Support for Mass Burial
805D-211-1001 Arrange Transportation for the UMT
805D-211-1010 Prepare the UMT for Deployment
805D-211-1011 Provide Religious Support in the Area of Operations
805D-211-1059 Provide Religious Support During Predeployment
805D-211-1102 Extract Pertinent UMT Information from an OPLAN/OPORD
805D-211-1137 Identify Combat Stress/Battle-Fatigued Casualties
805D-211-1301 Implement Force Protection Procedures for the UMT
805D-211-1302 Provide Religious Support During Split Operations
805D-211-1303 Provide Religious Support to Casualties on the Battlefield
805D-211-1304 Relocate the UMT in a Field/Combat Environment
805D-211-1305 Report UMT Status
805D-211-1307 Extract Pertinent Religious Support Information from a Digital Display or Map Overlay
171-329-1006 Navigate from One Point on the Ground to another Point while Dismounted
171-329-1030 Navigate while Mounted
551-721-1352 Perform Vehicle Preventative Maintenance Checks and Services (PMCS)
551-721-1359 Drive Vehicle in a Convoy
551-721-1361 Drive Cargo Vehicle on Snow/Ice
551-721-1362 Drive Cargo Vehicle in Sand
551-721-1363 Drive Vehicle With or Without Trailer/Semi-Trailer in Blackout Conditions
551-721-1366 Drive Vehicle with Automatic Transmission

CHAPLAIN ASSISTANT TASKS (Skill Level Two)

805D-202-2111 Coordinate for Burial Honors in the Absence of the Chaplain
805D-203-2147 Provide for Grief Process Awareness Session
805D-204-2050 Organize Support for a Unit Ministry Team Sponsored Event
805D-204-2262 Apply Conflict Resolution Skills
805D-205-2132 Coordinate Support for Spiritual Fitness Training
805D-207-2150 Assess Unit Morale for Religious Support Requirements
805D-208-2102 Assist in the Preparation of the Command Master Religious Plan CMRP
805D-211-2204 Assess a Family’s Need for Religious Support
805D-208-2025 Supervise Purchases In Support of UMT Mission
805D-211-2101 Prepare Unit Ministry Team (UMT) Input to Staff Estimates, OPLANS and OPORDS
805D-211-2138 Provide Support to a Combat/Operational Stressed Fatigued Individual
805D-208-2026 Perform Chaplain Section Financial Accounting Tasks

In order to see the complete instructions for each task referenced in the tables above, download the Chaplain and Chaplain Assistant performance measures at: https://atiam.train.army.mil.

COMBAT LIFE SAVER (CLS) TRAINING
This training is frequently offered in units. If you hear about it happening, get yourself signed up for it. One of the main areas for the UMT to focus on is “Care for the Wounded”. The Combat Lifesaver Course is a 40 hour training that will teach you (with hands-on and classroom instruction) how to handle the basics of treating combat wounds. It culminates in doing a “live stick” as you administer an IV to a fellow soldier (and receive one too). Don’t pass up the opportunity to “share some misery” with your soldiers and learn some skills that may save lives on the battlefield. The chances of a soldier surviving a battlefield wound increase dramatically if you can stop his bleeding and administer an IV. Get them stabilized and evacuated and the doctors can take it from there and earn those big sign on bonuses. Once you get CLS certified, you can take the refresher course (instead of the full course) in the future.

DRIVER TRAINING
As you wrap your mind around what it may look like for you to be roaming the battlefield in combat, at some point and time you will probably realize that you will want your Chaplain Assistant (56M) – the one with the weapon – pulling security (i.e. ready to destroy the threat and keep you safe) instead of driving your vehicle. The implied task in this is for you to attend and successfully complete driver training some day. You will need to be proficient in driving at night with NVG’s (Night Vision Goggles) as well. Stay alert for training opportunities and then jump on them. Once you get the initial training, you will just have to stay current.

THE SOLDIER CREED & THE WARRIOR ETHOS
Modern combat is chaotic, intense, and shockingly destructive. In your first battle, you will experience the confusing and often terrifying sights, sounds, smells, and dangers of the battlefield—but you must learn to survive and win despite them:

You could face a fierce and relentless enemy.
You could be surrounded by destruction and death.
Your leaders and fellow soldiers may shout urgent commands and warnings.
Rounds might impact near you.
The air could be filled with the smell of explosives and propellant.
You might hear the screams of a wounded comrade.

However, even in all this confusion and fear, remember that you are not alone. You are part of a well-trained team, backed by the most powerful combined arms force, and the most modern technology in the world. You must keep faith with your fellow Soldiers, remember your training, and do your duty to the best of your ability. If you do, and you uphold your Warrior Ethos, you can win and return home with honor.

What is Warrior Ethos? At first glance, it is just four simple lines embedded in the Soldier’s Creed. Yet, it is the spirit represented by these four lines that—

- Compels Soldiers to fight through all adversity, under any circumstances, in order to achieve victory.
- Represents the US Soldier's loyal, tireless, and selfless commitment to his nation, his mission, his unit, and his fellow Soldiers.
- Captures the essence of combat, Army Values, and Warrior Culture. Sustained and developed through discipline, commitment, and pride, these four lines motivate every Soldier to persevere and, ultimately, to refuse defeat. These lines go beyond mere survival. They speak to forging victory from chaos; to overcoming fear, hunger, deprivation, and fatigue; and to accomplishing the mission:
THE SOLDIER’S CREED

I am an American Soldier.
I am a Warrior and a member of a team.
I serve the people of the United States and live the Army Values.
I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.
I am disciplined, physically and mentally tough, trained and proficient in my Warrior tasks and drills.
I always maintain my arms, my equipment, and myself.
I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.
I am a guardian of freedom and the American way of life.
I am an American Soldier.

PERSONAL COMBAT READINESS

Preparing for war in times of peace is one of the most important steps that you can take as a soldier to ensure that you have the necessary resources to endure and succeed on the 21st century battlefield. Perhaps even more important than your physical and tactical preparation for combat is the degree to which you have personally prepared yourself for what you may have to face or may be called upon to do. Soldiers must strive to maintain the highest level of strength and readiness in their Moral Fitness, Mental Fitness, and Emotional Fitness.

Moral Fitness: Because of the changed nature of the battlefield and current operations, soldiers may be called upon to face the danger of war, regardless of their military occupational specialty (MOS). This means that you must prepare yourself morally for the prospect of witnessing the use of deadly force and ministering to individuals who have had to use deadly force.

Mental Fitness: You must prepare yourself mentally for the unique pressures that combat will exert upon you. Some are internal – fear, worry, uncertainty. Others are external – enemy fire, witnessing casualties, changes in the rules of engagement/mission. How you handle these pressures determines your level of Combat Stress (mental strain resulting from dangerous combat conditions). Many veterans identify the degree to which soldiers can manage combat stress as the deciding factor between victory and defeat on the battlefield.

Emotional Fitness: Finally, you must prepare for the emotional load that you may at times be under. One consequence of war as well as humanitarian and peace support operations is the potential for you to handle or see mass casualties – dead bodies and human remains which have resulted from horrible circumstances. This may include remains of fellow soldiers, enemy soldiers, young children, the very old – anyone in any condition. The morality of going to war, the mental stress of combat, and the courage demanded to support the fight, and the emotional load of having to handle the dead and dying…these are questions and concerns that not many people have to think about. However, being a soldier demands that you spend time thinking through and answering them. It is time well spent and will give you a deeper reservoir of staying power, perseverance, and courage to draw upon when the hour of difficulty is at hand. Discuss these issues with your fellow Chaplains/Candidates as you seek to develop your personal combat readiness. Go to https://www.resilience.army.mil/ for more information.

The Warrior Ethos
I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.
WHAT ABOUT THE 2ND AMMENDMENT?
CH (MG-RET) Douglas L. Carver recently issued a memorandum pertaining to Chaplains as Non-Combatants. The three guidelines that chaplains will adhere to are:

- Chaplains will not bear arms
- Chaplains are prohibited from carrying and transporting weapons or ammunition
- Chaplains will not participate in marksmanship or weapons proficiency training.

COMBATIVES
The Army policy on Chaplains as non-combatants does not preclude you from participating in Combatives training. It would be a good idea to participate in this training if you are willing and able. It is excellent training and will give you an opportunity to “get into the mind of a warrior” to some degree. Make sure you bring your Chaplain Assistant along as well. The Chief of Chaplains’ Policy – Chaplains as Non-Combatants memorandum specifically states that “This policy…[does not] preclude Chaplains from voluntarily participating in defensive hand-to-hand combative training and combat survivability.”

WARRIOR TASKS AND BATTLE DRILLS
Warrior Tasks and Battle Drills (WTBD) are fundamental combat skills in which all Soldiers – regardless of rank, component, or military occupational specialty -- must maintain proficiency to fight and win on the battlefield. They are the foundation upon which combat training builds and are the primary focus of tactical training for both officers and enlisted Soldiers during initial military training (IMT).

**Warrior Tasks:** Selected common individual Soldier skills deemed critical to a Soldier’s basic competency. Examples include weapons training, tactical communications, urban operations, and combat lifesaving.

**Battle Drills:** Group/collective skills designed to teach a unit to react and accomplish the mission in common combat situations. Examples include react to ambush, react to chemical attack, and evacuate wounded personnel from a vehicle.

**Why?** WTBD increase the relevance of training to current combat requirements and enhance the rigor in training. The driving force behind the change was lessons learned from Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and comments from OIF/OEF veterans. The WTBD continue to evolve to meet the needs of the operational Army. For example all Soldiers graduating from BCT and OSUT are certified in combat lifesaving. BCT and OSUT train all WTBD. In Advanced Individual Training (AIT), selected WTBD [urban operations, react to man-to-man contact, convoy operations (convoy live-fire for OD, TC, QM, MI, SC), advanced rifle marksmanship, and rifle qualification if the AIT is longer than 23 weeks] are reinforced. Additionally, AIT school commandants may retrain any of the WTBD they deem critical to specific specialties.

**Current & Relevant:** The Army conducts an annual review of WTBD to maintain relevance to current operations. Army Warrior Training, the program that replaced common task testing, focuses on WTBD training for all military personnel throughout the Army. Why is this important to the Army? As combat situations can occur anywhere on the battlefield, it is important that all Soldiers possess fundamental combat skills. WTBD produce Soldiers who are better prepared to fight on today's battlefield and immediately upon arrival to their first unit of assignment. Currently there are 32 Warrior Tasks and 12 Battle Drills being taught:

**32 Warrior Tasks** *(Tasks prohibited for Chaplains are lined through)*

**Shoot**
- Qualify with individual assigned weapon
- Operate M240B MG
- Operate M249 MG
- Operate M2 Cal. 50 MG
- Employ Claymore mine and hand grenades
- Engage targets with weapon using a night vision sight
- Engage targets using an aiming light
Communicate
Perform voice communications (SITREP/SPOTREP/9-line MEDEVAC)
Use visual-signaling techniques

Urban operations
Perform movement techniques during an urban operation
Engage targets during an urban operation

Move
Determine location on the ground (terrain association, map and GPS)
Navigate from one point to another (dismounted)
Move over, through or around obstacles

Fight
Move under direct fire
React to indirect fire (dismounted and mounted)
React to direct fire (dismounted and mounted)
React to unexploded ordnance hazard
React to man-to-man contact (Combatives)
React to chemical or biological attack/hazard
Decontaminate yourself and individual equipment using chemical decontaminating kits
Maintain weapons and equipment
Select temporary fighting position
Certify as a Combat Lifesaver
Improvised Explosive Device (IED) Detect
Assess and Respond to Threats (Escalation of Force)
Understand Personnel Recovery Responsibility
Maintain Situational Awareness / Every Soldier as a Sensor
Perform field sanitation and preventative medicine field craft
Maintain Battle-Focused Physical and Mental Readiness
Perform Detainee Ops at Point of Capture
Perform Sniper Countermeasures

12 Battle drills (Battle Drills prohibited for Chaplains are lined through)
React to contact: (visual, improvised explosive device, direct fire [includes RPG])
React to indirect fire
React to chemical attack
Break contact
Dismount a vehicle
React to ambush (near)
React to ambush (far)
Evacuate a casualty (dismounted and mounted)
Establish security at a halt
Checkpoint entry operations
Vehicle Roll-Over Drill
Enter and clear a Room [Note: you will want to know how a room is entered/cleared so you don’t get in the way]

ON-LINE TRAINING
There are numerous training opportunities on line. Your AKO account is one-stop shopping for these classes. Take some time to check the sites out and learn at your own pace. Make sure you share info with your Chaplain Assistant as well.
University of Military Ministry: USACHS now has an online distance learning portal call University of Military Ministry (UMM). Every chaplain, chaplain candidate and chaplain assistant should register for access to the portal. The objective of UMM is to provide training material/resources support for:
• Chaplaincy Resident and Distance Learning Course
• Local Operational and Unit Training and Trainers
• Self-development training for chaplains and chaplain assistants

To register, e-mail frank.spang@us.army.mil for permission.

UMM permission is granted on two levels:
• UMM Content Review (Major and SSG and above)
• UMM Battalion UMT Content Review (CPT and SGT and below)

BOTTOM LINE: The UMM is a one-stop-shop for all of your training needs. From USACHS course content to Individual METL tasks to self-development training, the UMM has all of your needs.

Army Training Help Desk: The ATHD website https://ATHD.army.mil is a federation of TRADOC and Army school help desks maintained by the Army Training Support Center (ATSC). We are committed to helping you find answers to the training questions you may have. You can find answers through our FAQs, ask questions of our technical staff, or track your questions until they are resolved. You can also call ATHD at 1-800-275-2872.

The Army Learning Management System (ALMS): http://www.lms.army.mil/ The ALMS is an integral component of the Distributed Learning System (DLS), and is the Army’s automated system for individual training management. The ALMS delivers training to Soldiers and DA civilians, manages training information, provides training collaboration, scheduling, and career planning capabilities in both resident and non-resident training environments.

Army Training Information Architecture (ATIA): Welcome to the Soldier's Training Homepage which provides you access to a wealth of training information, documents and products while you're at home, working in the unit, attending initial entry or professional development training at Army schools and institutions. You can tailor your homepage as a rucksack adding those tasks that you access frequently. Access is easy using your AKO userid and password. http://www.train.army.mil

Army e-Learning Program: Free web-based, commercial-off-the-shelf courses for Active Army Soldiers, National Guard, Reservists & DA Civilians! Access through the AKO training page. Over 2,600 courses in IT, Business, Leadership, Self-Development and Rosetta Stone foreign language courses (including Hebrew & Greek). For assistance with Army e-Learning, please contact army.elearning@us.army.mil

ARNG Online: Training Army National Guard Soldiers involves unique challenges such as geographic dispersion, competing civilian employment demands, and travel costs. These factors adversely impact the number of ARNG Soldiers trained each year. Distributed learning (dl) uses proven technologies and training techniques to overcome some of these challenges, by increasing the number of Soldiers trained at remote locations (unit armories, local digital learning classrooms or in their homes). Distributed learning helps Soldiers and units meet their training requirements and their readiness status. http://www.arng.army.mil/training_dl.aspx

Army Accident Avoidance Course (AAC): All soldiers are required to complete the AAC upon joining their initial unit. Soldiers who are currently not qualified should complete the on-line training as soon as possible. Print off a copy of the certificate of completion and submit it to your supervisor. The web address for this course is: https://safetylms.army.mil/libirx/loginhtm12.asp?v=usasc

Composite Risk Management Course: All soldiers must complete this training. Go to https://safetylms.army.mil and select “Composite Risk Management (CRM) Basic Course.” When complete with the course, print the certificate and give it to your unit supervisor.

GENERAL REIMER DIGITAL LIBRARY
There is a wealth of information available at www.train.army.mil on the “General Reimer Digital Library” website. This is a site that will give you access to PDF versions of all of the Army manuals and regulations as well as access to training tasks, performance measures (the steps to the task), and training & evaluation outlines (how to teach the tasks). The link is the same for accessing the Army Training Information Architecture (ATIA) discussed above.
RELIGIOUS SUPPORT OPERATIONAL SYSTEMS KNOWLEDGE CENTER

Another valuable resource is the Religious Support Operational Systems (RSOS) knowledge center on AKO. It can be found by searching for “RSOS” in the “Knowledge Networks” section of the “Quick Links” after you sign in to AKO. This knowledge center is “one-stop shopping” for all sorts of chaplain, chaplain assistant, and UMT related info. Resources include “UMT tool kits”, “Combat Developments”, “World Religion Info”, and many other tools and products.

CHAPLAIN INITIAL MILITARY TRAINING (CIMT)

CIMT is a course designed to teach a new Chaplain or Chaplain Candidate how to be a soldier. It is 3 weeks and 4 days long and is conducted at Ft. Jackson, SC. The course number is 5-16-20. This course should be attended as soon as possible (typically in conjunction with one or more phases of CH-BOLC). If you are a prior service enlisted soldier or officer, the Chaplain Recruiter will probably request that CIMT is waived for you. The requests are frequently denied, so be prepared to attend. The Chaplain Recruiter will receive an e-mail notification stating whether the waiver was approved or rejected.

CHAPLAIN BASIC OFFICER LEADER COURSE (CH-BOLC)

CH-BOLC is a three phase course that can be taken in whole or in parts. The pre-requisite for the training is to have successfully completed CIMT (course number 5-16-20) or have received a CIMT waiver. Phase 1 of CHBOLC lasts 2 weeks. Phase 2 is 3 weeks and 3 days, and Phase 3 is 3 weeks and 2 days. The training is conducted at Ft. Jackson, SC.

FAMILY READINESS

The Army knows how important Family members are to Soldier readiness and is committed to helping them lead a fulfilling life while they are in the military. To assist spouses, the Army has created the MyArmyOneSource, Web site at http://www.myarmyonesource.com/default.aspx Soldiers learn very quickly about the Army through their Recruiter’s information, their initial training, and their daily experience. Basically, they learn the Army culture and their role within the Army. They develop an understanding of opportunities available to them. But what about their spouses and Family members? The Army wants to enhance the connection of Army spouses and recognize their contributions to the Army community as well. MyArmyonesource.com is the entry point for providing services to Army spouses, helping connect spouses to the Army, and developing them as community leaders. Army One Source contains several components that work together to help the user improve their life skills; enhance self-reliance and understanding of the Army; and provide access to resources for Family life, employment, and career development. National Guard Family programs web site is http://www.jointservicessupport.org/FP/Default.aspx

FAMILY READINESS GROUPS

A Family Readiness Group (FRG) is an organization of Family members, volunteers, Soldiers, and civilian employees belonging to an Army command who provide each other support and assistance and a network of information among its members, the unit, and community agencies. Unit FRGs consist of all assigned and attached Soldiers (married and single), their spouses, and children. Although your spouse automatically becomes a member of the FRG when you become a member of your unit, participation in the FRG is voluntary. Extended Families, fiancées, boyfriends or girlfriends, retirees, DA civilians, and even interested community members are often included as well. For spouses and Family members, being active in the FRG will help give a sense of belonging to the unit and the Army community — the Army Family. It will also provide them another way to develop friendships, share important information, obtain referrals to needed Army resources, and share moral support during any unit deployments. Visit www.armyfrg.org to learn more about FRGs. Contact your unit HHC/HHT Commander for more info as well. Remember that you are always representing the command and the Chaplain Corps during an FRG meeting or interaction.

