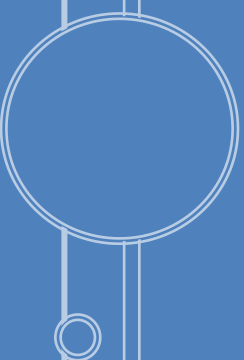


CHAPLAIN'S GUIDE TO PROFESSIONAL NAVAL CHAPLAINCY

NOVEMBER 2011



CHAPLAIN'S GUIDE TO PROFESSIONAL NAVAL CHAPLAINCY

November 2011

Contents

A Message from the Chief of Chaplains.....	5
Part One: Professional Naval Chaplaincy.....	7
An Introduction to PNC	7
The Definition of PNC	8
The Requirement for PNC.....	8
The Goals of PNC	9
Called to Serve Our People.....	9
Called to Serve the Naval Service	11
Called to Serve Each Other	11
PNC Structures and Personnel.....	12
The Chief of Chaplains	12
The Chaplain Corps (CHC)	13
PNC Executive Board (PNCEB)	13
Domain Leaders.....	14
Chaplains	14
Religious Program Specialists (RPs)	15
Other Personnel	15
Community Health	16
Community Health and Community Culture	16
Requirements and Community Health	16
CARE Board and Community Health.....	17
Training and Community Health.....	17
Detailing and Community Health	18
Career Progression and Community Health	18
Community Culture	20
Introduction to Community Culture.....	20

Community Identity and Community Culture	21
Our Naval Identity	21
The Navy Ethos	21
The Sailor's Creed	22
The DON's Core Values Charter	23
Navy Customs, Courtesies, and Traditions	24
Our CHC Identity	25
Our CHC's History	25
The CHC's Guiding Principles	26
Professional Standards for PNC	27
PNC Professional Expectations	29
Other Factors Supporting Community Culture	31
Total Fitness	31
Communities of Interest and Community Culture	31
Mentoring	33
Professional Associations	34
Part Two: Your Career In PNC	36
Career Development	36
Environment	36
Components	36
Sequence	37
Resources	38
The Detailing Process	38
Billets	40
Experience	40
Permanent Change of Station (PCS) Constraints	40
Professional Development	41
Personal Preference	42
The Exceptional Family Member Program	42
Total Force – Reserve Component Dynamics	43
Navy Reserve Force Chaplain's Office	43
The Operational Support Officer (OSO)	44
Reserve Categories	44
Reserve Assignments	45

Types of Reserve Duty	46
Active Duty Navy Definite and Indefinite Recall Program for Reserve Officers	47
Transitioning from AC to RC	48
Key Policies Governing RC Matters.....	48
Qualifications.....	48
Fleet Marine Force (FMF) Qualified Officer	49
Additional Qualification Designators (AQD)	49
Qualifying Subspecialty Codes.....	49
Chaplain Corps Training.....	50
PNC Basic Leadership Course	50
PNC Intermediate Leadership Course.....	50
PNC Advanced Leadership Course.....	50
Professional Development Training Courses (PDTCs)	51
Professional Development Training Workshops (PDTWs).....	51
Chaplain and Religious Program Specialist Expeditionary Skills Training (CREST).....	51
Funded Graduate Education (FGE)	52
Joint Professional Military Education (JPME)	52
Tuition Assistance	53
Transcripts	53
The Promotion Board Process	54
The Board’s Mission	54
Board Mystique	54
Promotion Zones	54
Scheduling the Boards	55
Board Members and Recorders.....	56
The Precept	57
Eligible List of Officers	58
In the “Tank”	59
Board Results	60
When Do I Promote	60
Administrative Boards	61
Reviewing and Updating Your Record	61
Officer Data Card (ODC).....	62
Officer Summary Record (OSR)	63

Performance Summary Record (PSR)	63
Your Official Military Photograph	64
Additional Record Update Areas	64
Fitness Reports	64
Awards	65
Leaving the Navy	65
Transition Assistance Program	65
Retirement for Active Component Officers	65
Retirement for Reserve Component Officers	67
Officer Resignation Procedures	67
Conclusion	68
Broken Links	69

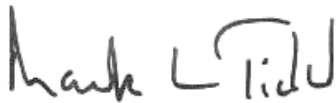
A MESSAGE FROM THE CHIEF OF CHAPLAINS

Welcome to the *Chaplain's Guide to Professional Naval Chaplaincy*. This guide is designed to familiarize you with SECNAVINST 5351.1, Professional Naval Chaplaincy, while providing helpful information regarding Navy Chaplaincy's Professional Standards and Expectations.