NATIONAL GUARD FAMILY PROGRAM

The National Guard Family Program is a program designed to establish and facilitate ongoing communication, involvement, support, and recognition between National Guard families and the National Guard in a partnership that promotes the best in both. It accomplishes this through education, outreach
services, and partnerships by leveraging resources, training, and constantly capitalizing on new capabilities, concepts, and technological advances. Visit http://www.jointservicessupport.org/FP/Default.aspx for more information. The Guard Family Training Modules program is designed for everyone: Guard Members, Spouses, Parents, Children, Retirees, Civilian Employees, and interested Community Members. It helps the Guard "family" by teaching all aspects of life associated with the military, specifically the National Guard. The Army Family Team Building (AFTB) program is a volunteer-led organization with a central tenet: provide training and knowledge to spouses and family members to support the total Army effort. Strong families are the pillar of support behind strong Soldiers. It is AFTB's mission to educate and train all of the Army in knowledge, skills, and behaviors designed to prepare our Army families to move successfully into the future.

MILITARY ONE SOURCE
Military OneSource offers tremendous support to Families. It provides a 24-hour, seven days a week, toll free telephone and Internet/Web based service for active duty Soldiers, the Guard and the Reserve (regardless of activation status), and their Family members. Military OneSource can provide information on topics such as parenting and child care, education, relocation, financial and legal matters, emotional issues, wellbeing, grief and loss, addiction, and deployment and reunion issues. Need to file a state or federal tax return? You can do both online through Military OneSource. Also, you can ask for free educational materials in many subject areas. Booklets, CDs, or articles will be sent free of charge if you want information on such things as buying your first car, relationship issues, or many other topics. An additional service, only available to Soldiers and Families who have ID cards, is the opportunity for up to six face-to-face free counseling sessions with a trained, licensed professional. This is for short term, non-medical counseling. You can identify your need to Military OneSource anonymously, and they will have a local professional counselor contact you. Military OneSource can even help you translate a document (in over 140 languages!), and an interpreter can help you with multi-language telephone conversations. The toll free number to call for assistance is 1-800-342-9647. You may call collect if toll free service is not available by calling 484-530-5908. Help is available in English and Spanish. Some resources are available in other languages, and there are hearing impaired services. Ask about these services when you call. Military OneSource provides real help, anytime, anywhere 7/24/365 through the numbers listed above or at www.militaryonesource.com.

AMERICAN RED CROSS
The Red Cross provides rapid communications between Soldiers and Families in the event of serious personal and Family problems such as a need for financial assistance, for emergency leave, and for disaster assistance. You can contact the Armed Forces Emergency Service Center at 1-877-272-7337 for all emergencies and assistance. Be sure to give the Red Cross telephone number to your parents or others back home who might need to reach you or your Soldier in an emergency. For more information, visit http://www.redcross.org/what-we-do and click on the “Military Members and Families” link.

PERFORMANCE EVALUATIONS
Chaplain candidates do not receive Officer Evaluation Reports (OER’s) like other officers. If anyone attempts to have you submit, sign, or do anything with an OER, direct them to the State Chaplain for clarification or guidance. As a Chaplain Candidate, you will receive an Academic Evaluation Report (AER). It is the same type of performance evaluation that you receive as an officer when you attend a school. The reasoning behind this is that as a Chaplain Candidate, you are primarily completing school and not filling an actual MTOE (go to war) position. Be sure to keep track of your significant achievements during your time as a Chaplain Candidate so that you have as strong an AER as possible. Expect to receive an AER every 6 months.

PROMOTIONS
Promotions happen automatically up through Captain based on time in grade. Candidates will not be promoted to 1LT until they finish all 3 phases of CH-BOLC (Chaplains Basic Officers Leadership Course). One other reason for a promotion to be held back is failure to maintain appropriate height and weight standards or failure of the APFT (Army Physical Fitness Test).
THE BATTALION CHAPLAIN

The Battalion Chaplain, included over the next several pages, was written by COL Cole C. Kingsseed with Chaplain (COL) R. Michael Coffey. It discusses many of the roles and services a battalion chaplain has to offer a battalion commander and troops.

Chaplains always have played a vital role in providing for the spiritual welfare and the combat readiness of the U.S. soldier, and today’s battalion chaplain continues that proud heritage. Not only is the chaplain an ordained member of the clergy and a commissioned staff officer, he is also an indispensable member of the chain of command and the unit ministry team.

The primary combat mission of the unit ministry team is to provide spiritual support to soldiers in combat. The chaplain, as a religious leader, helps soldiers to see the reality beyond themselves. In war and peace, he assists the commander by providing spiritual resources that will enable soldiers to strengthen their faith and achieve inner peace, stability, and a sense of tranquility.

On the basis of my observations during 20 years of commissioned service, I would like to offer a few suggestions and recommendations to aspiring junior leaders on how best to employ their chaplains. Field Manual 16-1, Religious Support, is an excellent reference for explaining the chaplain’s role.

Most leaders are familiar with a chaplain’s traditional duties. He routinely ministers to the soldiers and their families by offering a wide range of services — denominational and non-denominational, visits to the sick, care for the battle casualties, family and personal counseling of individual soldiers, and a host of other activities outlined in Army Regulation 165-1, Duties of Chaplains and Responsibilities of Commanders.

In addition to these duties, though, the chaplain also has a less traditional role. Let me offer a few insights to illustrate how a chaplain can influence and strengthen an infantry unit. These remarks are applicable to junior and senior officers and noncommissioned officers alike. For the sake of brevity, my remarks are limited to five general categories.

COMMAND RELATIONSHIP

The chaplain is the most important personal staff officer in the command. In addition to fulfilling his normal staff functions, he is a commander’s primary commissioned advisor in assessing the command climate in a unit — from battalion to squad level. But where is the chaplain’s proper place in the overall command structure? How frequently should leaders see the chaplain? Is the frequency greater at battalion, company, or platoon level? Regardless of the frequency, the chaplain must have unlimited access to the commander. Anything less than open and candid dialogue is detrimental to the welfare of the command.

As a battalion commander, I spoke to the chaplain daily. We generally had a brief conversation at morning physical training or during a short visit to his office. Since he was the one the soldiers or their family members would see if problems arose that they did not want to discuss with the chain of command, I often used him as a sounding board to test my ideas. These conversations were extremely beneficial; once the chaplain fully understood my goals, he could address the soldiers within the framework of my intent.
One of my colleagues gave his chaplain a list of questions about the battalion’s attitude on an issue. The commander then gave the chaplain ample time to survey the appropriate audience and asked him to report his findings. The feedback was helpful and gave the commander an important tool for assessing the command climate.

The same commander also directed the chaplain to interview, immediately after adjudication, every soldier who received an Article 15. The intent was to give a soldier an opportunity to talk to someone outside his immediate chain of command. The chaplain not only ensured that the soldier had not lost his self esteem as a result of the nonjudicial action, but he also gave the commander immediate feedback as to the soldier’s perception of the justice of the proceedings. The commander then conveyed this information through noncommissioned officer channels so the soldier’s squad leader could work effectively with him.

Establishing a vibrant commander-chaplain relationship is not solely the responsibility of the battalion commander. Company commanders and first sergeants, as well as platoon and squad leaders, also need to establish a positive relationship with the chaplain. Unfortunately, the chaplain is the one who frequently must take the initiative and seek out company leaders. Junior officers and noncommissioned officers who fail to use the chaplain effectively miss a good opportunity to build unit cohesion.

A good rule of thumb is to have the chaplain make an office call soon after a new commander or first sergeant joins a company. The chaplain can use this forum to explain how he can help those leaders accomplish their missions. A successful chaplain seldom bypasses the company chain of command. He never demands; he generally suggests. As a result, immediate trust can be established between the company leaders and the chaplain. Whenever this relationship becomes strained, as it sometimes does, both parties must seek an immediate reconciliation. If they do not, the soldiers are the ones who suffer.

TACTICAL DUTIES

Essentially, soldiers want to see their chaplain in the field, particularly during hazardous training. The chaplain provides a degree of security for the soldiers, who take solace knowing one of “God’s own” is with them. Moreover, soldiers traditionally make the extra effort; go the additional mile, when a chaplain is at their side sharing their ordeal.

In the field, the chaplain makes his greatest contribution by visiting soldiers and sharing their hardships. Although a chaplain is not authorized a vehicle in light infantry units, a prudent commander makes sure the chaplain has access to some type of transportation. My chaplain had little difficulty making his rounds throughout the command, often catching a ride on a mess truck or a support vehicle. Visiting every soldier in his individual position, the chaplain spent a day with each company before going on to the next. At night, he and his assistant constructed their own fighting position near a company headquarters so they could keep abreast of the tactical situation. Naturally, in actual combat the chaplain and chaplain assistant would be ministering to the sick and wounded, but the only time I ever saw my chaplain during a field training exercise was when I inspected one of the companies. His place was not with a headquarters but was with the men, and the effect on morale was enormous.

There is no rule that says the chaplain participates only in battalion level exercises. Since the entire battalion deploys to the field, soldiers expect to see him on battalion training exercises. But the strongest bonds form when the chaplain also trains and visits the soldiers during platoon and company level field training where a battalion leader’s attendance is strictly voluntary. By offering encouraging words, sharing the soldiers’ concerns and needs, joining in prayer and administering blessings, the chaplain soon becomes the most popular officer in the battalion.
INFLUENCING MORALE
Combat veterans know full well the positive influence a chaplain has on unit morale, and few at any level would go into combat again without one. Leaders should therefore encourage the chaplain to spend as much time as possible with the soldiers. Although he is a commissioned officer, his place, more than that of any other officer, is with the soldiers.

The most effective chaplains are those who plan their personal schedules to ensure as much contact with the troops as possible. By scheduling counseling sessions in the afternoon, for example, a chaplain can take part in morning training.

This scheduling technique serves two purposes. First, it gives the chaplain increased visibility and accessibility to the soldiers (“palm tree counseling,” as my chaplain in Hawaii called it). Second, the men frequently give informal feedback to the chaplain on a wide range of issues, not the least of which is unit morale.

The chaplain should not be the only leader who benefits from a soldier’s response. The next step is for him to share his concerns with the company leaders. Any time a commander follows a soldier’s suggestion and alters training (using three crew-served weapons at an EIB test site instead of one, for example, to give more soldiers an opportunity to conduct hands-on training) or adopts a spouse’s recommendation (such as publishing a training calendar in the monthly newsletter), he sends a clear message to the soldiers: The command cares about you, your family, and your ideas. A commander knows the chaplain is successful when the soldiers begin referring to him as “their” chaplain, rather than as “the battalion chaplain.”

BUILDING UNIT COHESION
The chaplain also plays a pivotal role in creating a sense of community and esprit de corps among the soldiers, their families, and the command. What is the best method of achieving the sense of organizational and communal pride? I found that having numerous social events, at little or no cost to the families, was extremely effective. Organizational days, family religious retreats, holiday meals in the dining facility, and company parties all helped create a sense of battalion unity. Chaplains also have special funds available for sponsoring such activities.

By far the two most effective functions organized with the chaplain’s assistance were a battalion formal dining-out for the soldiers and their spouses and an all-ranks family retreat at one of the local recreation areas. These annual events created camaraderie, traditions, and special memories for the soldiers and their families. In many cases, the dining-out and the retreat were the first opportunities for the spouses to participate in a battalion activity. The battalion had a good response to both functions, and they are now annual events.

The unit cohesion created by activities of this nature pays huge dividends when it is time to organize family support groups, which are critical in ensuring that family members receive proper care. Spouses who feel that the command cares for them and that they are an integral part of the organization are far more willing to assist others in the platoon and company.

PRE-DEPLOYMENT BRIEFINGS
Another important contribution a chaplain makes to the combat effectiveness of a unit is preparing the soldiers and their families for the trials of separation. Pre-deployment briefings are a commander’s responsibility, of course, but the chaplain can advise him on a number of topics. Most chaplains are accomplished speakers and know more about audience analysis, family group logistics, and soldier needs than any other staff officer, and his recommendations ought to carry more weight.
Too, since this chaplain has had years of experience recruiting family volunteers and organizing parish activities, the commander should consult him about child care, scheduling, refreshment needs, and related issues.

In advising me on issues related to deployment, my chaplain offered several important recommendations that greatly contributed to the success of the briefings. His most important recommendations included scheduling and reviewing what each speaker intended to say, particularly volunteer speakers from outside the battalion. As a result, the battalion never scheduled a briefing before 1900 hours so the families had time to eat their evening meal together and arrange for babysitters. The chaplain also carefully reviewed the comments of every speaker outside the immediate chain of command, such as representatives from the Red Cross, Military Police, and Army Community Service. The intent was not to censor a speaker’s remarks but to ensure that no one inadvertently caused a family member undue concern for his or her own safety once the soldiers deployed.

Above all, the chaplain must be given time on the agenda to address the families and summarize the facilities that will be available to them as they cope with the rigors of separation. Also, the chaplain can outline the religious activities available to the families during the time the soldiers will be deployed. This procedure will have a calming effect on the spouses, many of whom are being separated for the first time.

In summary, the chaplain is an indispensable link between a leader, the soldiers, and their families. A good chaplain will significantly improve the morale and cohesion of a unit. He is a valuable asset and all leaders should readily use him. Leaders who take advantage of the skills and techniques the chaplain offers always have stronger organizations than those who do not.

One final word is in order. The chief of the battalion’s unit ministry team is not just the battalion chaplain. He is also the company, platoon, and individual soldier’s chaplain. He truly belongs to the soldiers, not the battalion. With a few notable exceptions, no individual contributes more to instilling pride in the organization and improving the combat effectiveness of a command.”

Colonel Cole C. Kingseed previously commanded the 4th Battalion, 87th Infantry, 25th Infantry Division, attended the Naval War College, and currently serves on the faculty of the United States Military Academy as a history professor. He is a 1971 ROTC graduate of the University of Dayton and holds a doctorate from Ohio State University.

Chaplain (COL) R. Michael Coffey previously served as the chaplain of the 4th Battalion, 87th Infantry, 25th Infantry Division and as a Clinical Pastoral Education (CPE) Supervisory resident at Walter Reed Army Medical Center in Washington DC. He currently serves at the Pentagon in Chief of Chaplains office as his COS. He is a 1986 graduate of Dallas Theological Seminary (Th.M.) and holds a Doctor of Ministry (D.Min.) degree from Fuller Theological Seminary.

DRILL WEEKEND FOR THE UNIT MINISTRY TEAM (UMT)

FIRST FORMATION

Arrive 15-20 minutes before first formation. Greet people. Attend the formation. There is usually a place for officers behind the formation or to the side. Depending on your unit, activities planned, and your ministry plan for that weekend, this may sometimes be the only formation you attend. If so, be sure to tell the 1SG or pay NCO so you aren’t marked absent and not get paid.

PLAN FOR THE WEEKEND

After first formation, the chaplain and chaplain assistant(s) should meet to discuss the plan for the weekend. Services, meetings, training, planning, correspondence… whatever you intend to do should be
shared knowledge so that you truly function as a team. Many tasks you’ll do together; some you’ll do separately.

CHECK IN WITH THE COMMAND
Check in with the CDR, XO, CSM, and 1SG. This is to remain visible to the command, see if there is any situation they would like you to respond to or look into, and find out when staff call is. Ask what type of briefing and/or reporting they would like from you, and how often.

WHAT NOW?
Visit each site where your unit has soldiers. Talk to individuals. Care about them.

Let the people know when church call is. If you have arranged to have several denominational services, make sure everyone knows that too. For example, Catholic, Protestant, LDS, Jewish, other also need to be informed of service times and locations. Whatever faith the chaplain is, of course the chaplain will usually conduct the service. But you may use chaplain assistants and denominational lay workers for faiths other than that of the chaplain.

Be available for one-on-one counseling or prayer.

Show up for special events, ceremonies, and meetings. When the chaplain cannot be there, try to have the chaplain assistant there. Make sure the command (CDR, XO, CSM, 1SG) knows you’re there. Be visible.

Be a little early for staff call. Have your briefing ready. Always have something to contribute: update on UMT activities, or morale report, or on one of the Army Values, or something you appreciate about someone in the unit who has helped you or made a positive impact in the unit. Make sure your briefings do not dwell on negatives. Occasionally you’ll need to comment on problems or negative morale, but if you get into the habit of pointing out problems, the people in the unit will see you as a negative in the unit. The rule of thumb: 90% of your briefings and comments will be positive, uplifting, and cheerful. MAXIMUM 10% will deal with problems or negative content. If you have a lot of problems or negatives to deal with, handle those issues privately with the appropriate person in the command structure.

SCHEDULE PERIODIC EVENTS
Suicide Prevention & Awareness Training, Family Support activities, etc. These need to be placed on the training calendar months in advance, so get to know the training personnel and ask for their help. They’ll be glad you are involved.

UMT SKILLS TRAINING
Go over the common soldier tasks as a UMT. Everyone needs to stay current on weapons qualification, drivers licenses, APFT, vehicle PMCS, and other common tasks. In addition, there are MOS specific tasks that your UMT must stay up on. Plan your Fiscal Year training to include these items. Use drill weekends and AT for this training.

AND DON’T FORGET…
Pray together as a UMT, fellowship together, and grow together.

CHARACTERISTICS OF A GOOD CHAPLAIN
Your organization and mission will affect how the chaplain functions with your company.

A GOOD CHAPLAIN WILL BE:

• Dedicated to his/her faith but tolerant of the views of others.
• Service-oriented. His/Her job is to care for you, your soldiers, and your families . . . 24 hours a day.
• **An example.** He/She will be a quality soldier and officer. He’ll be physically fit and his military appearance will match yours.

• **An excellent communicator.** He/She will relate to the soldiers in your unit.

• **An effective counselor.** He/She will listen to problems and recommend real solutions.

• **Another set of eyes and ears.** He/She will help you focus on all aspects of a problem.

• **Seen by your soldiers.** He/She will visit them at home, at the unit, in the hospital, in the field, and in the motor pool.

• **A soldier’s chaplain.** He/She will be tough when required and compassionate when necessary.

• **Your friend and advisor.** He/She will knows the spiritual and physical demands of today’s Army.

**A GOOD COMMANDER WILL:**

• Use his/her chaplain.

• Seek his/her advice.

• Honor the confidentiality between a chaplain and a soldier.

• Involve him/her in unit activities and training events.

• Encourage his/her soldiers to get to know the chaplain.

• Be a friend to the chaplain.


**ADDITIONAL THOUGHTS**

• Look for opportunities to serve soldiers. Hand things out in the chow line, offer to clean up after meals, help soldiers on work details, etc. It will go a long way towards earning their respect and becoming approachable. You are there to serve, not to be served.

• Maximize your availability when your unit is at State training area or doing field training. There will be many more natural opportunities to minister to soldiers when they are “away from the flagpole”. Remember that you may have separate elements from your unit that go to Camp Ripley to train throughout the year.

**CH 5 – One Step at a Time; Becoming a Chaplain**

The following is the checklist used to submit your packet to become a Chaplain. About 6 months prior to your expected graduation date from your master’s program, contact the Chaplain Recruiter to initiate your packet to become a Chaplain. Ensure that you maintain contact with your endorsing agency to ensure that you can get a signed DD 2088 (Certificate of Ecclesiastical Endorsement) from a federally recognized endorsing agency.
# C-1 Checklist for Chaplain/Chaplain Candidate Predetermination

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FOLDER</th>
<th>LOCATION</th>
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<tr>
<td>DD 2808, Report of Medical Exam and Waiver Documentation</td>
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<td>DD 2808, Approved Medical Waivers in front</td>
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<td>DD 2807-1, Report of Medical History</td>
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<td>Transcripts</td>
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<td>Transcripts</td>
<td>CH/CC</td>
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<td>Verification of Security Clearance (if applicable)</td>
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<td>Security Clearance Verification</td>
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<td>SSN Card, DD 214 or Numident</td>
<td>Source</td>
<td>SSN Card</td>
<td>CH/CC</td>
</tr>
<tr>
<td>Photograph</td>
<td>Source</td>
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<td>Other Source Documents</td>
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<td>Source</td>
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<td>Ecclesiastical Approval (EA) Letter/Memo (CHAPLAIN CANDIDATE)</td>
<td>(Scanned by OCCH ONLY)</td>
<td>Endorser e-mail or fax to OCCH: <a href="mailto:felando.thigpen@us.army.mil">felando.thigpen@us.army.mil</a> or 571-256-8775</td>
<td>CC</td>
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<tr>
<td>DD Form 2088, Certificate of Ecclesiastical Endorsement (EE)</td>
<td>(Scanned by OCCH ONLY)</td>
<td>Endorser e-mail or fax to OCCH: <a href="mailto:felando.thigpen@us.army.mil">felando.thigpen@us.army.mil</a> or 571-256-8775</td>
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<td>Chronological Listing of Professional Ministry Experience (CHAPLAIN ONLY)</td>
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<td>Request for TDA Position</td>
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<td>Email to Officer Policy Branch: <a href="mailto:Charles.Mulligan1@us.army.mil">Charles.Mulligan1@us.army.mil</a></td>
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</tr>
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CHAPLAIN REQUIREMENTS

Obtain a federally recognized ecclesiastical endorsement from your denomination or faith group certifying that you are:

• Are a U.S. citizen (includes naturalized)
• Less than 47 years of age with or without prior service
• Qualified spiritually, morally, intellectually and emotionally
• Sensitive to religious pluralism and able to provide for the free exercise of religion by all military personnel and their family members
• Possess a Bachelor's degree (not less than 120 semester hours)
• Possess an accredited Master's degree of not less than 72 semester hours (36 semester hours must be in Theology)
• Meet Army height/weight standards
• Are eligible for security clearance

Q: How many hours do I need for my graduate degree?
Although many candidates pursue a 90-semester-hour Master of Divinity, and some Endorsers require the same, the Department of Defense only requires a 72 semester hour degree in the field of theology or related studies (108 quarter hours) from a qualifying educational institution.

NOTE: If you are not pursuing a traditional Master of Divinity degree, work with the Chaplain Recruiter, your endorsing agency and the State Chaplain to ensure you meet the minimum requirements. There is an Academic Evaluation Worksheet that the recruiter has to assist with this.

Q: What if my Masters Degree is a 60-hour one (or 45, 65 or 70)?
As long as your degree is in the field of “theology, religion, or Bible,” you may add “related studies” as noted above in order to make an aggregate total of 72 semester hours. Once again, one-half of the earned graduate credits (36) must be in religion and theology as described above.

Q: When can I put in a packet to accession as a chaplain?
A CC can put in a packet to accession as a chaplain 5 months prior to graduation from seminary. This assumes that you have (or will soon have) your endorsement and everything else in your packet is complete. If your endorsement is a year or two away after graduation due to needed ministry experience, you must wait to accession as a chaplain until you have (or are close to having) your endorsement.

Q: What is the requirement for “ministry experience?”
Twenty-four months of ministry experience is required for accessioning to active duty. This requirement does not apply to those accessioning to the Army National Guard, but certainly any ministry experience prior to accessioning is beneficial and makes one “better qualified” to serve God and Country.

Q: Does my pastoral experience before seminary and during seminary count?
Yes. Some credit is given for part-time work in a local church (whether volunteer or paid) according to hours worked per week. Credit is also given for completing CH-BOLC. Verification of ministry experience is part of the accessioning packet. Your Endorser must request a waiver from the Chief of Chaplains for this experience to count.

Q: Who can help me with the packet?
Your local State OSM and or Chaplain Recruiter has been designated by the Chief of Chaplains Office to work with you when putting together a packet for the accessioning board. The Chaplain Recruiter is the expert, please contact with questions at 855-357-3315

Q: After the Accessions Board selects me for the chaplaincy, when do I pin on the Chaplain insignia (cross, tablet, wheel, or crescent)?
A Chaplain Candidate, who has been selected for the chaplaincy by OCCI-I does not immediately pin on the Chaplain insignia and begin using the title Chaplain. Please note: the chaplain recruiter completes the predetermination process. She will assist you with the final preparation of your packet for accessioning to the Army Chaplaincy.
Once approved, the candidate becomes a Chaplain. After completing NGB-337 (oath of office), the State Chaplain will assign you to a unit as determined by state mission needs.

**WHEN THE DAY FINALLY ARRIVES**

Chaplains will wear the religious branch affiliation i.e. the Cross (Christian) or Tablets w/ Star of David (Judaism) under the U.S. Insignia on the Army Service Uniform. The Chaplain branch insignia (subdued, pin on) will be worn on the ACU above the name tape. The Chaplain Corps Crest will be worn over the name plate on the Army Service Uniform.

**Annex A: Uniforms and Appearance**

As an Army Officer and as a representative of the Chaplain Corps, your uniform is the first impression that a commander, fellow officer, NCO (Non-Commissioned officer) or enlisted member sees. It is a walking résumé, and as such will act as a résumé does; it will either get you to the interview or place you in the bottom of the pile only to be overlooked.

There is a one-time clothing allowance form that you may submit at the time you are commissioned as an officer. You will be reimbursed for that initial uniform purchase.

Correct wear and care of the Army Service Uniform (Dress, Class A, and Class B) and ACU (Army Combat Uniform) is critical. You will get guidance from your supervisory chaplain and NCO chaplain assistants on proper wear of the uniform, but it is imperative that you know what the correct way is to wear the uniform and headgear, because they will not always be available, yet you will always need to look sharp.

Your personal appearance is important. You are not just a weekend chaplain in the Army. Our job calls us to be ready at a moments notice, i.e. death notification. You need to be ready for ministry to members of the unit that you serve and to their families. As an officer and chaplain in the Army, if you look the part, soldiers and leaders will take you seriously, and therefore be more willing to listen to you.


**OFFICER UNIFORM REQUIREMENTS**


**GENERAL**

Officers are responsible for procuring and maintaining uniforms appropriate to their assigned duties. Officers will procure and maintain sufficient quantities of personal items necessary to ensure acceptable standards of personal hygiene and appearance. It is mandatory that all officers dress in accordance with their position as an officer of the United States Army, and in accordance with the traditions and customs of the service.
Officers also are responsible for procuring and maintaining adequate quantities of appropriate accessories, insignia, footwear, undergarments, headgear, and gloves for use with their uniforms. The major items of uniform clothing that are normally prescribed by commanders, with the minimum quantities that all officers should have in their possession, are shown in the tables below. Soldiers may purchase and wear optional items authorized by regulation AR 670-1 and ACU/ASU update memorandums.

**ARMY COMBAT UNIFORM (ACU) ENSEMBLE**

<table>
<thead>
<tr>
<th>ITEM AND QTY REQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boots, combat army, hot weather (tan)</td>
</tr>
<tr>
<td>Boots, combat army, temperate weather (tan)</td>
</tr>
<tr>
<td>Socks, boot, green</td>
</tr>
<tr>
<td>Belt, 2 inch rigger (tan)</td>
</tr>
<tr>
<td>Coat, ACU</td>
</tr>
<tr>
<td>Trousers, ACU</td>
</tr>
<tr>
<td>T-shirt, moisture wicking (tan)</td>
</tr>
</tbody>
</table>

**ARMY SERVICE UNIFORM CLOTHING ITEMS**

<table>
<thead>
<tr>
<th>ITEM AND QTY REQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belt, black, nickel plate</td>
</tr>
<tr>
<td>Buckle, belt, nickel plate</td>
</tr>
<tr>
<td>Coat, ASU</td>
</tr>
<tr>
<td>Neck tab, female</td>
</tr>
<tr>
<td>Neckties, male</td>
</tr>
<tr>
<td>Shirt, white, short sleeve</td>
</tr>
<tr>
<td>Shirt, white, long sleeve</td>
</tr>
<tr>
<td>Shoes, oxford, black</td>
</tr>
<tr>
<td>Skirt, ASU (females)</td>
</tr>
<tr>
<td>Slacks, ASU, low waist (females)</td>
</tr>
<tr>
<td>Trousers, ASU, low waist with belt loops</td>
</tr>
<tr>
<td>Pumps, black (females)</td>
</tr>
<tr>
<td>Socks, black, poly/nylon</td>
</tr>
<tr>
<td>Undershirt, white, (males)</td>
</tr>
<tr>
<td>Coat, black, all weather</td>
</tr>
<tr>
<td>Gloves, flexor, black, unisex</td>
</tr>
<tr>
<td>Cap, service, ASU</td>
</tr>
<tr>
<td>Bow tie, black (males)</td>
</tr>
</tbody>
</table>

*NOTE: The Army Green, Blue, and White uniforms are still authorized for wear during the current transition period until the mandatory possession date of 4th Quarter, FY 2014 for the new Army Service Uniform (ASU). New ASU items will be available for purchase at military clothing sales stores in 4th Quarter, the ASU is the authorized for official DA photos. The Army Green uniform will be optional for wear in official DA photos until 4th Quarter, FY 2014.*
IMPROVED PHYSICAL FITNESS UNIFORM (IPFU)
ITEM AND QTY REQ
T-shirt, Long Sleeved, IPFU 1
T-shirt, Short Sleeved, IPFU 2
Trunks, IPFU 2
Jacket, IPFU 1
Pants, IPFU 1
Socks, white 4
Running shoes (males & females) 1

ADDITIONAL REQUIRED CLOTHING ITEMS
ITEM AND QTY REQ
Bag, duffel 1
Beret, wool, black, with flash 1
Towel, bath, brown 4
Drawers, tan (males) 7
Lingerie, nylons, underwear (females) As required
Handbag (females) 1
Coat, cold weather, field jacket, ACU 1

PURCHASING A UNIFORM

As an Army officer, you are required to purchase your uniforms. Two sets of ACUs (Army Combat Uniforms) are required for training. The ACU uniform can be purchased at most Army posts at clothing and sales and online through AAFES (Army and Air Force Exchange Services). Do not take shortcuts here. Purchasing knock-off ACU uniforms online will get you in trouble, uniforms need to meet US Army regulations. Go to the actual store and try on the uniform or see your Unit Supply for assistance to ensure a correct fit. Once you know your correct fit, additional purchases can then be made online through AAFES. http://www.shopmyexchange.com/

THE WEAR OF INSIGNIA ON THE ACU

- Name tape
- Chaplain insignia
- Combat and Special Skill badge(s)
- US Army Branch tape
- Tab(s): -President's Hundred - Honor Guard - Special Forces - Ranger - Airborne - Sapper
- Current assignment - Shoulder Sleeve Insignia
- Identification badge: Recruiter
WEAR OF THE ARMY COMBAT UNIFORM (ACU)

THE ARMY COMBAT UNIFORM (ACU)

The ACU is the mandatory combat uniform for the National Guard as of May 2008. Note: beret is authorized for Airborne, Ranger, SF units. ACU patrol cap is the standard head gear for ACU uniform, as of 14 JUNE 2011. http://www.armyg1.army.mil/hr/uniform/

THE ACU ENSEMBLE

- Army Combat Boots – Hot Weather or Temperate (Tan)
- Boot Socks (Green or Tan)
- Moisture Wicking T-shirt (Tan)
- Two-inch Rigger Belt (Tan)
- ACU Coat
- ACU Trousers
- Headgear: ACU patrol cap, ACU sun hat, green micro fleece cap, or helmet, Beret (ACU patrol cap is the standard garrison headgear)
- Hook and Loop US Flag insignia (full color – garrison or IR subdued – field)
- Hook and Loop shoulder sleeve insignia
- Hook and Loop embroidered grade insignia
- Hook and Loop ACU Name tape
- Hook and Loop ACU US Army tape
THE FOLLOWING ITEMS CAN ALSO BE WORN WITH THE ACU:

- Undergarments
- Elbow & Knee Pads
- Coat, Cold Weather (field jacket), ACU
- Parka, Cold Weather, Gore-Tex, ACU
- Trousers, Cold Weather, Gore-Tex, ACU
- Parka, Wet Weather, ACU
- Trousers, Wet Weather, ACU
- ACU Fleece (Black or Green), Extended Cold Weather Clothing System (ECWCS)
- Chaplain’s Apparel
- Gloves
- Handbags (females only)
- Neckgaiter (OCIE)
- Scarves
- Combat & Special Skill Badges (Pin-on subdued) – (Optional) – 5 max
- Brassards
- Religious Denomination Insignia (Chaplains only) – above nametape
- Headgear Insignia
- Subdued Pin-on rank insignia
- Hook and Loop subdued SSI-FWTS patch -“Combat Patch”
- Hook and Loop subdued skill tabs
- Organizational Clothing and Individual Equipment (OCIE), as determined by the commander. Medical items IAW CTA 50-900 or CTA 8-100 (Medical personnel)
- Personal Hydration systems, as determined by the commander
- Drill Sergeant and Recruiter badges (pin-on, subdued)

THE ACU CARE POLICY.
The following instructions must be followed when caring for the ACU in order to maximize the service life and maintain optimum performance:

SOLDIERS WILL NOT STARCH THE ARMY COMBAT UNIFORM UNDER ANY CIRCUMSTANCES. THE USE OF STARCH, SIZING, AND ANY PROCESS THAT INVOLVES DRY-CLEANING OR A STEAM PRESS WILL ADVERSELY AFFECT THE TREATMENTS AND DURABILITY OF THE UNIFORM AND IS NOT AUTHORIZED.

Wash in cold water and mild detergent containing no optical brighteners or bleach. Tumble dry at low heat (not to exceed 130 degrees farenheit). Remove immediately from the dryer and fold flat or place on a rustproof hanger to ensure heat from the dryer does not set wrinkles. To drip dry, remove from the washer/water and place on a rustproof hanger. Do not wring or twist.

THE ACU WEAR POLICY.
The new ACU is used as a combat uniform designed to be worn under body armor. The uniform is prescribed for year round wear for all soldiers, unless otherwise directed by the commander. Soldiers may wear the ACU off post unless prohibited by the commander. The ACU will not be worn for commercial travel unless authorized by AR 670-1, paragraph 1-10c. The only exception to policy is for soldiers participating in the rest and recuperation program any other exception to policy must be submitted to the Deputy Chief of Staff, G-1 for approval. Personnel will not wear the ACU in off post establishments that primarily sell alcohol. If the off post establishment sells alcohol and food, soldiers may not wear the ACU if their activities in the establishment center on drinking alcohol. The ACU is not normally considered appropriate for social or official functions off the installation, such as memorial services, funeral, weddings, inaugural, patriotic ceremonies, etc. The ACU is issued as a combat uniform and is not intended for wear as an all purpose uniform when other uniforms (ASU Dress, Class A, Class B) are more appropriate. Combat and special skill badges will not be sewn or attached using hook and loop pads on the ACU. Sewing of the rank insignia on the ACU patrol cap, ACU sun hat, and Kevlar camouflage cover is authorized. The ACU will be loose fitting and comfortable. Alterations to make them fit tightly are not
authorized. The only alterations authorized are those listed in AR 700-84. Items should be fitted loosely enough to allow for some shrinkage without rendering the garment unusable.

Permanent infrared squares affixed to each shoulder for nighttime identification will be covered when insignias are not worn on the pocket flaps. Sleeves will be worn down at all times, not rolled or cuffed.

The black or green ACU fleece (ECWCS) can be worn as an outer garment when authorized by the commander.

Soldiers may wear gloves with the ACU without the cold weather outer garments (i.e. Gore-Tex Jacket or Field Jacket, etc.)

Female personnel may carry handbags with these uniforms only while in a garrison environment

Commanders may authorize the use of a black or ACU personal hydration system only in a field environment, in high heat areas, or on work details. Soldiers will not carry hydration systems in a garrison environment unless the commander has authorized it for one of the situations described above.

CHAPLAIN CANDIDATE BRANCH INSIGNIA

**NEW OFFICER INSIGNIA FOR CHAPLAIN CANDIDATES**

Description: Over the lower corners of an open book, two laurel branches crossed at the stems overall a shepherd's crook, all gold. The insignia is 1 inch (2.54 cm) in height and 1 1/4 inches (3.18 cm) in width.

Symbolism: The book represents regulations, while the laurel sprays symbolize the honors received in the administration of military regulations. The shepherd's crook represents the spiritual nature of the regulations.

Background: The chaplain candidates were transitioned from the Staff Specialist Branch to the Chaplain Branch which left the candidates without an authorized branch insignia. The Chief of Chaplains submitted a request for collar insignia which was approved by HQDA, G-1 on 23 February 2012. The design for the collar insignia was authorized on 18 June 2012. The cloth insignia will be worn above the name on the ACU blouse.