We are entering one of the most exciting and crucial periods in the history of naval chaplaincy. Through nearly a decade of war and conflict, chaplains and Religious Program Specialists (RPs), aided by lay leaders, volunteers, contractors, and other support personnel, have rendered invaluable support to Sailors, Marines, Coast Guardsmen, Department of the Navy civilians, and family members. We have been called to serve, and we continue to answer that call.

The Naval Service needs the very best we have to offer. As you read this guidebook, I challenge you to reflect on and renew your commitment to serve with excellence. God, the nation and the people in our care deserve nothing less.

Grace and Peace,

A handwritten signature in black ink that reads "Mark L. Tidd". The signature is written in a cursive, slightly stylized font.

Mark L. Tidd
Rear Admiral, Chaplain Corps, U.S. Navy
Chief of Chaplains

This Guide is intended to familiarize service members within the Chaplain Corps community with Professional Naval Chaplaincy and to provide career-related information. This Guide is not intended to create, take away, or in any way affect any existing rights or entitlements. Service members are responsible for their own careers and are cautioned to consult governing statutes, regulations, or instructions concerning official policy. Service members should address any questions or concerns regarding this Guide to their chain of command or other appropriate resources available to them.

PART ONE: PROFESSIONAL NAVAL CHAPLAINCY

AN INTRODUCTION TO PNC

When civilian religious ministry professionals (RMPs) enter naval chaplaincy they do so as representatives of a particular faith group and they bring with them a unique set of skills. They have been trained, credentialed and endorsed by their religious organization (RO) to provide ministry in the military.

Civilian training, credentialing and endorsement, however, are only part of what it takes to become a Navy chaplain. The military is a unique institution with a distinct culture. Navy chaplains must master that culture in order to minister effectively and professionally within it. Through training, education, mentoring, experience, and supervision, chaplains learn how best to minister in, to and through the Naval Service. They become experts at delivering religious ministry in the institutional context of the Navy, Marine Corps and Coast Guard. This is the essence of Professional Naval Chaplaincy (PNC).

Because chaplains are both RMPs and naval officers, they must learn to balance these two roles. While many tasks have more to do with one role than with the other, it is because Navy chaplains are both RMPs and naval officers that they are able to function effectively as chaplains. PNC exists in the overlap between these two roles.

- The professional dimension of PNC refers to the RMP skill set. The naval dimension of PNC refers to the naval officer skill set. The chaplaincy dimension of PNC refers to the overlap between the two.
- ROs have authority to govern the behavior of chaplains on faith-specific aspects of work within the limits of military necessity.
- The Navy has authority to govern the behavior of chaplains on non-faith-specific aspects of work so long as it does not compel chaplains to compromise the tenants of their own religious traditions.
- The ROs and the Department of the Navy (DON) work together to ensure chaplains are fully qualified to meet religious requirements in the pluralistic environment of the military institution.

This way of looking at chaplains and chaplaincy as the union of RMP and naval officer is at the core of what is meant by Professional Naval Chaplaincy.

THE DEFINITION OF PNC

SECNAVINST 1730.7D (Religious Ministry in the Department of the Navy) defines PNC as:

The field of endeavor in which Navy chaplains deliver to the Naval Service and authorized recipients religious ministry characterized by cooperation, tolerance, mutual respect and respect for diversity. It is further characterized by an understanding of both the pluralistic nature of the environment and the processes and structures of the organizations and institutions served. PNC includes the full range of responsibilities inherent in positions of leadership and authority in the Navy, as well as the standards and codes of behavior established for chaplains by the DON and those found in civilian religious professional life. Implicit in the PNC is the expectation that chaplains will not compromise the standards of their RO.

The Professional Naval Chaplaincy community comprises Navy chaplains, RPs, civilian employees, contractors and volunteers engaged in providing any facet of religious ministry within the DON.