To purchase this insignia, contact Military Clothing Sales Store at Fort Jackson, SC at 803-787-5248. This insignia is unique to the Chaplain Candidate

ARMY COMBAT BOOTS – (HOT WEATHER AND TEMPERATE WEATHER)

Made of tan rough side out cattle hide leather with a plain toe and tan rubber outsoles. The boots are laced diagonally with tan laces, with the excess lace tucked into the top of the boot under the bloused trousers or wrapped around the top of the boot. Metal cleats and side tabs and sewn-in or laced in zipper inserts are not authorized. A rubber outsole is the only outsole material that currently meets the need for durability and traction on surfaces. Other materials (that may be of a lighter weight) may have significant problems in these areas. Boots can be cared for with the Kiwi “Desert Shoes Care Kit”: 
OPTIONAL BOOTS
Soldiers may wear commercial boots of a design similar to that of the Army Combat Boot (Tan), 8 to 10 inches in height as authorized by the commander. The boots must be made of tan rough side out cattle hide leather, with a plain toe, and have a tan, rubber outsole. Soldiers may wear optional boots in lieu of the standard issue Army Combat (Hot Weather and Temperate Weather) Boots (Tan) however, they do not replace issue boots as a mandatory possession item. Optional boots are not authorized for wear when the commander issues and prescribes standard organizational footwear for safety or environmental reasons (such as insulated boots or safety shoes).

WEAR OF HEADGEAR
BLACK BERET
The Beret is a clothing bag issue item. Soldiers who are not assigned to units or positions authorized wear of the Tan (Ranger), Green (Special Forces), or Maroon (Airborne) beret will wear the black beret. Wear of the black beret is authorized for dress ASU for non-formal events. Soldiers who do not wear the beret due to AOC, will wear the Patrol Cap with the ACU.

How do I prepare the beret?
Note: the following procedures need not be followed if you can achieve the proper fit of the beret (as described above in the previous question). If you have difficulty achieving the fit or form, it may help to follow the instructions below. Remember, if you decide to follow the preparation procedures, it is very important to avoid damaging the beret. Therefore, you should seek the advice of soldiers who are experienced in preparing the beret for wear. Although variations in methods exist, listed below are some general instructions that have proven successful for many soldiers in preparing the beret for wear.

• If the beret comes with a liner, remove it by cutting it out of the beret.
• While dry, lightly shave the beret, using very light strokes, to achieve a smooth, felt-like appearance. Avoid cutting the beret; use masking tape to remove the fuzz from the wool.
• Wet the beret with cold water, but hold the flash away from the water as much as possible. Wring out the beret until slightly damp.
• Fit the beret to your head and adjust the cord as necessary. Wait until the beret is dry before cutting the excess cord, in case you have to readjust the fit after the beret is dry.
• Using both hands to secure the beret onto your head, form a dip behind the flash, pull the excess material to the right side, and form a slight fold to right front of the beret.
• To achieve the fold to the right front, you may find you need to bend or trim the right side of the cardboard stiffener. Use caution if trimming; trim no more than ½-inch.
• Wear the beret until it is almost dry, continuing to smooth the material over the crown of your head, the excess down to the right, behind the flash, and to the right front.
• When the beret is about ¾ dry, you can remove it from your head and allow it to finish by air-drying; it will retain its shape.
• Attach insignia by pushing the prongs through the stiffener. Since the Army flash is already sewn on to the stiffener, the thickness of the materials prevents use of the keepers on the back of the insignia. If enough of the prongs extend through the material, you can bend the prongs back against the back of the stiffener. If not, exercise caution when putting the beret on the head.
• Before attaching future flashes, attach insignia to the flash before it is sewn onto the beret; bend the prongs back against the back of the flash, then have the flash sewn onto the beret stiffener.
• Hazards typically associated with prepping the beret for wear: dampening or soaking can cause shrinkage and could cause the dye to bleed into the flash; shaving wool pills could cut the beret.

THE ACU PATROL CAP

The ACU Patrol Cap is now the standard issue hat. Personnel will wear the ACU Patrol Cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The patrol cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap. Sewn or pin on rank is worn on the ACU Patrol Cap. The Last Name tape will be worn centered on the hook and loop pads on the back of the ACU Patrol Cap.

THE ACU SUN (BOONIE) HAT

The ACU Sun (Boonie) Hat is worn with the ACU in field environments when the Kevlar helmet is not worn, on work details, or in other environments where the wear of the beret is impractical as determined by the commander. Personnel will wear the ACU Sun Hat straight on the head so that the web band creates a straight line around the head, parallel to the ground. The ACU sun hat will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The hat is worn so that no hair is visible on the forehead beneath the hat. Sewn or pin on rank is worn on the ACU Sun Hat. The draw string on the ACU Sun hat can be worn under the chin, around the back of the head and neck, or tucked inside. The draw string will not be worn over the top of the ACU Sun Hat. The hat will not be worn rolled, formed, shaped, blocked, or with an upturned brim.

THE MICRO GREEN FLEECE CAP

The green micro fleece cap is worn with the ACU in field environments when the Kevlar helmet is not worn, on work details, or in other environments where the wear of the beret is impractical as determined by the commander. Personnel wear the green fleece cap pulled down snugly on the head. Soldiers will not roll the edge of the cap. Standards of wear and appearance specified in paragraphs 1-7 and 1-8 of AR 670-1 apply at all times.

THE ARMY SERVICE CAP

The service cap is worn with the service uniform. Brim ornamentation signifies different grades of officers. Fig 20-3 shows the field grade officer service cap. Service caps are worn for special occasions such as military balls, graduations from military schools, and military funerals.
WEAR OF THE IMPROVED PHYSICAL FITNESS UNIFORM

THE IMPROVED PHYSICAL FITNESS UNIFORM (IPFU)
The physical fitness uniform (PFU) is authorized for year-round wear by all personnel, when prescribed by the commander. The IPFU consists of the following components:
• Jacket, running, gray and black.
• Pants, running, black.
• Trunks, running, black, moisture-wicking.
• T-shirt, gray, short sleeve, moisture-wicking.
• T-shirt, gray, long sleeve, moisture-wicking.
• Cap, knit, black.

ACCESSORIES FOR THE IPFU
Commanders may authorize the wear of commercial running shoes, calf-length or ankle-length, plain white socks with no logos, gloves, reflective belts or vests, long underwear, and other items appropriate to the weather conditions and type of activity. If soldiers wear long underwear or other similar items, they must conceal them from view with the running jacket and pants if wearing the IPFU. Soldiers are authorized to wear commercially purchased gray or black spandex shorts under the IPFU shorts. The length of the shorts must end above the knee or higher. The commercial shorts must be plain, with no logos, patterns, or obtrusive markings. Soldiers are not required to buy the spandex shorts.

OCCASIONS FOR WEAR OF THE IPFU
The IPFU is authorized for wear on and off duty, on and off the installation, when authorized by the commander. Soldiers may wear all or part of the IPFU with civilian attire off the installation, when authorized by the commander.

INSIGNIA FOR THE IPFU
The only insignia authorized for wear on the IPFU is the physical fitness badge. When the physical fitness badge is worn, it is sewn on the upper left front side of the IPFU T-shirt. On the IPFU running jacket, the insignia is sewn centered \(\frac{1}{2}\) inch above the word “Army.” See AR 600–8–22 for criteria for wear of the physical fitness badge.

WEAR OF THE ARMY SERVICE UNIFORM (ASU)
*the following information comes from the “Army Service Uniform (ASU) Wear Policy (Dress, Class A, and Class B Transition) DA Memo (20 AUG 08) and serves as an update to AR 670-1 until new AR 670-1 is published

THE ARMY SERVICE UNIFORM (ASU) (Dress, Class A, Class B)
The Army currently has three service uniforms (Green, Blue, and White). The Green service uniform is a required item for all soldiers to maintain. The Blue service uniform has been an optional wear item, purchased if desired and worn on appropriate occasions. In order to streamline the number of uniforms soldiers must purchase and maintain throughout their careers, the Army will phase out the Green and White service uniforms and retain the Blue service uniform as the Army Service Uniform (ASU) in accordance with an implementation plan effective 20 August, 2008. Soldiers who currently have a Blue Service uniform can IMMEDIATELY begin wearing this uniform as their ASU, in accordance with the implementing instructions from the DA memo “Army Service Uniform (ASU) Wear Policy (Dress, Class A, and Class B Transition)” dated 20 August 2008.
The new Army Service Uniform (ASU) will include a new coat and low waist trousers for male soldiers and a new coat, slacks, and skirt for female soldiers. The new fabric for the ASU is heavier and wrinkle resistant over previously manufactured uniforms and will consist of 55% wool and 45% polyester material. The new ASU will have a tailored, athletic cut, to improve uniform fit and appearance. The ASU will include a new and improved wrinkle resistant short and long sleeved white shirt with permanent military creases and shoulder loops. The Army anticipates that the ASU will be available for purchase in military stores in the 4th Quarter, FY 2009 and the mandatory possession date for the new ASU will by FY 2014. The Army encourages soldiers and leaders who own the current (OLD) Blue ASU, when appropriate, to wear as their Dress Blue, Class A, or Class B uniform. The Class B uniform category defines the ASU items worn without the service coat.

THE ASU (DRESS, CLASS A)

![The Army Service Uniform (ASU), Dress and Class A](image)

**DRESS BLUE ASU**
The Dress Blue ASU includes the Army Blue Coat and Trousers, a long-sleeved white shirt and black bow tie for males. The Army Dress Blue ASU for females includes the Army Blue Coat, Skirt, and a long-sleeved white shirt with black neck tab. Currently, female chaplains are authorized to wear Army Blue Slacks in the performance of their duties. The Black Beret and Service Cap are authorized to wear with this uniform. When the Dress Blue ASU is worn for evening social occasions (after retreat) commanders can direct no headgear required. Accessories and insignia authorized for wear with the Class A ASU are authorized for wear on the Dress Blue ASU (combat boots, organizational items such as brassards, and distinctive unit insignia are not authorized).

**CLASS A ASU**
The Class A ASU includes the Army Blue Coat and Trousers/Skirt/Slacks, a short or long sleeved white shirt and four in hand neck tie (male)/neck tab (female). The Black Beret is the primary headgear for the Class A ASU unless the commander directs the wear of the Service Cap.
THE ASU (CLASS B)

CLASS B ASU
The Class B ASU includes the Army Blue Trousers/Skirt/Slacks, and a short or long sleeve white shirt. The Beret is the authorized headgear for the Class B ASU. Soldiers will wear the four in hand necktie (male) or necktab (female) with the long sleeve white shirt with shoulder loops. The tie/neck tab is not worn with the short sleeve white shirt. Until the new ASU items are available, soldiers who have the low waist trousers with belt loops or slacks have the option of wearing a commercial short sleeve white shirt with shoulder loops in the open collar configuration. Soldiers who have the current commercial white shirt without shoulder loops must wear as appropriate, the black wind breaker, black pullover, or black cardigan sweaters with this uniform.

ASU ACCESSORY ITEMS AUTHORIZED FOR WEAR (IAW AR 670-1)
- Belt with gold buckle
- Boots, combat, leather, black (Optional for wear with Class A/B ASU for those soldiers authorized to wear the tan, green, or maroon beret, those assigned to air assault coded positions, and MP’s performing MP duties)
- Bow tie, black (worn after retreat)
- Buttons
- Cape, Black or Blue (Officer only)
- Chaplain’s apparel
- Cuff links & studs, gold
- Coat, black, all weather
- Gloves, black, leather, Unisex (worn with the black all weather coat or black wind breaker)
- Gloves, white dress
- Handbag, black, fabric or leather (hand, shoulder, or clutch type) (females)
- Hat, Drill Sergeant (Class A/Class B Only)
- Judge’s Apparel
- Military Police accessories (not authorized with dress or class A ASU)
- Necktie, black, four in hand (male)
- Neck tab (female)
- Scarf, black (only with black all weather coat or black windbreaker)
- Shirt, white, long-sleeve (with shoulder loops)
- Shirt, white, short sleeve (with shoulder loops)
- Shoes, oxford black
- Shoes, pumps, black (females)
- Socks, black cushion sole (worn with combat boots only)

- Socks, black dress (with trousers/slacks)
- Stockings, sheer (females)
- Sweater, pullover, black
- Sweater, unisex cardigan, black
• Undergarments, white
• Umbrella, black (females may carry and use an umbrella, only during inclement weather when wearing the Dress Blue ASU. Umbrellas are not authorized in formations or when wearing ACU’s)
• Windbreaker, Black (only with Class B ASU)

**INSIGNIAS, AWARDS, BADGES AND ACCOUTERMENTS WORN WITH THE ASU (DRESS, CLASS A, AND CLASS B: NOTE EXCEPTIONS)**

- Aiguillettes, service (Officers only) (not authorized on the Class B ASU)
- Airborne background trimming
- Branch of service scarves
- Branch insignia
- Brassards (not authorized on the Dress Blue ASU)
- Combat Service Identification Badge (CSIB): This will be a new item to be worn when available. It will be a metal miniature combat patch worn centered on the wearer’s right breast pocket of the ASU coat (males) or on the right side parallel to the waistline on the ASU coat (female). The CSIB is ranked 5th in order of precedence below the Presidential, Vice-Presidential, Secretary of Defense, and Joint Chiefs of Staff Identification Badges. The CSIB can also be worn on the white shirt when wearing the Class B ASU.
- Decorations and Service Medal ribbons
- Distinctive items authorized for Infantry personnel
- Distinctive Unit Insignia (enlisted only, authorized on Class A/B ASU only)
- Foreign badges
- Fourragere/Lanyards
- Gold Star lapel pin
- Headgear insignia
- Insignia of grade
- OCS/WOC insignia
- Nameplate
- Organizational flash
- Overseas service bars (Optional)
- Regimental Distinctive Insignia (Optional)
- Service stripes (Enlisted only)
- Unit awards
- US badges (identification, marksmanship, combat & special skills)
- US insignia (not authorized on the Class B ASU)

**NOTE: THE LEADER’S IDENTIFICATION INSIGNIA (GREEN TAB) IS NOT AUTHORIZED TO BE WORN ON THE ASU.**
Officer and enlisted soldiers in the grade of corporal and above will wear trousers with a gold braid sewn on the outside of seam of each trouser leg of the new Blue ASU. The braid will be sewn from the bottom of the waistband to the bottom of the trouser leg. On the new ASU, service stripes are authorized for wear on the left sleeve for enlisted soldiers and overseas service bar(s) on the right sleeve for both officers and enlisted soldiers. The service stripes and overseas service bars are similar in size to the ones currently worn on the Army Green uniform. The new service stripes and overseas service bars will be gold in color and trimmed in blue to match the ASU.

For those soldiers who have purchased the current (OLD) Blue uniform, this uniform will remain authorized for wear until the mandatory possession date for the new ASU, 4th Quarter, FY 2014. Soldiers who purchase the new ASU are required to comply with all current wear policies. The intent of this bridging strategy is to allow for maximum wear of the existing uniforms and establish policy for their replacement. During this transformation period, there will be soldiers in mixed uniforms. The Army is in transformation. Beginning in 4th Quarter, FY 2009, soldiers have the option of taking their official DA photo in the ASU. This is strictly optional on the soldier’s part. The Army Green uniform can still be used until the mandatory possession date for the new ASU (FY 2014). During the transition period, official photos may be in ASU or Army Green uniforms.
PERSONAL APPEARANCE POLICIES (from AR 670-1)

General: The Army is a uniformed service where discipline is judged, in part, by the manner in which a soldier wears a prescribed uniform, as well as by the individual’s personal appearance. Therefore, a neat and well-groomed appearance by all soldiers is fundamental to the Army and contributes to building the pride and esprit essential to an effective military force. A vital ingredient of the Army’s strength and military effectiveness is the pride and self discipline that American soldiers bring to their Service through a conservative military image. It is the responsibility of commanders to ensure that military personnel under their command present a neat and soldierly appearance. Therefore, in the absence of specific procedures or guidelines, commanders must determine a soldier’s compliance with standards in this regulation. Soldiers must take pride in their appearance at all times, in or out of uniform, on and off duty. Pride in appearance includes soldiers’ physical fitness and adherence to acceptable weight standards, in accordance with AR 600–9.

Exceptions to appearance standards based on religious practices:

- As provided by AR 600–20, paragraph 5–6, and subject to temporary revocation because of health, safety, or mission requirements, the following applies to the wear of religious apparel, articles, or jewelry. The term “religious apparel” is defined as articles of clothing worn as part of the observance of the religious faith practiced by the soldier. Religious articles include, but are not limited to, medallions, small booklets, pictures, or copies of religious symbols or writing carried by the individual in wallets or pockets. Except as noted below, personnel may not wear religious items if they do not meet the standards of this regulation, and requests for accommodation will not be entertained (see AR 600–20, para 5–6g(2)(d)).

Religious Apparel allowed: Soldiers may wear religious apparel, articles, or jewelry with the uniform, to include the physical fitness uniform, if they are neat, conservative, and discreet. “Neat conservative, and discreet” is defined as meeting the uniform criteria of this regulation. In other words, when religious jewelry is worn, the uniform must meet the same standards of wear as if the religious jewelry were not worn. For example, a religious item worn on a chain may not be visible when worn with the utility, service, dress, or mess uniforms. When worn with the physical fitness uniform, the item should be no more visible than identification (ID) tags would be in the same uniform. The width of chains worn with religious items should be approximately the same size as the width of the ID tag chain.

Religious Apparel not allowed: Soldiers may not wear these items when doing so would interfere with the performance of their duties or present a safety concern. Soldiers may not be prohibited, however, from wearing religious apparel, articles, or jewelry meeting the criteria of this regulation simply because they are religious in nature, if wear is permitted of similar items of a nonreligious nature. A specific example would be wearing a ring with a religious symbol. If the ring meets the uniform standards for jewelry and is not worn in a work area where rings are prohibited because of safety concerns, then wear is allowed and may not be prohibited simply because the ring bears a religious symbol.

During Worship, Rites, or Rituals: During a worship service, rite, or ritual, soldiers may wear visible or apparent religious articles, symbols, jewelry, and apparel that do not meet normal uniform standards. Commanders, however, may place reasonable limits on the wear of non-subdued items of religious apparel during worship services, rites, or rituals conducted in the field for operational or safety reasons. When soldiers in uniform wear visible religious articles on such occasions, they must ensure that these articles are not permanently affixed or appended to any prescribed article of the uniform.

Chaplains: Chaplains may wear religious attire as described in this regulation, CTA 50–909, and AR 165–1 in the performance of religious services and other official duties, as required. Commanders may not prohibit chaplains from wearing religious symbols that are part of the chaplain’s duty uniform. (See AR 600–20, para 5–6g(7).)

- Soldiers may wear religious headgear while in uniform if the headgear meets the following criteria. It must be subdued in color (black, brown, green, dark or navy blue, or a combination of these colors). It must be of a style and size that can be completely covered by standard military headgear, and it cannot interfere with the proper wear or functioning of protective clothing or equipment. The headgear cannot bear any writing, symbols, or pictures. Personnel will not wear religious headgear in place of military headgear when military headgear is required (outdoors, or indoors when required for duties or ceremonies).

- Personal grooming. Hair and grooming practices are governed by paragraph 1–8 of this regulation, and
exceptions or accommodations based on religious practices will not be granted. As an exception, policy exceptions based on religious practice given to soldiers in accordance with AR 600–20 on or prior to 1 January 1986 remain in effect as long as the soldier remains otherwise qualified for retention.

HAIR & FINGERNAIL STANDARDS & GROOMING POLICIES (from AR 670-1)

Hair:
The requirement for hair grooming standards is necessary to maintain uniformity within a military population. Many hairstyles are acceptable, as long as they are neat and conservative. It is not possible to address every acceptable hairstyle, or what constitutes eccentric or conservative grooming. Therefore, it is the responsibility of leaders at all levels to exercise good judgment in the enforcement of Army policy. All soldiers will comply with the hair, fingernail, and grooming policies while in any military uniform or while in civilian clothes on duty.

Leader Judgment: Leaders will judge the appropriateness of a particular hairstyle by the appearance of headgear when worn. Soldiers will wear headgear as described in the applicable chapters of this regulation. Headgear will fit snugly and comfortably, without distortion or excessive gaps. Hairstyles that do not allow soldiers to wear the headgear properly, or that interfere with the proper wear of the protective mask or other protective equipment, are prohibited.

Extreme Hair: Extreme, eccentric, or trendy haircuts or hairstyles are not authorized. If soldiers use dyes, tints, or bleaches, they must choose those that result in natural hair colors. Colors that detract from a professional military appearance are prohibited. Therefore, soldiers should avoid using colors that result in an extreme appearance. Applied hair colors that are prohibited include, but are not limited to, purple, blue, pink, green, orange, bright (fire-engine) red, and fluorescent or neon colors. It is the responsibility of leaders to use good judgment in determining if applied colors are acceptable, based upon the overall effect on soldiers’ appearance.

Parting Hair: Soldiers who have a texture of hair that does not part naturally may cut a part into the hair. The part will be one straight line, not slanted or curved, and will fall in the area where the soldier would normally part the hair. Soldiers will not cut designs into their hair or scalp.

• Male haircuts will conform to the following standards.

  Neatly Groomed: The hair on top of the head must be neatly groomed. The length and bulk of the hair may not be excessive or present a ragged, unkempt, or extreme appearance. The hair must present a tapered appearance. A tapered appearance is one where the outline of the soldier’s hair conforms to the shape of the head, curving inward to the natural termination point at the base of the neck. When the hair is combed, it will not fall over the ears or eyebrows, or touch the collar, except for the closely cut hair at the back of the neck. The block-cut fullness in the back is permitted to a moderate degree, as long as the tapered look is maintained. In all cases, the bulk or length of hair may not interfere with the normal wear of headgear (see para 1–8a(1)(a), above) or protective masks or equipment. Males are not authorized to wear braids, cornrows, or dreadlocks (unkempt, twisted, matted, individual parts of hair) while in uniform or in civilian clothes on duty. Hair that is clipped closely or shaved to the scalp is authorized.

  Sideburns: Males will keep sideburns neatly trimmed. Sideburns may not be flared; the base of the sideburn will be a clean shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior ear opening.

  Mustaches: Males will keep their face clean-shaven when in uniform or in civilian clothes on duty. Mustaches are permitted; if worn, males will keep mustaches neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance, and no portion of the mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corners of the mouth (see figure 1–1). Handlebar mustaches, goatees, and beards are not authorized. If appropriate medical authority prescribes beard growth, the length required for medical treatment must be specified. For example, “The length of the beard will not exceed 1/4 inch” (see TB MED 287). Soldiers will keep the growth trimmed to the level specified by appropriate medical authority, but they are not authorized to shape the growth into goatees, or “Fu Manchu” or handlebar mustaches.

  Wigs: Males are prohibited from wearing wigs or hairpieces while in uniform or in civilian clothes on duty, except to cover natural baldness or physical disfiguration caused by accident or medical procedure. When worn, wigs or hairpieces will conform to the standard haircut criteria as stated in 1–8a(2)(a), above.
• Female haircuts will conform to the following standards.

Neatly Groomed: Females will ensure their hair is neatly groomed, that the length and bulk of the hair are not excessive, and that the hair does not present a ragged, unkempt, or extreme appearance. Likewise, trendy styles that result in shaved portions of the scalp (other than the neckline) or designs cut into the hair are prohibited. Females may wear braids and cornrows as long as the braided style is conservative, the braids and cornrows lie snugly on the head, and any hairholding devices comply with the standards in 1–8a(3)(d) below. Dreadlocks (unkempt, twisted, matted individual parts of hair) are prohibited in uniform or in civilian clothes on duty. Hair will not fall over the eyebrows or extend below the bottom edge of the collar at any time during normal activity or when standing in formation. Long hair that falls naturally below the bottom edge of the collar, to include braids, will be neatly and inconspicuously fastened or pinned, so no free-hanging hair is visible. This includes styles worn with the physical fitness uniform/improved physical fitness uniform (PFU/IPFU).

Styles: Styles that are lopsided or distinctly unbalanced are prohibited. Ponytails, pigtails, or braids that are not secured to the head (allowing hair to hang freely), widely spaced individual hanging locks, and other extreme styles that protrude from the head are prohibited. Extensions, weaves, wigs, and hairpieces are authorized; however, these additions must have the same general appearance as the individual’s natural hair. Additionally, any wigs, extensions, hairpieces, or weaves must comply with the grooming policies set forth in this paragraph.

No interference: Females will ensure that hairstyles do not interfere with proper wear of military headgear and protective masks or equipment at any time (see 1–8a(1)(a), above). When headgear is worn, the hair will not extend below the bottom edge of the front of the headgear, nor will it extend below the bottom edge of the collar.

Hair Holding Devices: Hair-holding devices are authorized only for the purpose of securing the hair. Soldiers will not place hairholding devices in the hair for decorative purposes. All hair-holding devices must be plain and of a color close to the soldier’s hair as is possible or clear. Authorized devices include, but are not limited to, small, plain scrunchies (elastic hair bands covered with material), barrettes, combs, pins, clips, rubber bands, and hair bands. Devices that are conspicuous, excessive, or decorative are prohibited. Some examples of prohibited devices include, but are not limited to, large, lacy scrunchies; beads, bows, or claw clips; clips, pins, or barrettes with butterflies, flowers, sparkles, gems, or scalloped edges; and bows made from hairpieces.

Hairnets: Soldiers may not wear hairnets unless they are required for health or safety reasons, or in the performance of duties (such as those of a cook). No other type of hair covering is authorized in lieu of the hairnet. The commander will provide the hairnet to the soldier at no cost.

Cosmetics:
• As with hairstyles, the requirement for standards regarding cosmetics is necessary to maintain uniformity and to avoid an extreme or unmilitary appearance. Males are prohibited from wearing cosmetics, to include nail polish. Females are authorized to wear cosmetics with all uniforms, provided they are applied conservatively and in good taste and complement the uniform. Leaders at all levels must exercise good judgment in the enforcement of this policy.

Females: Females may wear cosmetics if they are conservative and complement the uniform and their complexion. Eccentric, exaggerated, or trendy cosmetic styles and colors, to include makeup designed to cover tattoos, are inappropriate with the uniform and are prohibited. Permanent makeup, such as eyebrow or eyeliner, is authorized as long as the makeup conforms to the standards outlined above. Females will not wear shades of lipstick and nail polish that distinctly contrast with their complexion, that detract from the uniform, or that are extreme. Some examples of extreme colors include, but are not limited to, purple, gold, blue, black, white, bright (fire-engine) red, khaki, camouflage colors, and fluorescent colors. Soldiers will not apply designs to nails or apply two-tone or multi-tone colors to nails.

• Females will comply with the cosmetics policy while in any military uniform or while in civilian clothes on duty.

Fingernails: All personnel will keep fingernails clean and neatly trimmed. Males will keep nails trimmed so as not to extend beyond the fingertip. Females will not exceed a nail length of ¼ inch, as measured from
the tip of the finger. Females will trim nails shorter if the commander determines that the longer length detracts from the military image, presents a safety concern, or interferes with the performance of duties.

**Hygiene and body grooming:** Soldiers will maintain good personal hygiene and grooming on a daily basis and wear the uniform so as not to detract from their overall military appearance.

**Tattoo policy:**
ALARACT #017/2006: SUBJECT: AR 670-1, 3 FEB 05, WEAR AND APPEARANCE OF ARMY UNIFORMS AND INSIGNIA (CHAPTER 1-8, PARAGRAPH E, TATTOO POLICY)
3. AR 670-1, CHAPTER 1-8E (1) IS CHANGED TO READ: ANY TATTOO OR BRAND ANYWHERE ON THE HEAD OR FACE IS PROHIBITED EXCEPT FOR PERMANENT MAKE-UP (PARAGRAPH 1-8B (1) (A)). TATTOOS THAT ARE NOT EXTREMIST, INDECENT, SEXIST OR RACIST ARE ALLOWED ON THE HANDS AND NECK. INITIAL ENTRY DETERMINATIONS WILL BE MADE ACCORDING TO CURRENT GUIDANCE.
4. AR 670-1, CHAPTER 1-8 (4) (C) IS CHANGED TO READ: COUNSEL THE SOLDIER IN WRITING. THE COUNSELING FORM WILL STATE THAT THE SOLDIER’S REFUSAL TO REMOVE EXTREMIST, INDECENT, SEXIST, OR RACIST TATTOOS OR BRANDS ANYWHERE ON THE BODY WILL RESULT IN DISCHARGE.
5. POC FOR UNIFORM POLICY IS SGM K. EASLEY, DSN 426-5129; COMM. (703)-696-5129. E-MAIL IS KATRINA.EASLEY@HQDA.ARMY.MIL.
6. THIS MESSAGE HAS BEEN APPROVED BY THE DCS, G-1.
7. THIS AUTHORITY IS EFFECTIVE IMMEDIATELY.
8. EXPIRATION. THIS MESSAGE WILL EXPIRE UPON NEXT PUBLICATION OF AR 670-1.

**Extremist tattoos or brands** are those affiliated with, depicting, or symbolizing extremist philosophies, organizations, or activities. Extremist philosophies, organizations, and activities are those which advocate racial, gender or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, gender, ethnicity, religion, or national origin; or advocate violence or other unlawful means of depriving individual rights under the U.S. Constitution, Federal, or State law (see para 4–12, AR 600–20). Indecent tattoos or brands are those that are grossly offensive to modesty, decency, or propriety; shock the moral sense because of their vulgar, filthy, or disgusting nature or tendency to incite lustful thought; or tend reasonably to corrupt morals or incite licentious thoughts.

Sexist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on gender, but that may not meet the same definition of “indecent.”

Racist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on race, ethnicity, or national origin.

Existing tattoos or brands on the hands that are not extremist, indecent, sexist, or racist, but are visible in the class A uniform (worn with slacks/trousers), are authorized.
Soldiers may not cover tattoos or brands in order to comply with the tattoo policy

**WEAR OF JEWELRY (from AR 670-1)**
Soldiers may wear a wristwatch, a wrist identification bracelet, and a total of two rings (a wedding set is considered one ring) with Army uniforms, unless prohibited by the commander for safety or health reasons. Any jewelry soldiers wear must be conservative and in good taste. Identification bracelets are limited to medical alert bracelets and MIA/POW identification bracelets. Soldiers may wear only one item on each wrist.

No jewelry, other than that described in paragraph 1–14a, above, will appear exposed while wearing the uniform; this includes watch chains, or similar items, and pens and pencils. The only authorized exceptions are religious items described in para 1–7b, above; a conservative tie tack or tie clasp that male soldiers may wear with the black four-in-hand necktie; and a pen or pencil that may appear exposed on the hospital duty, food service, CVC, or flight uniforms.
Body piercing. When on any Army installation or other places under Army control, soldiers may not attach, affix, or display objects, articles, jewelry, or ornamentation to or through the skin while they are in uniform, in civilian clothes on duty, or in civilian clothes off duty (this includes earrings for male soldiers). The only exception is for female soldiers, as indicated in paragraph 1–14d, below. (The term “skin” is not confined to external skin, but includes the tongue, lips, inside the mouth, and other surfaces of the body not readily visible).

Females are authorized to wear prescribed earrings with the service, dress, and mess uniforms.

- Earrings may be screw-on, clip-on, or post-type earrings, in gold, silver, white pearl, or diamond. The earrings will not exceed 6 mm or \(\frac{1}{4}\) inch in diameter, and they must be unadorned and spherical. When worn, the earrings will fit snugly against the ear. Females may wear earrings only as a matched pair, with only one earring per ear lobe.
- Females are not authorized to wear earrings with any class C (utility) uniform (BDU, hospital duty, food service, physical fitness, field, or organizational).
- When on duty in civilian attire, female soldiers must comply with the specifications listed in (1) above when wearing earrings, unless otherwise authorized by the commander. When females are off duty, there are no restrictions on the wear of earrings.

Ankle bracelets, necklaces (other than those described in para 1–7b), faddish (trendy) devices, medallions, amulets, and personal talismans or icons are not authorized for wear in any military uniform, or in civilian clothes on duty.

**WEAR OF EYEGLASSES, SUNGLASSES, AND CONTACT LENSES (from AR 670-1)**

**Wear of eyeglasses and sunglasses**

- Conservative civilian prescription eyeglasses are authorized for wear with all uniforms.
- Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment, except when in formation and while indoors. Individuals who are required by medical authority to wear sunglasses for medical reasons other than refractive error may wear them, except when health or safety considerations apply. Soldiers may not wear sunglasses in the field, unless required by the commander for safety reasons in high glare, field environments.
- Restrictions on eyeglasses and sunglasses. Eyeglasses or sunglasses that are trendy, or have lenses or frames with initials, designs, or other adornments are not authorized for wear. Soldiers may not wear lenses with extreme or trendy colors, which include but are not limited to, red, yellow, blue, purple, bright green, or orange. Lens colors must be traditional gray, brown, or dark green shades. Personnel will not wear lenses or frames that are so large or so small that they detract from the appearance of the uniform. Personnel will not attach chains, bands, or ribbons to eyeglasses. Eyeglass restraints are authorized only when required for safety purposes. Personnel will not hang eyeglasses or eyeglass cases on the uniform, and may not let glasses hang from eyeglass restraints down the front of the uniform.
- Restrictions on contact lenses: Tinted or colored contact lenses are not authorized for wear with the uniform. The only exception is for opaque lenses that are prescribed medically for eye injuries. Additionally, clear lenses that have designs on them that change the contour of the iris are not authorized for wear with the uniform.
CODE OF CONDUCT AND STANDARD OF BEHAVIOR

As an Officer and Chaplain in the United States Army, you are representing the Officer Corps and the Chaplain Corps. Your actions and behaviors will be measured by high standards and you are to conduct yourself in a professional manner both on and off duty, whether in or out of uniform. The seven Army values (LDRSHIP) and the six Chaplain Corps values (SACRED) will set the parameters of your conduct.

ALCOHOL, TOBACCO, & DRUGS

- During CIMT you are not allowed to drink alcoholic beverages, except for sacramental usage in public services of worship.
- You are not allowed to smoke, dip, chew or use tobacco in any form during CIMT and never during class hours.
- Illegal drugs are illegal and prosecutable under UCMJ. Do no use them. You will be drug tested while at CHBOLC.
- Do not bring privately owned firearms or ammunition with you to Fort Jackson. Firearms and ammunition may not be stored in either your vehicle or billets.

IMPROPER ASSOCIATION & SEXUAL MISCONDUCT

You will not engage in improper association with Advanced Individual Training (AIT) students assigned or attached to USACHCS as well as Basic Combat Training (BCT) Soldiers in training. Improper association and/or sexual exchanges between Advanced Individual Training students and CH-BOLC students are prohibited by Army regulation and violators are subject to legal action and/or separation from USACHCS and the Army.

Students must adhere to Army Regulation 600-20, par.4-14 that states "Relationships between Soldiers of different rank that involve, or give the appearance of partiality, preferential treatment, or the improper use of rank or position for personal gain, are prejudicial to good order, discipline, and high unit morale. It is Army policy that such relationships will be avoided."

Be discreet in your public displays of affection with anyone when in uniform, on and off post.

ACCOUNTABILITY

Basic Requirements for Accountability: You must attend all training unless you have an excused absence from the State Chaplain. It is your responsibility to keep your chain of command aware of your location as it is necessary, during and after duty hours.

Excused Absences: Only the State Chaplain or his/her designated representative may excuse you from training. When you must miss a portion of training, you will attend as much of it as possible. If you have an official appointment, which begins during a scheduled activity, you will request permission from the State Chaplain before departure.

Formation Accountability: The chain of command will take status reports at all
formations. These reports will reflect an accurate accountability for personnel. Leaders in the chain of command are required to render an official report at each formation. Knowingly rendering a false report is lying, violates the standards of honorable conduct and is grounds for dismissal and/or punishment under the Uniform Code of Military Justice (UCMJ).

MILITARY CEREMONIES AND COURTESIES RENDERED

When ceremonies (including military funerals) are being conducted, bring moving vehicles to a halt. On buses and trucks, only the senior person will dismount and render appropriate courtesy. Passengers and drivers of other vehicles will dismount and render the appropriate courtesy. The following is a list of military ceremonies and the correct courtesies:

REVEILLE

In formation, in uniform: Execute “PRESENT ARMS” at the command of the Officer or NCO in charge. Execute “ORDER ARMS” at the command of the Officer or NCO in charge.

Not in formation, in uniform: Face the flagpole or direction of music, stand at attention. On the first note of Reveille, execute “PRESENT ARMS”. On the last note of the music, “ORDER ARMS” and carry on.

Not in formation, in civilian dress: Face the flag pole or direction of music if the flag pole is not visible; stand at attention and place your right hand over your heart. Remove your headgear and hold it over your heart with your right hand.

RETREAT

In formation, in uniform: At the command of the Officer/NCO in charge, on the first note of Retreat, assume the position of parade rest. At the command of the Officer/NCO in charge, on the first note of “TO THE COLORS”, assume the position of attention and execute “PRESENT ARMS”. On the last note of Retreat, at the command of the Officer/NCO in charge, “ORDER ARMS”.

Not in formation, in uniform: Face the flagpole or direction of the music, stand at the position of attention and on the first note of “TO THE COLORS”, “PRESENT ARMS”. On the last note, “ORDER ARMS” and carry on.

Not in formation, in civilian dress: Face the flagpole or direction of music, and stand at attention. On the first note of “TO THE COLORS,” place your right hand over your heart. If you have headgear on, remover it and hold it in your right hand with the right hand over your heart.

THE PASSING OF THE COLORS

In formation, in uniform: When Colors are passing; execute “PRESENT ARMS” at the command of the Officer/NCO in charge. The command is given when Colors approach six paces before the flank of the unit and the salute is held until the Colors are six paces past the flank of the unit, at which time the command, “ORDER ARMS” will be given. When passing by the Colors, execute “PRESENT ARMS” at the command of the Officer/NCO in charge. The salute is held until the unit is six paces beyond the flank of the flag detail at which time the command “ORDER ARMS”.