THE REQUIREMENT FOR PNC

Professional Naval Chaplaincy exists because ROs and the DON have shared interests and obligations. Those shared interests and obligations stem from the rights and authorities defined by the U.S. Constitution, Title 10 of U.S. Code, and various Department of Defense (DoD) and Navy policies:

- Per the First Amendment to the United States Constitution, Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof.
- It is DoD policy¹ that the chaplaincies of the Military Departments are 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.
- SECNAVINST 1730.7D defines chaplaincy in the DON and establishes the concept of PNC. In addition, it assigns the Chief of Chaplains as the community leader for chaplains and Religious Program Specialists (RPs) and as the primary spokesperson on PNC.

¹ DODD 1304.19, "Appointment of Chaplains for the Military Departments

- As the primary spokesperson on PNC and the community leader, it is the responsibility of the Chief of Chaplains to describe how PNC is to be implemented throughout the DON.

THE GOALS OF PNC

PNC is the means by which the Navy facilitates the free exercise of religion by ensuring that religious ministry is offered in a professional manner that does not have an adverse impact on military readiness, individual or unit readiness, unit cohesion, health, safety, discipline, or mission accomplishment. It is the vehicle by which the Chaplain Corps (CHC) meets validated religious ministry requirements through the delivery of its four core capabilities²:

- **Facilitate** the religious requirements of personnel of all faiths
- **Provide** faith-specific ministries
- **Care** for all Service members, including those who claim no religious faith
- **Advise** the command (FPCA).

But above all, PNC is the means by which the Chaplain Corps' motto "Called to Serve" is fulfilled. In short, Navy Chaplains, aided by RPs, are called:

- **To serve our people** – ensuring they and their families are ready for the demanding life of military service.
- **To serve the Naval Service** – by working with its leadership as professional partners to support the readiness and resiliency of the force.
- **To serve each other** – supporting chaplains and RPs who carry out the sacred mission of taking care of our people.

The goal of the PNC instruction³ is to give definition and depth to what PNC means to the Navy as an institution, the CHC and the RP community as a whole, and the individual chaplains and RPs who have answered the call to serve.

Called to Serve Our People

The CHC vision is to support commanders in making their personnel and their families mission-ready through the delivery of religious ministry and pastoral care. As the Chief

² SECNAVINST 1730.7D

³ SECNAVINST 5351.1

of Naval Operations Concept of 2010⁴ states, “Our people are the foundation of our mission success.” They are the key to readiness—obviously through their own individual readiness to deploy, fight, and win, as well as through the readiness of the ships, planes, and equipment they maintain and man. So they—and their families—must be ready. They must be resilient. The chaplain’s unique role is to assist them on their spiritual, moral, and ethical journeys.

One of the most important factors to understand in relationship to the CHC vision and our call to serve our people is the tremendous impact of persistent combat. As of this writing, our nation has been at war for over 9 years. Because of this, our people deserve and demand exceptional religious ministry support. The first goal of the “DON Strategic Plan for Religious Ministry”⁵ is “to meet the religious ministry needs of those we serve.” The CHC does this in many ways:

- Combat ministry: delivering the full spectrum of ministry alongside our people in harm’s way; returning warrior transition and reintegration; wounded warrior support; Casualty Assistance Call Officer (CACO) support.
- Afloat ministry to the Fleet.
- Individual Augmentee (IA) and IA family support.
- Health of the force support: Sexual Assault Prevention Response (SAPR), suicide prevention, individual and family resiliency.
- Operational Stress Control (OSC)/ Combat Operational Stress Control (COSC)/ Operational Stress Control and Readiness (OSCAR), partnerships with Navy medical and mental health providers.
- Chaplain’s Religious Enrichment Development Operation (CREDO) programs and retreats.
- Chapel ministry at Navy and Marine Corps Installations.

First and foremost we are called to serve our people. This is done in the context of the military institution. Our success in that service depends largely on the extent to which we understand and appreciate the unique character and culture of the Naval Service, as well as the laws, regulations, and policies which define our role therein.

⁴ The chief of naval operations and commandants of the Marine Corps and Coast Guard released the Naval Operations Concept 2010 (NOC 10) <http://www.navy.mil/maritime/noc/NOC2010.pdf>, which guides implementation of the strategy and describes how, when and where U.S. naval forces will contribute to enhancing security, preventing conflict and prevailing in war.