Not in formation, in uniform: When Colors are passing within six paces, if outdoors, render a salute; if indoors, and stand at attention. Hold this position until the Colors have
passed six paces beyond your position. When passing the Colors, if outdoors, and within six paces of the Colors, render a salute. Hold the salute until you have passed six paces beyond the Colors.

Not in formation, in civilian dress: When Colors are within six paces, and if outdoors, stand at attention and put your right hand over your heart. If you have headgear on, remove it, and hold it in the right hand with your right hand over your heart. Hold this position until Colors have passed six paces beyond you. If indoors, stand at attention when the Colors are within six paces and have passed six paces beyond you.

THE NATIONAL ANTHEM

In formation, in uniform: When the National Anthem is played; execute “PRESENT ARMS” at the command of the Officer/NCO in charge. Hold the salute until the command, “ORDER ARMS,” is given.

Not in formation, in uniform: When the National Anthem is played, if outdoors, render a salute on the first note of the anthem, and hold the salute until after the last note is played. If indoors, stand at attention from the first note until after the last note played.

Not in uniform, in civilian dress: When the National Anthem is played, whether indoors or outdoors, stand at attention and place your right hand over your heart. If you have headgear on, remove it, and hold it in your right hand over your heart. Hold this position until after the last note of the anthem played.

REPORTING TO A SENIOR OFFICER

- When reporting to senior officers follow this procedure:
  - Knock on outside door of office and wait to be recognized.
  - When told, enter and proceed to within two paces of the officer. If the officer is seated behind a desk, center
  - yourself in front of the desk; facing the officer, approximately two paces away from the front edge of the desk.
  - Assume the position of attention.
  - Render the hand salute and hold it until the senior officer returns the salute.
  - Say, “Chaplain (or rank if a Staff Specialist) [Last Name] reports, Sir/Ma’am”.
  - Remain at attention unless told otherwise.
  - State your business.
  - Upon completion of your business and dismissed by the senior officer, assume the position of attention.
  - Salute and hold it until it is returned.
  - Face about and move out.

PARADES

Official marches and reviews may include soldiers, vehicles, and a band and may be included as part of a change of command, and honors ceremony, a retreat ceremony, a retirement, or to observe a special holiday. Certain areas will be reserved for invited guests, and additional seating may not be available for everyone. These parades are official functions, and appropriate dress and behavior are expected.
RECEIVING LINES

At official functions ranging from a change of command to a unit social, you may be invited to greet the host, hostess, or guest of honor in a receiving line. Your name(s) will first be given to the Aide, Executive Officer or Adjutant at the beginning of the line. From there, your name will be passed down the receiving line, but be sure to reintroduce yourself if there is a problem. A handshake and a simple, cordial greeting are all that are appropriate. Here are some more points to keep in mind:

DINING IN

A “dining in” is a traditional, formal dinner for military members only of an organization or unit.

DINING OUT

A “dining out” is the same as a dining in with the exception that spouses, guests, and significant others are invited to attend.

HAIL AND FAREWELLS

Hail and farewells are functions to welcome newcomers and to stay goodbye to those who are leaving. They can range from office get-togethers to formal events. Spouses (and sometimes families) are invited.

AWARDS

The National Guard presents many levels of awards in recognition of service, achievement, or valor. The actual ceremony can vary from an office gathering to a unit formation. The basic elements of this ceremony include the reading of the official orders and the presentation and/or pinning on of the award.

PROMOTIONS

The National Guard promotes individuals in recognition of their ability to perform at a higher level. The forum may vary, but the basic elements are the reading of the official promotion orders and the pinning on of the new rank. Family and friends are invited to attend. Promotion parties are separate, nonofficial functions and are at the discretion of the individual being promoted.

CHANGE OF COMMAND

The change of command ceremony is a clear, legal, and symbolic passing of authority and responsibility form one commander to the next. The official orders are read while the unit guidon (or colors) is passed from the outgoing commander to the incoming commander. The senior noncommissioned officer also participates in the passing of the colors. At the conclusion of the ceremony, the new commander normally goes to the reception area while the outgoing commander usually does not attend the reception. (Note: It has become increasingly common for a change of responsibility ceremony to be
conducted when the Command Sergeant Major, Command Chief Master Sergeant or First Sergeant leaves a unit.)

RETIREMENT

A retirement ceremony recognizes a person’s years of service to his or her country and includes an official reading of the orders and presentations of certificates and awards. Attendance at a retirement ceremony is a thoughtful way to show your appreciation for the person retiring.

NOTE: YOU SHOULD NEVER ASSUME THAT YOUR CHILDREN ARE INVITED TO A FUNCTION. However, at “public” events, children should be well behaved.

RANK SYMBOLS

Rank symbols can be viewed online by visiting http://www.army.mil/symbols/armyranks.html
Annex C: Chaplain Basic Officer Leader Course (CH-BOLC)

HISTORY OF THE US ARMY CHAPLAIN CENTER AND SCHOOL

The U.S. Army Chaplain School was created out of a need to train chaplains adequately for service in World War I. The plan for the school was developed by Chaplain (MAJ) Aldred A. Pruden, an Episcopal priest who had served as a chaplain during the Spanish-American War years and later as a member of the first U.S. Army Chaplain Board in 1909. The War Department approved Chaplain Pruden's plan on 9 February 1918, and the first session of the Chaplain School commenced on 3 March 1918 at Fort Monroe, Virginia.

Chaplain Pruden was appointed as the school's first commandant, and for this as well as his role in the development of the school, he deserves to be called the "Father of the U.S. Army Chaplain School." For the second session, the school moved to Camp Zachary Taylor, Kentucky. Special Regulation No. 496 specified that the student body would consist of 80 newly appointed chaplains or approved chaplain candidates per session. The curriculum included military and international law, customs of the service, first aid, horsemanship, and practical religious work among enlisted men. By the end of 1918 some 1,042 candidates and newly commissioned chaplains had graduated from the school.

To supplement the activities of the school in World War I, a subsidiary Chaplain School was created in France during the early summer of 1918, and located near the headquarters of the A.E.F. (American Expeditionary Force) at Chaumont. In the general demobilization which followed the end of World War I, the Chaplain School suspended operations on 16 January 1919. It was reactivated on a permanent basis at Camp Grant, Illinois, in April 1920, with a staff of fifteen and student body of the same size.

After four sessions, the school was moved to Camp Henry Knox (now Fort Knox), Kentucky, in September 1921. One year later it was relocated to Fort Wayne, Michigan.

The Chaplain School finally found a more or less stable home at Fort Leavenworth, Kansas, in the summer of 1924, where it would remain located for the next four years. Chaplain John Axton, Jr., son of the first Chief of Chaplains, wrote the first "Brief History of Chaplains in the U.S. Army," printed at Fort Leavenworth as a student handout in 1925.

By 1928, there were only 120 chaplains on active duty in the entire Army, and the school at Fort Leavenworth that same year trained only one Regular and eleven Reserve chaplains.

The next step was an obvious one. The activities of the Chaplain School were suspended (although it was never officially inactivated), and would remain so until another war would again see the nation build up its military might and demand chaplains to minister to those forces.

The Chaplain School was reactivated in 1942 at Fort Benjamin Harrison, Indiana. Shortly thereafter it was moved to Harvard University, staying there until 1944, when it was transferred to Fort Devens, Massachusetts. The last "wartime" location was at Fort
Oglethorpe, Georgia, adjacent to the Chickamauga National Battlefield.

After World War II the Chaplain School was located at Carlisle Barracks, Pennsylvania, from 1946 to 1951. While at Carlisle Barracks, chaplains were introduced to a new piece of technology—the television set. Thereafter chaplains did their practice preaching before a television camera to help them assess the effectiveness of their sermon delivery.

From 1951 to 1979 the Chaplain School was situated at four posts in the New York City area: Fort Slocum (1951-1962); Fort Hamilton (1962-1974); Fort Wadsworth (1974-1979); and Fort Monmouth, New Jersey (1979-1995).

The sixteenth move became official in 1996, when the Chaplain School relocated to Fort Jackson, South Carolina. Since the Army Reorganization of 1973, and the creation of the Training and Doctrine Command (TRADOC), the school has been officially called the U.S. Army Chaplain Center and School. The school is also the home of the Chaplain Corps Regiment since it was formally activated on 29 July 1986.

The Army Chaplain School Library, founded in 1918, and the U.S. Army Chaplain Museum, founded in 1958, are also located at the school. More than 16,000 chaplains have been trained at the Army Chaplain Schools since 1918—to serve God, Country, and Soldiers!

**CHAPLAIN BASIC OFFICER LEADERSHIP COURSE (CH-BOLC)**

You will need the Army Officer's Guide 52nd by COL Robert J. Dalessandro USA (RET) for CH-BOLC, so you might as well pick one up now. That way you will have it in hand for CH-BOLC.

Q: How long is CH-BOLC, and when is it offered?
CH-BOLC is about 12 weeks long, and is offered twice a year—winter and summer (and in some years, once again in the fall). Normally, a candidate does the first half of CH-BOLC (Chaplain Initial Military Training/CIMT and Phase 1) as soon as possible. The second half of CH-BOLC (Phase 2 and 3) is done later when a candidate approaches their senior year of seminary. Candidates may complete all of CH-BOLC if they come into the candidate program in their senior year of seminary and plan to accession as a chaplain following graduation. If you think you need all of CH-BOLC at one time, contact the State Chaplain to share your request and justification. Check with your readiness NCO for the CH-BOLC Class Schedule.

Q: How do I register for CH-BOLC?
Chaplain Candidates register for CH-BOLC by approval from Senior and State Chaplain and will then register through your Unit Admin for class reservation. You will receive a series of emails from the Registrar. One of these will include instructions on how to log onto Blackboard. When you have gained access to Blackboard, download and print the student handbook. You are responsible for everything contained in the handbook.

Q: Since I am prior service, do I have to take Chaplain Initial Military Training?
Not necessarily. Waivers for CIMT are granted on a case-by-case basis when requested. Send your request and a copy of your DD214 in an email to the registrar, contact information is available on Blackboard. Prior service officers having an Army school beyond officer basic may also qualify for a Phase I waiver.

Q: May I take all four modules of CH-BOLC (CIMT, Phases 1-3) at the same time and get it all done at once?
The answer is "no" unless you will be entering your senior year of seminary. The opportunity to attend all phases of CHBOLC is dependent upon state resources and school house availability.
Candidates/Chaplains that are not prior service will have to go through all of the phases of CH-BOLC. Candidates/Chaplains that are prior service may request a waiver. All candidates/chaplains will complete all three phases before fully accessioned as chaplains in the Army.

Q: What about the Army Physical Fitness Test (APFT)?
A diagnostic APFT is given during CIMT so that Chaplains/Candidates will know where they stand. NOTE: You will need to be able to meet the standards BEFORE you attend CH-BOLC. The National Guard is responsible for sending you and paying you while at school, so it is imperative that they know your PT status prior to attending CH-BOLC.

A final APFT takes place near the end of Phase 3 in which a passing score is necessary for graduation from CH--BOLC. Since many candidates have recently shown up for CIMT in poor physical shape, it is recommended that all candidates begin a regular routine of exercise early on, not only to pass the APFT when they arrive at Fort Jackson, but also to enjoy overall better emotional, mental and physical health.

Q: What is the Army standard for my weight?
Along with the APFT, each person must pass the height/weight test. If you are overweight, it is in your best interest to start dieting and exercising before arriving at CH-BOLC. Anyone who fails the height/weight test will enter into special training to help them reach their goal (Note: a “Tape Test” which measures body fat can also be taken). Prior to graduation from CH-BOLC, everyone has to meet the Army standard - either by height/weight or by being taped (see AR 600-9, Appendix B for further information).

NOTE: When a candidate leaves the schoolhouse after taking CIMT or CIMT and Phase 1, and returns at a later date to take another phase (or phases), he or she must pass the height/weight test or tape lest again upon arrival. Any who fail may be sent back home. Prepare yourself in advance so that you do not get sent home!!

Q: Should I fly or drive to CH-BOLC?
The Chaplain schoolhouse is located at Fort Jackson in Columbia, SC. Both rental cars (UNIT dependent), and POVs (Privately Owned Vehicle) are authorized on base. A candidate should know that the Army will reimburse POV travel to Fort Jackson at the rate of 51 cents per mile up to the cost of a government plane ticket (make sure your orders give you this option).
NOTE: It is good to make your plane reservations right away. This is coordinated through your Admin (Readiness) NCO.

Q: What if I take my POV, and it is more than a day’s drive?
The Army will give you per diem (the government rate for lodging and meals for the area where you stop) after you have traveled over 350 miles. A second day of travel and per diem is authorized after the second 350 miles (total of 700 miles). The reimbursement of mileage and per diem is limited to what a government plane ticket would cost. The actual cost for lodging is placed on a Travel Voucher (DA Form 1351-2) with expense receipts attached. DFAS determines the amount of reimbursement and sends it directly to your bank account.

Locate a Chaplain that has recently gone to CH-BOLC and glean information from him or her. Most everything else that you need to know is in the CH-BOLC Handbook. Read it!

Remember it is not your choice where you stay. You will be assigned lodging when you check-in at Fort Jackson.
# Packing List

- **The Following Items will be required to have while in CH-BOLC. Time is set aside in the training schedule to purchase these items. These items are inspected:**

<table>
<thead>
<tr>
<th>QTY</th>
<th>UNIT</th>
<th>ITEM</th>
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<tbody>
<tr>
<td>1</td>
<td>Each</td>
<td>Belt, Trousers: Tan</td>
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<tr>
<td>2</td>
<td>Pair</td>
<td>Boots, Combat Tan-Suede (Fort Jackson Standard)</td>
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<tr>
<td>1</td>
<td>Each</td>
<td>Patrol Cap, ACU</td>
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<tr>
<td>4</td>
<td>Each</td>
<td>Coat, ACU</td>
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<tr>
<td>4</td>
<td>Pair</td>
<td>Trousers, ACU</td>
</tr>
<tr>
<td>1</td>
<td>Pair</td>
<td><strong>Gloves, Inserts OG 208</strong></td>
</tr>
<tr>
<td>1</td>
<td>Pair</td>
<td>Gloves, Working Leather Black, or Green</td>
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<tr>
<td>7</td>
<td>Each</td>
<td>T-Shirt, Tan</td>
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<tr>
<td>3</td>
<td>Each</td>
<td>Socks, White, Calf-length (No Logos or Stripes) 5 pairs recommended</td>
</tr>
<tr>
<td>1</td>
<td>Pair</td>
<td>Running Shoes (You can wait to purchase this until your foot arches are measured at the Reception Battalion)</td>
</tr>
<tr>
<td>7</td>
<td>Pair</td>
<td>Socks, Cushion Sole OD Green, Black or Tan</td>
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<tr>
<td>1</td>
<td>Each</td>
<td>Towel, Bath (Brown)</td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>Towel, Face (Brown)</td>
</tr>
<tr>
<td>3</td>
<td>Each</td>
<td>Trunks, PT Shorts</td>
</tr>
<tr>
<td>3</td>
<td>Each</td>
<td>Shirt, Gray PT, Army Short Sleeve 5 shirts recommended</td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>Shirt, Gray PT, Army Long Sleeve</td>
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<tr>
<td>1</td>
<td>Each</td>
<td><strong>Jacket, IPFU</strong></td>
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<tr>
<td>1</td>
<td>Each</td>
<td><strong>Pants, IPFU</strong></td>
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<tr>
<td>1</td>
<td>Each</td>
<td><strong>Cap, Fleece, Foliage Green (Watch Cap)</strong></td>
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<tr>
<td>1</td>
<td>Pair</td>
<td><strong>Gloves, Black (for cold weather PT)</strong></td>
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<tr>
<td>1</td>
<td>Each</td>
<td>Beret, Black w/ flash</td>
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<tr>
<td>1</td>
<td>Each</td>
<td>Flashlight, L shape</td>
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<tr>
<td>1</td>
<td>Each</td>
<td>Duffle bag, OD Green</td>
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<td>2</td>
<td>Each</td>
<td>ID Tags</td>
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<tr>
<td>1</td>
<td>Each</td>
<td>Hook and Loop Rank and/or Religious Symbol, Subdued</td>
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<tr>
<td>1</td>
<td>Each</td>
<td>Pin-on metal Rank and/or Religious Symbol, Non-Subdued</td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>US Army Officer’s Guide (51st edition)</td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>Army Service Uniform (Blue) or Class A (greens) (The Army Green Uniform is being phased out as of 2014)</td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>Approximately $300 for banquet, class gift, and other various professional expenses</td>
</tr>
</tbody>
</table>

* All personnel are required to have four utility uniforms (ACU)

**Winter Months Only**
What else to bring:
- Your entire 201 file and health/dental records
- 20 copies of your orders (One copy on person at all times. It is part of your uniform while at CH-BOLC)
- Civilian clothing (casual clothing and something nice to wear to a weekend worship service)
- Military ID card with CAC access to AKO.
- A laptop computer (and a printer, if you can).
- COPY of Marriage License (If applicable).
- Fleece and/or Goretex top and bottom if attending during the Fall or Winter months
Annex D: Incentives

CHAPLAIN LOAN REPAYMENT PROGRAM (CLRP)
After you are accessioned as an Army Chaplain this will pay you back up to $20,000 for each 3-year period of obligated service for loans that you took out. Per current Selected Reserve Incentives Program (SRIP) policy the maximum lifetime benefit will not exceed $80,000. Individuals enrolled in the Chaplain Candidate Program are not eligible for CLRP. A Control Number must be requested and approved by the State Incentives Manager in Guard Incentive Management System (GIMS). Soldiers cannot be receiving an Officer Accession Bonus, Officer Affiliation Bonus, Enlisted Student Loan Repayment Program, 09S SLRP and a Federal Bonus. Go to http://www.nationalguard.com/careers/chaplain-corps/guard-chaplains for more information.

OFFICER AFFILIATION BONUS (OAFB)
The $10,000 affiliation bonus is available to any qualified chaplain who transfers in to the National Guard from any active component. If you hold the rank or grade of 1LT (O-2) through MAJ (O-4) or CW2 (W-2) through CW3 (W-3), you may qualify.

Basic Eligibility
Officers and warrant officers affiliating with the Army National Guard must meet the following eligibility criteria to qualify for an OAFB:

- You must have received an Honorable discharge from all periods of previous military service and must have never previously received an OAFB for service in any Selected Reserve component.
- You must sign the OAFB agreement within 180 days prior to being discharged from Active Duty and affiliating into the Army National Guard.
- You must affiliate for a three-year or six-year term of service.
- You must affiliate DMOSQ in a grade of O-2 through O-4 or W-2 through W-3 into a valid critical skill vacancy.
- You must agree to serve in an AOC/MOS for which the bonus is awarded for the full term of your agreement.
- If you are receiving retired or retainer pay, you are not eligible for the OAFB. Exception: You may be entitled if you have not reached age 60.

Go to http://www.nationalguard.com/life/incentives/officer-affiliation-bonus for more information.

TUITION ASSISTANCE
Note: only 39 credit hours paid for the first Masters Degree

PREREQUISITES
- You must not already possess a Master’s Degree.
- The institution you plan to attend must be accredited by an accrediting agency, which is recognized by the Department of Education.
- Your courses for requested TA must not be audited or repeated ones, and they must be a part of your degree plan.
You must be a full time student or have the permission of the Specialty officer Recruiter and State Chaplain to take less than a full load.

- Amount: TA is limited to $250 per semester hour with a maximum annual amount of $4,500 per year.

**THE GI BILL**

Note: if deployed to a theater where you were authorized GI Bill Benefits, or are receiving the GI Bill through prior enlistment, you are authorized to use the GI Bill. The GI Bill benefits are paid to your educational institution via the VA education representative at your school. See them for account set up.

**FEDERAL TUITION ASSISTANCE (FTA)**

$4,500 annually (till extinguished)

FTA incurs a 4 year obligation starting the day after the last day of class for which you've received FTA funding.

Go to https://www.goarmyed.com/login.aspx to register and apply for FTA

Go to http://www.nationalguard.com for more information.

**STATE TUITION REIMBURSEMENT**

Varies from State to State

Go to http://www.nationalguard.com and your State educational officer/website for more information.

**Yellow Ribbon Schools**

Will match Post 9/11 GI Bill benefits for soldiers in college/grad school. Most are private schools that exceed the tuition cap from GI benefits. Ask the school you are considering attending to see if they honor this program. The GI Bill cap is $18,400 per academic year, 1AUG to 31 JULY.  www.gibill.va.gov
Annex E: Resources

ONLINE RESOURCES
AAFES
http://www.aafes.com or http://www.shopmyexchange.com/

ACADEMIC EVALUATION REPORTS
http://www.apd.army.mil/

AKO (Army Knowledge Online)
http://www.us.army.mil

ARMY FORMS & PUBLICATIONS
http://arnypubs.army.mil/

ARMY TIMES
http://www.armytimes.com/

ARMY RACK BUILDER SITE
http://www.armyawards.com/

CHAPLAIN OFFICER BASIC COURSE (CH-BOLC)
http://www.usachcs.army.mil/course3a.htm

CHAPLAIN RECRUITING
http://www.nationalguard.com/careers/chaplain

DEPARTMENT OF VETERAN AFFAIRS
http://www.va.gov/opa

ENLISTED & OFFICER RANK STRUCTURE

FORT JACKSON, SOUTH CAROLINA (CH SCHOOL) REGISTRAR
CHCS_Registrar@jackson.army.mil

MILITARY CLOTHING & SALES STORE, FT JACKSON, SC
PHONE: 803-787-5248

MILITARY INSTALLATIONS
http://benefits.military.com/misc/installations/Landing_Page.jsp

MILITARY PAY CHART

MyPay WEBSITE

MyPay for LES RECORDS
https://mypay.dfas.mil

OFFICE OF THE CHIEF OF CHAPLAINS WEBSITE
http://www.chapnet.army.mil/

US ARMY CHAPLAIN CENTER & SCHOOLS WEBSITE
http://www.usachcs.army.mil/

VA SUICIDE HOT LINE
PHONE: 1-800-273-TALK (8255)
This hot line is staffed by mental health professionals in Canandaigua, NY. They take toll-free calls from across the country and work closely with local VA mental health providers to help callers.
<table>
<thead>
<tr>
<th>Form Number</th>
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<th>Website</th>
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<tbody>
<tr>
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<td>---------------</td>
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<tr>
<td>AR 165-1 Chap. 7</td>
<td>Chaplain Candidate Program in &quot;Chaplain Activities in the United States Army&quot;</td>
<td><a href="http://www.usapa.army.mil/pdffiles/r165_1.pdf">http://www.usapa.army.mil/pdffiles/r165_1.pdf</a></td>
</tr>
</tbody>
</table>

**ADDITIONAL FORMS CAN BE FOUND ONLINE**

Annex F: Recommended Reading

RECOMMENDED READING (FROM THE US ARMY CHIEF OF STAFF)

19 Stars: A Study in Military Character and Leadership;

Band of Brothers: E Company, 506th Regiment, 101st
Airborne from Normandy to Hitler’s Eagle’s Nest;

THE ARMY PROFESSION

Between War and Peace: How America Ends Its Wars;

Boyd: The Fighter Pilot Who Changed the Art of War;
Robert Coram // New York: Bay Back Books, 2004

Command Culture: Officer Education in the U.S. Army
and the German Armed Forces, 1901–1940, and the
Consequences of World War II; Jörg Muth // Denton,
Tex.: University of North Texas Press, 2011

Constitution of the United States, Available online at
http://www.senate.gov/civics/constitution_item/constitution.htm

Dereliction of Duty: Lyndon Johnson, Robert
McNamara, the Joint Chiefs of Staff, and the Lies
That Led to Vietnam; H. R. McMaster // New York:
Harper Perennial, 1998

A Message to Garcia; Elbert Hubbard // Lexington, Ky.:
Seven Treasures Publications, 2009

Once an Eagle; Anton Myrer // New York: HarperTorch,
2001

Partners in Command: George Marshall and Dwight
Eisenhower in War and Peace; Mark Perry // New York:
Penguin Press, 2007

Personal Memoirs: Ulysses S. Grant; Ulysses S. Grant
// New York: Modern Library, 1999

The Profession of Arms; John Winthrop Hackett // New York:
Macmillan, 1983

Eisenhower: A Soldier’s Life; Carlo D’Este // New York:
Henry Holt, 2002

The Face of Battle: A Study of Agincourt, Waterloo, and the

The Forgotten Hero of My Lai: The Hugh Thompson Story; Trent
Angers // Lafayette, La.: Acadian House Publishing, 1999

Grey Eminence: Fox Conner and the Art of Mentorship;

Grunts: Inside the American Infantry Combat Experience, World
War II through Iraq; John C. McManus // New York:
NAL Caliber, 2010

Lincoln and His Generals; T. Harry William // New York:
Vintage Books, 2011

Supreme Command: Soldiers, Statesmen, and Leadership in Wartime;

The Unforgiving Minute: A Soldier’s Education; Craig M.

1776; David McCullough // New York: Simon & Schuster, 2006

The AEF Way of War: The American Army and Combat
in World War I; Mark E. Grotelueschen // New York: Cambridge
University Press, 2007
THE FORCE
OF DECISIVE ACTION


Cambridge Illustrated History of Warfare: The Triumph of the West; Geoffrey Parker, ed. // New York: Cambridge University Press, 2000

East of Chosin: Entrapment and Breakout in Korea, 1950; Roy E. Appleman // College Station: Texas A&M University Press, 1987

Intelligence in War: Knowledge of the Enemy from Napoleon to Al-Qaeda; John Keegan // New York: Knopf, 2003

The Killer Angels; Michael Shaara // New York: Modern Library, 2004

On Killing: The Psychological Cost of Learning to Kill in War and Society; Dave Grossman // Rev. ed.; New York:


Back Bay Books, 2009


A Stillness at Appomattox; Bruce Catton // New York: Anchor Books, 1990


Supplying War: Logistics from Wallenstein to Patton; Martin Van Creveld // New York: Cambridge University Press, 1977


We Were Soldiers Once . . . and Young: Ia Drang—the Battle That Changed the War in Vietnam; Harold G. Moore and Joseph L. Galloway // New York: HarperTorch, 2002

The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It; Joshua Cooper Ramo // New York: Back Bay Books, 2010

BROADENING LEADERS


A Choice of Enemies: America Confronts the Middle East; Lawrence Freedman // New York: PublicAffairs, 2008


The Dynamics of Military Revolution, 1300–2050; MacGregor Knox and Williamson Murray, eds. // New York: Cambridge University Press, 2001


For Whom the Bell Tolls; Ernest Hemingway // New York: Scribner, 1995

How: Why How We Do Anything Means Everything . . . in Business (and in Life); Dov Seidman // Hoboken, N.J.: John Wiley & Sons, 2007

The Instigators: How a Small Band of Digital Activists Risked Their Lives and Helped Bring Down the Government of Egypt; David Wolman // e-Book; Atavist, 2011


The Net Delusion: The Dark Side of Internet Freedom; Evgeny Morozov // New York: PublicAffairs, 2011

Rethinking the Principles of War; Anthony D. McIvor // Annapolis, Md.: Naval Institute Press, 2005


Switch: How to Change Things When Change Is Hard; Chip and Dan Heath // New York: Random House, 2010


THE STRATEGIC ENVIRONMENT


Forgotten Continent: The Battle for Latin America’s Soul; Michael Reid // New Haven, Conn.: Yale University Press, 2007


A History of Modern Iran; Ervand Abrahamian // New York: Cambridge University Press, 2008


Knowing the Enemy: Jihadist Ideology and the War on Terror; Mary Habeck // New Haven: Yale University Press, 2007

The Longest War: The Iran-Iraq Military Conflict; Dilip Hiro // London: Grafton Books, 1989


My Life with the Taliban; Abdul Salam Zaeef // New York: Columbia University Press, 2010


That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back; Thomas L. Friedman and Michael Mandelbaum // New York: Farrar, Straus and Giroux, 2011


The World Is Flat: A Brief History of the Twenty-first Century; Thomas L. Friedman // New York: Farrar, Straus and Giroux, 2005

OTHER RECOMMENDED READING

*Platoon Leader: A Memoir of Command in Combat* by LTC (RET) James R. McDonough

*Taking the Guidon: Exceptional Leadership at the Company Level* by Nate Allen and Tony Burgess

*Black Hearts: One Platoon’s Descent into Madness in Iraq’s Triangle of Death* by Jim Frederick

*Small Unit Leadership: A Commonsense Approach* by Dandridge M. Malone

*Made to Stick: Why Some Ideas Survive and Others Die* by Chip Heath and Dan Heath

*Infantry Attacks* by Erwin Rommel

*The Your State Constitution

*FM 5-0, Army Planning & Orders Production*

*Army Officer's Guide, 52st Ed., COL Robert J. Delassandro, USA (Ret.)*
Annex G: Points of Contact (POC’s)

CHAPLAIN CORPS POC’S

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
<th>PHONE</th>
<th>EMAIL</th>
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Your State ARNG UNIT POC’S

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<tr>
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<tbody>
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Annex H: Becoming a Chaplain Candidate

Chaplain Candidate Eligibility Requirements
In addition to general officer eligibility, to qualify as a Chaplain Candidate, you'll need to obtain an ecclesiastical approval from your denomination or faith group certifying that you:

- Are enrolled in or accepted into an accredited graduate program
- Are less than 37 years of age at the time you receive your commission
- Are a full-time student working toward a graduate degree in Theology consisting of 72 or more hours

Special Branch Officer General Eligibility Requirements
To qualify as an officer, you must:

- Meet the prescribed medical and moral standards for appointment as a commissioned officer
- Be a United States citizen
- Have completed an accredited qualifying degree program
- Be 21 years of age
- Be able to obtain a secret security clearance