⁵ Religious Ministry in the Department of the Navy Strategic Plan for FY 08-13 August 31, 2007

Called to Serve the Naval Service

Several years ago the Chief of Naval Operations (CNO) asked the Chief of Navy Chaplains a key question: “How many chaplains and RPs do we need?” He was really asking, “How many chaplains and RPs do we need to meet the commanders’ requirements to serve our people?”

As part of the process of identifying how many chaplains and RPs we needed, some very helpful and meaningful conversations were conducted with the line community regarding their expectations. In the process it became necessary to define the tasks chaplains and RPs perform and the capabilities they possess. From those findings, the Navy was able to decide what they wanted from their chaplains and RPs and how many of each were needed.

Understanding these factors played a critical role in helping the CHC identify better ways to work as professionals with the leadership of the Naval Service—all in order to serve our people and meet the commanders’ requirements for religious ministry. PNC demands that chaplains and RPs work as professional team players with the leadership of the Navy, Marine Corps and Coast Guard to support the readiness and resiliency of the force.

Called to Serve Each Other

The third part of the CHC’s call to serve includes the call to serve each other within the CHC community. Serving each other is best accomplished by working towards CHC community health and a healthy community culture.

What is meant by community health? As applied to professional communities within the DON (such as the CHC) this term refers to healthy manpower numbers and effective personnel, processes and procedures. It means doing it the Navy way. It involves:

- Community management with effective policies, appropriate force structures, career development and progression plans, and promotion opportunities within Navy guidelines.
- The right number of billets at the right grades assigned to the right places so that the Navy’s requirements and the professional needs of individuals are met.
- Recruiting that consistently meets goals in both quantity and quality.
- Career progression with a plan that makes sense for the Navy and the CHC.

- Detailing that balances the needs of the Navy with those of individual service members.
- Professional development opportunities to prepare future leaders to fill milestone and key billets.

Presently, recruiting is meeting requirements for new chaplains. There are healthy promotion flow points and promotion rates. New policies have been created and others have been updated to promote community health. The CHC continually endeavors to ensure that the CHC community maintains a diverse and qualified pool of professionals.

In addition to fostering community health, serving each other also includes working towards a healthy community culture. This is a little more nebulous, but it is equally important. Healthy community culture involves⁶:

- Clearly articulating professional expectations and standards of conduct.
- Building cohesive leadership teams throughout the CHC community.
- Preparing all chaplains and RPs for leadership by ensuring Religious Ministry Teams (RMTs) are trained, certified, mentored, supported and held accountable by colleagues and peers.

The goal of PNC is to help the CHC more effectively minister to the needs of those it serves, to the Naval Service as an institution, and to the members of the CHC and RP communities. This ministry is exercised through the various structures and personnel comprising the PNC community including the Chief of Chaplains, the PNC Executive Board (PNCEB), Domain Leaders, Chaplains, RPs and various other parties.

PNC STRUCTURES AND PERSONNEL

The Chief of Chaplains

The Chief of Chaplains serves as the primary spokesperson on PNC and is the community leader for the CHC and the RP community⁷. The Chief of Chaplains has directive authority over chaplains and the PNC community when speaking to issues related to PNC and healthy community culture⁸.

⁶ SECNAVINST 1730.7D and SECNAVINST 5351.1

⁷ SECNAVINST 1730.7D

⁸ SECNAVINST 5351.1

As the community leader, the Chief of Chaplains is responsible for the professional development, education, and training of CHC officers and RPs. In addition, the Chief of Chaplains is charged with formulating, interpreting, advising on, and approving policies necessary for delivering the CHC's four core capabilities (FPCA) along with formulating and interpreting other policies pertaining to professional standards of conduct and performance.

The Chaplain Corps (CHC)

The CHC is a religiously impartial organization and has no inherent theology of its own⁹. Without this inherent impartiality as an organization – where individual chaplains facilitate for all - the CHC could not exist as a governmental institution.

The Chief of Chaplains is responsible for working with the Chief of Naval Personnel (CNP) to ensure sufficient personnel inventory exists to maintain community health and for empowering individual chaplains and RPs to effectively and efficiently deliver the CHC's four core capabilities. To that end, the CHC supports Commander Navy Recruiting Command's efforts to recruit and evaluate RMPs. The CHC uses the Chaplain Appointment and Retention Eligibility (CARE) Board to evaluate RMPs and make recommendations concerning their service to the CNP.