CHECK OUT THIS SITE FROM NGB FOR MORE INFO:
http://www.nationalguard.com/careers/chaplain-corps
## GLOSSARY AND TERMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AAFES</td>
<td>Army and Air Force Exchange Service</td>
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<tr>
<td>AD</td>
<td>Active Duty</td>
</tr>
<tr>
<td>ADSW</td>
<td>Active Duty for Special Work</td>
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<tr>
<td>AER</td>
<td>Army Emergency Relief</td>
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<tr>
<td>AFN</td>
<td>Armed Forces Network</td>
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<tr>
<td>AG</td>
<td>Adjutant General</td>
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<tr>
<td>AGR</td>
<td>Active Guard Reserve</td>
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<tr>
<td>AIT</td>
<td>Advanced Individual Training</td>
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<tr>
<td>AMMO</td>
<td>Ammunition</td>
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<tr>
<td>ANCOC</td>
<td>Advanced Noncommissioned Officer Course</td>
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<tr>
<td>ANG</td>
<td>Air National Guard</td>
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<tr>
<td>AO</td>
<td>Area of Operations</td>
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<tr>
<td>APFT</td>
<td>Army Physical Fitness Test</td>
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<tr>
<td>AR</td>
<td>Army Regulation/Army Reserve/Armor</td>
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<tr>
<td>ARPERCEN</td>
<td>Army Reserve Personnel Center</td>
</tr>
<tr>
<td>ASAP</td>
<td>As Soon as Possible</td>
</tr>
<tr>
<td>ASVAB</td>
<td>Armed Services Vocational Aptitude Battery</td>
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<tr>
<td>AT</td>
<td>Annual Training</td>
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<tr>
<td>AUSA</td>
<td>Association of the United States Army</td>
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<tr>
<td>AVN</td>
<td>Aviation</td>
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<tr>
<td>AWOL</td>
<td>Absent Without Leave</td>
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<tr>
<td>BAQ</td>
<td>Basic Allowance for Quarters</td>
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<td>BAS</td>
<td>Basic Allowance for Subsistence</td>
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<tr>
<td>BC</td>
<td>Battalion Commander/Battery Commander/Bradley Commander</td>
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<tr>
<td>BCT</td>
<td>Basic Combat Training</td>
</tr>
<tr>
<td>BDE</td>
<td>Brigade</td>
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<tr>
<td>BN</td>
<td>Battalion</td>
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<tr>
<td>BNCOC</td>
<td>Basic Noncommissioned Officer Course</td>
</tr>
<tr>
<td>BX</td>
<td>Base Exchange</td>
</tr>
<tr>
<td>CA</td>
<td>Chaplain Assistant (56M)</td>
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<tr>
<td>CAV</td>
<td>Cavalry</td>
</tr>
<tr>
<td>CC</td>
<td>Chaplain Candidate</td>
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<tr>
<td>CDR</td>
<td>Commander</td>
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<tr>
<td>CG</td>
<td>Commanding General</td>
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<tr>
<td>CH</td>
<td>Chaplain</td>
</tr>
<tr>
<td>CH-BOLC</td>
<td>Chaplain Basic Officer Leader Course</td>
</tr>
<tr>
<td>CID</td>
<td>Criminal Investigation Division</td>
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<tr>
<td>CINC</td>
<td>Commander in Chief</td>
</tr>
<tr>
<td>CO</td>
<td>Commanding Officer</td>
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<tr>
<td>COB</td>
<td>Close of Business</td>
</tr>
<tr>
<td>COLA</td>
<td>Cost of Living Allowance</td>
</tr>
<tr>
<td>CONUS</td>
<td>Continental United States</td>
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<tr>
<td>CP</td>
<td>Command Post</td>
</tr>
<tr>
<td>CPX</td>
<td>Command Post Exercise</td>
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<tr>
<td>CQ</td>
<td>Charge of Quarters (after hours duty)</td>
</tr>
<tr>
<td>DA</td>
<td>Department of the Army</td>
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<tr>
<td>DEERS</td>
<td>Defense Enrollment Eligibility Reporting System</td>
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<tr>
<td>Abbreviation</td>
<td>Description</td>
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<td>--------------</td>
<td>-------------</td>
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<tr>
<td>DIV</td>
<td>Division</td>
</tr>
<tr>
<td>DPW</td>
<td>Director of Public Works</td>
</tr>
<tr>
<td>DENTAC</td>
<td>United States Dental Activity</td>
</tr>
<tr>
<td>DEROSS</td>
<td>Date of Estimated Return from Overseas</td>
</tr>
<tr>
<td>DFAS</td>
<td>Defense Finance and Accounting System</td>
</tr>
<tr>
<td>DI</td>
<td>Drill Instructor</td>
</tr>
<tr>
<td>DOD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DOB</td>
<td>Date of Birth</td>
</tr>
<tr>
<td>DOIM</td>
<td>Director of Information &amp; Management</td>
</tr>
<tr>
<td>DOR</td>
<td>Date of Rank</td>
</tr>
<tr>
<td>DPP</td>
<td>Deferred Payment Plan</td>
</tr>
<tr>
<td>DSN</td>
<td>Defense Switched Network (Army phone system)</td>
</tr>
<tr>
<td>EDRE</td>
<td>Emergency Deployment Readiness Exercise</td>
</tr>
<tr>
<td>EFMP</td>
<td>Exceptional Family Member Program</td>
</tr>
<tr>
<td>EM</td>
<td>Enlisted Member</td>
</tr>
<tr>
<td>EPW</td>
<td>Enemy Prisoner of War</td>
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<tr>
<td>ESGR</td>
<td>Employer Support of the Guard and Reserve</td>
</tr>
<tr>
<td>ETS</td>
<td>Expiration of Term of Service</td>
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<tr>
<td>FA</td>
<td>Field Artillery</td>
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<tr>
<td>FAC</td>
<td>Family Assistance Center</td>
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<td>FCP</td>
<td>Family Care Plan</td>
</tr>
<tr>
<td>FM</td>
<td>Field Manual</td>
</tr>
<tr>
<td>FORSCOM</td>
<td>Forces Command</td>
</tr>
<tr>
<td>FOUO</td>
<td>For Official Use Only</td>
</tr>
<tr>
<td>FRG</td>
<td>Family Readiness Group</td>
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<tr>
<td>FTX</td>
<td>Field Training Exercise</td>
</tr>
<tr>
<td>FY</td>
<td>Fiscal Year</td>
</tr>
<tr>
<td>FYI</td>
<td>For Your Information</td>
</tr>
<tr>
<td>GO</td>
<td>General Officer</td>
</tr>
<tr>
<td>GS</td>
<td>General Schedule (Government civilian pay grades)</td>
</tr>
<tr>
<td>GSA</td>
<td>Government Services Administration</td>
</tr>
<tr>
<td>HHC/HHT</td>
<td>Headquarters &amp; Headquarters Company/Troop</td>
</tr>
<tr>
<td>HOR</td>
<td>Home of Record</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>HQDA</td>
<td>Headquarters, Department of the Army</td>
</tr>
<tr>
<td>IDT</td>
<td>Inactive Duty Training</td>
</tr>
<tr>
<td>IED</td>
<td>Improvised Explosive Device</td>
</tr>
<tr>
<td>IG</td>
<td>Inspector General</td>
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<tr>
<td>IN</td>
<td>Infantry</td>
</tr>
<tr>
<td>IRR</td>
<td>Individual Ready Reserve</td>
</tr>
<tr>
<td>ITO</td>
<td>Information Travel Office</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Definition</td>
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<tr>
<td>--------------</td>
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</tr>
<tr>
<td>JAG</td>
<td>Judge Advocate General</td>
</tr>
<tr>
<td>JFHQ</td>
<td>Joint Forces Headquarters (State HQ)</td>
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<tr>
<td>KIA</td>
<td>Killed in Action</td>
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<tr>
<td>KISS</td>
<td>Keep it Simple Stupid</td>
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<tr>
<td>KP</td>
<td>Kitchen Patrol</td>
</tr>
<tr>
<td>LES</td>
<td>Leave and Earnings Statement</td>
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<td>LODI</td>
<td>Line of Duty Investigation</td>
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<td>LOG</td>
<td>Logistics</td>
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<td>LZ</td>
<td>Landing Zone</td>
</tr>
<tr>
<td>MACOM</td>
<td>Major Command</td>
</tr>
<tr>
<td>MEDEVAC</td>
<td>Medical Evacuation</td>
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<tr>
<td>METL</td>
<td>Mission Essential Task List</td>
</tr>
<tr>
<td>MI</td>
<td>Military Intelligence</td>
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<tr>
<td>MIA</td>
<td>Missing in Action</td>
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<tr>
<td>ARNG</td>
<td>&quot;your State&quot; Army National Guard</td>
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<tr>
<td>MOS</td>
<td>Military Occupational Specialty</td>
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<td>MP</td>
<td>Military Police</td>
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<tr>
<td>MRE</td>
<td>Meal Ready to Eat</td>
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<tr>
<td>MSC</td>
<td>Major Subordinate Command</td>
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<tr>
<td>MUTA</td>
<td>Multiple Unit Training Assembly</td>
</tr>
<tr>
<td>MWR</td>
<td>Morale, Welfare, &amp; Recreation</td>
</tr>
<tr>
<td>NA</td>
<td>Not Applicable</td>
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<tr>
<td>NCO</td>
<td>Noncommissioned Officer (corporal and above)</td>
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<tr>
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<td>Noncommissioned Officers Association</td>
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<td>NCOER</td>
<td>Noncommissioned Officer Evaluation Report</td>
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<td>NCOIC</td>
<td>Noncommissioned Officer in Charge</td>
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<td>NG</td>
<td>National Guard</td>
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<td>NGB</td>
<td>National Guard Bureau</td>
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<td>NLT</td>
<td>Not Later Than</td>
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<td>O CLUB</td>
<td>Officer's Club</td>
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<tr>
<td>OBC/OAC</td>
<td>Officer Basic Course/Advanced Course</td>
</tr>
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<td>OCONUS</td>
<td>Outside Continental United States</td>
</tr>
<tr>
<td>OCS</td>
<td>Officer Candidate School</td>
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<tr>
<td>PAC</td>
<td>Personnel Administration Center</td>
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<td>PAM</td>
<td>Pamphlet</td>
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<td>PAO</td>
<td>Public Affairs Office(r)</td>
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<td>PCS</td>
<td>Permanent Change of Station</td>
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<tr>
<td>PERSCOM</td>
<td>Total Army Personnel Command</td>
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<tr>
<td>PLT</td>
<td>Platoon</td>
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<td>POC</td>
<td>Point of Contact</td>
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<tr>
<td>POI</td>
<td>Program of Instruction</td>
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<tr>
<td>POV</td>
<td>Privately Owned Vehicle</td>
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<td>POW</td>
<td>Prisoner of War/Privately Owned Weapon</td>
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<tr>
<td>PT</td>
<td>Physical Training</td>
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<td>PX</td>
<td>Post Exchange</td>
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<td>PZ</td>
<td>Pickup Zone</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>QM</td>
<td>Quartermaster</td>
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<tr>
<td>QRF</td>
<td>Quick Reaction Force</td>
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<tr>
<td>RA</td>
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<tr>
<td>RC</td>
<td>Reserve Component</td>
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<td>R&amp;D</td>
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<td>REARDET</td>
<td>Rear Detachment</td>
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<td>REG</td>
<td>Regulation</td>
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<td>RGT</td>
<td>Regiment</td>
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<td>R&amp;R</td>
<td>Rest &amp; Relaxation</td>
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<td>RFO</td>
<td>Request for Orders</td>
</tr>
<tr>
<td>RFI</td>
<td>Request for Information</td>
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<tr>
<td>ROAD</td>
<td>Retired on Active Duty</td>
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<tr>
<td>ROTC</td>
<td>Reserve Officer Training Corps</td>
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<tr>
<td>RSG</td>
<td>Regional Support Group</td>
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<tr>
<td>SCO</td>
<td>Squadron Commanding Officer</td>
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<tr>
<td>SDNCO</td>
<td>Staff Duty Noncommissioned Officer</td>
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<tr>
<td>SDO</td>
<td>Staff Duty Officer</td>
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<tr>
<td>SF</td>
<td>Special Forces</td>
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<tr>
<td>SGLI</td>
<td>Servicemen’s Group Life Insurance</td>
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<tr>
<td>SH</td>
<td>Student Handbook</td>
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<tr>
<td>SIDPERS</td>
<td>Standard Installation/Division Personnel Reporting System</td>
</tr>
<tr>
<td>SJA</td>
<td>Staff Judge Advocate</td>
</tr>
<tr>
<td>SOCOM</td>
<td>Special Operations Command</td>
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<tr>
<td>SOP</td>
<td>Standing Operating Procedures</td>
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<tr>
<td>SQD</td>
<td>Squad</td>
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<tr>
<td>SS</td>
<td>Staff Specialist</td>
</tr>
<tr>
<td>SSN</td>
<td>Social Security Number</td>
</tr>
<tr>
<td>TAG</td>
<td>The Adjutant General</td>
</tr>
<tr>
<td>TASC</td>
<td>Training And Support Center</td>
</tr>
<tr>
<td>TC</td>
<td>Training Circular/Track Commander/Tank Commander</td>
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<tr>
<td>TDY</td>
<td>Temporary Duty</td>
</tr>
<tr>
<td>TLA</td>
<td>Temporary Living Allowance</td>
</tr>
<tr>
<td>TMP</td>
<td>Transportation Motor Pool</td>
</tr>
<tr>
<td>TRADOC</td>
<td>Training and Doctrine Command</td>
</tr>
<tr>
<td>UCMJ</td>
<td>Uniformed Code of Military Justice</td>
</tr>
<tr>
<td>UMT</td>
<td>Unit Ministry Team</td>
</tr>
<tr>
<td>USAF</td>
<td>United States Air Force</td>
</tr>
<tr>
<td>USAR</td>
<td>United States Army Reserve</td>
</tr>
<tr>
<td>USARC</td>
<td>United States Army Reserve Command</td>
</tr>
<tr>
<td>USO</td>
<td>United Services Organization</td>
</tr>
<tr>
<td>UTA</td>
<td>Unit Training Assembly</td>
</tr>
<tr>
<td>VA</td>
<td>Department of Veterans Affairs</td>
</tr>
<tr>
<td>VHA</td>
<td>Variable Housing Allowance</td>
</tr>
<tr>
<td>WO</td>
<td>Warrant Officer</td>
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<tr>
<td>XO</td>
<td>Executive Officer</td>
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</table>
### Military Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>ACCOMPANIED TOUR</td>
<td>Tour of duty with family members</td>
</tr>
<tr>
<td>ACTIVE ARMY</td>
<td>On active duty</td>
</tr>
<tr>
<td>ADVANCE PAY</td>
<td>Payment before [duty performed] actually earned</td>
</tr>
<tr>
<td>ALERT</td>
<td>Emergency call to be ready</td>
</tr>
<tr>
<td>ALLOTMENT</td>
<td>Designated payment by soldier, airman or civilian employee</td>
</tr>
<tr>
<td>ALLOWANCE</td>
<td>Pay and special compensation</td>
</tr>
<tr>
<td>ARMY COMMUNITY SERVICE</td>
<td>Provides family support services on installation for active duty members</td>
</tr>
<tr>
<td></td>
<td>and retirees, civilian employees, and their families; Reserve Component</td>
</tr>
<tr>
<td></td>
<td>members see Family Program Coordinator</td>
</tr>
<tr>
<td>ARTICLE 15</td>
<td>Disciplinary action</td>
</tr>
<tr>
<td>BARRACKS/BILLETS</td>
<td>Place where a soldier lives</td>
</tr>
<tr>
<td>BENEFITS</td>
<td>Medical, dental, commissary, PX, etc.</td>
</tr>
<tr>
<td>BLUES</td>
<td>Air Force member</td>
</tr>
<tr>
<td>BLUE SUITER</td>
<td>Child of a service member</td>
</tr>
<tr>
<td>BRAT</td>
<td>Leadership at training level</td>
</tr>
<tr>
<td>CADRE</td>
<td>Leadership structure</td>
</tr>
<tr>
<td>CHAIN OF COMMAND</td>
<td>An informal self-help channel for family members and others involved</td>
</tr>
<tr>
<td></td>
<td>with a unit/organization</td>
</tr>
<tr>
<td>CHAIN OF CONCERN</td>
<td></td>
</tr>
<tr>
<td>CHAPLAIN</td>
<td>Military minister, priest, rabbi, or pastor</td>
</tr>
<tr>
<td>CLASS As</td>
<td>Blue slacks/skirt, white shirt, tie or neck tab, and jacket</td>
</tr>
<tr>
<td>CLASS Bs</td>
<td>Blue slacks/skirt, white shirt, and optional sweater without jacket</td>
</tr>
<tr>
<td>CLEARING</td>
<td>Obtaining official release from post</td>
</tr>
<tr>
<td>CODE OF CONDUCT</td>
<td>Ethical conduct/guidelines which guide a soldier in combat or if captured</td>
</tr>
<tr>
<td>COLORS</td>
<td>National and unit/organization flags</td>
</tr>
<tr>
<td>COMMISSARY</td>
<td>Grocery store on an Army post</td>
</tr>
<tr>
<td>COMBAT SERVICE STRIPES</td>
<td>Stripes for time served in combat</td>
</tr>
<tr>
<td>COURT-MARTIAL</td>
<td>Trial system within the Army</td>
</tr>
<tr>
<td>DANGER/HOSTILE FIRE PAY</td>
<td>Extra pay for duty in a hostile area</td>
</tr>
<tr>
<td>DAYROOM</td>
<td>Recreation area in soldier lodging</td>
</tr>
<tr>
<td>DEPLOYMENT</td>
<td>Soldier or civilian employee sent on a mission without family members</td>
</tr>
<tr>
<td>DETAIL</td>
<td>A job or assignment</td>
</tr>
<tr>
<td>DIRECT DEPOSIT</td>
<td>Soldier’s or civilian employee’s guaranteed check to bank</td>
</tr>
<tr>
<td>DINING IN</td>
<td>Formal social gathering for soldiers only</td>
</tr>
<tr>
<td>DINING OUT</td>
<td>Formal social gathering with spouses</td>
</tr>
<tr>
<td>DISCHARGE</td>
<td>Release from active duty</td>
</tr>
<tr>
<td>DITY MOVE</td>
<td>Self movement of household goods</td>
</tr>
<tr>
<td>DOGTAGS</td>
<td>Identification tags worn by soldiers</td>
</tr>
<tr>
<td>DOUBLE DIPPER</td>
<td>A retired service member working in civil service</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------------------------------------------------------</td>
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<tr>
<td>DOUBLE DIGIT MIDGET DRESS BLUES</td>
<td>Less than 100 days on station. Formal attire with four-in-hand tie / formal attire with bow tie</td>
</tr>
<tr>
<td>DRESS MESS</td>
<td>Formal attire; short jacket equivalent to “white tie and tails”</td>
</tr>
<tr>
<td>DUTY ASSIGNMENT</td>
<td>Job or location while on active duty</td>
</tr>
<tr>
<td>ESPRIT DE CORPS</td>
<td>Morale within unit or organization</td>
</tr>
<tr>
<td>FAMILY ADVOCACY</td>
<td>Program that assists with child and spouse abuse problems</td>
</tr>
<tr>
<td>FAMILY CARE PLAN</td>
<td>Written instructions for care of family members while sponsor is away from duty station (can include provisions for finances, wills, and guardianship)</td>
</tr>
<tr>
<td>FAMILY PROGRAM COORD.</td>
<td>Provides family support services to Reserve Component members and families; active duty members and civilian employees - see Army Community Service</td>
</tr>
<tr>
<td>FAMIY READINESS GROUP (FRG)</td>
<td>Organization of family members, volunteers, and soldiers/civilian employees belonging to a unit/organization that together provide an avenue of mutual support and assistance and a network of communication among the family members, the chain of command, and community resources</td>
</tr>
<tr>
<td>FIELD DAY</td>
<td>Designated day for military displays</td>
</tr>
<tr>
<td>FIELD GRADE</td>
<td>Majors, lieutenant colonels, and colonels</td>
</tr>
<tr>
<td>FIRST TERMER</td>
<td>Usually an enlisted member serving the first hitch (enlistment) in the service.</td>
</tr>
<tr>
<td>FORMATION</td>
<td>Gathering of soldiers in a prescribed way</td>
</tr>
<tr>
<td>FRUIT SALAD</td>
<td>Ribbons and medals worn on uniform</td>
</tr>
<tr>
<td>GARRISON</td>
<td>Post or community</td>
</tr>
<tr>
<td>GEAR</td>
<td>Equipment used by soldiers or civilian employees</td>
</tr>
<tr>
<td>GI BILL</td>
<td>Education entitlement</td>
</tr>
<tr>
<td>GI PARTY</td>
<td>Clean up duty</td>
</tr>
<tr>
<td>GRADE</td>
<td>Corresponds to pay level of soldier or civilian employee</td>
</tr>
<tr>
<td>GREEN BERETS</td>
<td>Special Forces</td>
</tr>
<tr>
<td>GREEN SUITER</td>
<td>Army National Guard member</td>
</tr>
<tr>
<td>GUARD MEMBER</td>
<td>Military member of the Army or Air National Guard</td>
</tr>
<tr>
<td>GUEST HOUSE</td>
<td>Temporary living quarters</td>
</tr>
<tr>
<td>GUIDON</td>
<td>Unit identification flag (“Flag that troops rallied ‘round.”)</td>
</tr>
<tr>
<td>HARDSHIP TOUR</td>
<td>Unaccompanied tour of duty</td>
</tr>
<tr>
<td>HASH MARKS</td>
<td>Stripes for enlisted members’ time in service</td>
</tr>
<tr>
<td>HAZARDOUS DUTY PAY</td>
<td>Airborne; diving; EOD (Explosive Ordnance Demolition) pay</td>
</tr>
<tr>
<td>HOUSING OFFICE</td>
<td>Where you check in for housing</td>
</tr>
<tr>
<td>ID CARD</td>
<td>Identification card issued to legally recognized members of America’s Army family</td>
</tr>
<tr>
<td>INSIGNIA</td>
<td>Indicates branch of soldiers</td>
</tr>
<tr>
<td>JODY CALL</td>
<td>Troop cadence for marching or running</td>
</tr>
<tr>
<td>JUMPMASTER</td>
<td>Person supervising paratroopers on a jump exercise</td>
</tr>
<tr>
<td></td>
<td>Extra pay for jump status</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>------</td>
<td>------------</td>
</tr>
<tr>
<td>K-9</td>
<td>Dogs trained for military police service</td>
</tr>
<tr>
<td>Klick</td>
<td>Slang for kilometer</td>
</tr>
<tr>
<td>Latrine</td>
<td>Toilet</td>
</tr>
<tr>
<td>Leave</td>
<td>Approved time away from duty</td>
</tr>
<tr>
<td>Lifer</td>
<td>Career service members</td>
</tr>
<tr>
<td>Location Allowance</td>
<td>Allowance received for PCS move</td>
</tr>
<tr>
<td>Logistics</td>
<td>Equipment and support needed for performance</td>
</tr>
<tr>
<td>MEDEVAC</td>
<td>Medical evacuation</td>
</tr>
<tr>
<td>Motor Pool</td>
<td>Area where official vehicles are kept</td>
</tr>
<tr>
<td>Orderly Room</td>
<td>Company office</td>
</tr>
<tr>
<td>Orders</td>
<td>Spoken or written instructions to soldier</td>
</tr>
<tr>
<td>Platoon</td>
<td>Several squads within a company</td>
</tr>
<tr>
<td>Police Call</td>
<td>Clean up</td>
</tr>
<tr>
<td>Post Exchange</td>
<td>Army department store</td>
</tr>
<tr>
<td>Power of Attorney</td>
<td>Legal document permitting a person to act on behalf of another</td>
</tr>
<tr>
<td>Protocol</td>
<td>Customs and courtesies</td>
</tr>
<tr>
<td>Quarters</td>
<td>Government housing for married soldiers</td>
</tr>
<tr>
<td>Rank</td>
<td>Official title of soldier (also, relative position within a military grade such as Sergeant or Captain)</td>
</tr>
<tr>
<td>Regrets Only</td>
<td>Respond only if not attending</td>
</tr>
<tr>
<td>Reserve Component</td>
<td>Army and Air National Guard and U.S. Army Reserve (and equivalent in other Services)</td>
</tr>
<tr>
<td>Reserves</td>
<td>U.S. Army Reserve</td>
</tr>
<tr>
<td>Retreat</td>
<td>Bugle/flag ceremony at end of day</td>
</tr>
<tr>
<td>Re-up</td>
<td>Reenlist</td>
</tr>
<tr>
<td>Reveille</td>
<td>Bugle call/ceremony at beginning of day</td>
</tr>
<tr>
<td>Roster</td>
<td>List of members</td>
</tr>
<tr>
<td>Ruffles and Flourishes</td>
<td>Musical honor for general officers and equivalent ranking officials</td>
</tr>
<tr>
<td>Separation Pay</td>
<td>Pay for unaccompanied duty</td>
</tr>
<tr>
<td>Short Timer</td>
<td>Person with short time left to serve on active duty</td>
</tr>
<tr>
<td>Short Tour</td>
<td>Unaccompanied tour</td>
</tr>
<tr>
<td>Sick Call</td>
<td>Specific block of time for medical attention</td>
</tr>
<tr>
<td>Space A</td>
<td>Space available</td>
</tr>
<tr>
<td>Sponsor</td>
<td>Person who is salaried by the Government</td>
</tr>
<tr>
<td>Squad</td>
<td>Small tactical unit in the Army National Guard</td>
</tr>
<tr>
<td>Subsistence</td>
<td>Food allowance</td>
</tr>
<tr>
<td>Taps</td>
<td>Last call of the day</td>
</tr>
<tr>
<td>TA50</td>
<td>Field gear</td>
</tr>
<tr>
<td>UCMJ</td>
<td>Uniform Code of Military Justice</td>
</tr>
</tbody>
</table>
Major Mark Bieger found this little girl after the car bomb attacked our guys while kids were crowding around. The soldiers here have been angry and sad for two days. They are angry because the terrorists could just as easily have waited a block or two and attacked the patrol away from the kids. Instead, the suicide bomber drove his car and hit the Stryker when about twenty children were jumping up and down and waving at the soldiers. Major Bieger (I had seen him help rescue some of our guys a week earlier during another big attack) took some of our soldiers and rushed this little girl to our hospital. He wanted her to have American surgeons and not to go to the Iraqi hospital. She didn’t make it. I snapped this picture when Major Bieger ran to take her away. He kept stopping to talk with her and hug her.