PNC Executive Board (PNCEB)

The PNCEB is an organizational structure within the CHC that exists to assist the Chief of Chaplains in exercising both the Chief's advisory function as Director of Religious Ministry and the PNC leadership function as CHC community leader. Its membership consists of the Chief of Chaplains, Deputy Chief of Chaplains, Deputy Chief of Chaplains for Reserve Matters, USFLTFORCOM Chaplain, USPACFLT Chaplain, NAVRESFOR Chaplain, CNIC Chaplain, Deputy Chaplain of the USMC, MARFORCOM Chaplain, MARFORPAC Chaplain, MARFORRES Chaplain, Chaplain of the USCG, Bureau of Medicine (BUMED) Chaplain, NETC Chaplain, MCCDC Chaplain, Commanding Officer of the Naval Chaplaincy School and Center (NCSC), Chaplain Corps Distribution and Placement Chaplain (PERS 4414), the Chief of Chaplains' Command Master Chief/Senior Enlisted Leader, the Chief of Chaplains' Executive Assistant, and the Chief of Chaplains' Division Directors. Other parties may be invited to attend whenever their input is required.

⁹ SECNAVINST 5351.1 Paragraph 5

Domain Leaders

Chaplains and RPs serve the Navy, the United States Marine Corps and the United States Coast Guard. The CHC has adopted the word “domain” to refer to these large organizational subdivisions in which chaplains and RPs serve. The senior leader in each subdivision is referred to as the domain leader. These domain leaders include the: USFLTFORCOM Chaplain, the USPACFLT Chaplain, the CNIC Chaplain, the MARFORCOM Chaplain, the MARFORPAC Chaplain, the MARFORRES Chaplain, the NAVRESFOR Chaplain, the Chaplain of the USCG, the Navy Medicine Chaplain, and the NETC Chaplain.

Domain leaders advise the Chief of Chaplains on manpower requirements of their domains and are responsible for identifying and meeting the unique religious ministry requirements that exist within each of their domains.

Chaplains

PNC identifies chaplains as the lead agents responsible for ensuring that religious ministry and related staff tasks are delivered. In order to deliver this ministry, chaplains must employ two distinct but overlapping sets of competencies – RMP and staff officer competencies.

In addition to these competencies, there are requirements and expectations that apply to chaplains. Some are protective, while others are directive. First, chaplains are credentialed by their ROs to be RMPs and are expected to provide religious ministry that is fully expressive of the RO. Second, chaplains are never required to compromise the standards of their RO. Finally, chaplains must function in a pluralistic military environment and must be willing to facilitate the religious requirements of all authorized users.

Assessing the chaplain against these and other expectations is an essential part of PNC. Three distinct individuals or organizations assess the chaplain. The RO assesses and certifies an individual chaplain’s skill as an RMP by means of an endorsement. The RO has the ability to review its endorsement on its own initiative or at the request of the CHC or the individual chaplain. The commanding officer (CO) assesses the individual chaplain as a Navy officer and as a chaplain. The CO does this through the yearly fitness report (FITREP) and overall counseling. Lastly, the CHC will assess the individual chaplain’s skill relative to PNC through screening boards for milestone billets and the

CARE Board. Policies governing screening boards and other functions of the CARE Board are pending development.

Religious Program Specialists (RPs)

RPs are an essential part of PNC. They provide support to the Command Religious Program (CRP) and are the chaplain's primary assistant in the delivery of religious ministry. RPs are important actors in the accommodation of the religious requirements of personnel. They must understand and operate in accordance with the policies which govern PNC and the delivery of religious ministry in the DON.

They are Sailors first and foremost and are evaluated on their proficiency both as Sailors and as RPs as articulated in their Personnel Qualification Standards (PQS) and RP Occupational Standards (OCCSTDS).

Chaplains are responsible for leading and developing their RPs and assisting them in their career progression. Every chaplain should consult the *RP's Guide to Professional Naval Chaplaincy* for insight into RP competencies, career development, advancement, and evaluations.

Other Personnel

PNC policy¹⁰ also identifies other personnel that support the CRP to include:

- Civilian RMPs (CRMPs). CRMPs are not chaplains but they do, nonetheless, come under the auspices of PNC. CRMPs may be retired or former chaplains but they do not hold the privileges of an active-duty or reserve chaplain. The CRMP can ordinarily only provide faith-specific religious ministry as part of a team led by the command chaplain and answerable to the CO.
- Civilian CRP support. This includes clerical staff, musicians, educators and others. Like CRMPs, other civilian CRP support staff members are led by the command chaplain and are answerable to the CO.
- Lay leaders. Lay leaders are an invaluable part of many CRPs. All lay leaders must be formally recognized by their religious body, properly trained, certified, and appointed in writing by their CO. Lay leaders operate under supervision of a

¹⁰ SECNAVINST 5351.1

chaplain and in compliance with the Military Personnel Manual (MILPERSMAN)¹¹.

- Volunteers. No successful CRP can exist without the help of volunteers. Chaplains and RPs are responsible for their recruitment, training and supervision.¹²

COMMUNITY HEALTH

Community Health and Community Culture

Goal 2 of the DON Strategic Plan for Religious Ministry focuses on sustaining healthy active duty and reserve component chaplain and RP communities. This goal can be broken down into two major components: community health and community culture.

Community health is how the DON evaluates the CHC and RP rating to include recruiting, accessions, inventory, training, career progression, and flow points.

Community culture is how the CHC manages itself within the context of the Navy, how it establishes the norms under which it operates, and how it develops its leaders and mentors its members.

Requirements and Community Health

Community health looks for answers to the following types of questions:

- How many chaplains and RPs are necessary to meet requirements and at what rank/grade?
- How many chaplains and RPs must be recruited each year to maintain the appropriate pool of candidates?
- How are these individuals trained to be effective officers and enlisted?
- Where should chaplains and RPs be placed to best meet the need?

The correct number of RMTs is driven by commanders' requirements for the right number of chaplains and RPs in the right grades in the right places at the right times doing the right things.

¹¹ MILPERSMAN 1730-010

¹² OPNAVINST 5380.1A

How were these requirements identified? The CHC asked commanders what tasks they deemed necessary to execute a CRP at the unit level. Rank, rate, and time were assigned to the tasks and rolled up through the various levels of the command structure to be validated by the commanders of each domain.

From commanders' requirements, the Navy has authorized the CHC to have a certain number of chaplains in different ranks. This is called Officer Program Authorization (OPA). Basically, the OPA is the number of funded billets.

By aggressively recruiting, training, detailing, retaining, promoting, and retiring members of the CHC, the Navy ensures an adequate inventory of professionally trained chaplains to meet religious ministry requirements.

CARE Board and Community Health

In addition to the endorsement provided by the RMP's or chaplain's RO, the Chief of Chaplains also provides necessary recommendations to the CNP with respect to the RMP or chaplain's service as a Navy chaplain. The mechanism by which these recommendations are developed is the CARE Board.

The CARE Board reviews the professional qualifications of RMPs seeking a naval commission and service in the CHC, chaplains moving between the active and reserve components, chaplains seeking to switch endorsing agents, and chaplains seeking to change the nature of their endorsement. The CARE Board makes recommendations to the Chief of Chaplains who approves or disapproves those recommendations and then forwards them to the CNP for final determination.

A Career Status Board (CSB), operating as a CARE Board, will review all active component chaplain applications for continued service after the initial 3-year endorsement.

In summary, the CARE Board is the gateway into PNC. It helps maintain and protect community standards and identity. It also serves as a mechanism of community accountability.

Training and Community Health

As community leader, the Chief of Chaplains is responsible for ensuring the Naval Chaplaincy School and Center trains chaplains and RPs in the skills needed to perform

the tasks identified in the requirements validation process and are capable of delivering the CHC's four core capabilities of FPCA. In addition, the Chief of Chaplains must ensure appropriate continuing education is in place so chaplains and RPs can improve their skill sets and respond to emergent requirements as they arise. Finally, all chaplains and RPs are responsible for participating in command-required training to enhance their competency as either a Navy officer or an enlisted Sailor.

Detailing and Community Health

Detailing is an important dimension of community health. Through the detailing process the detailer endeavors to place the right chaplain of the right paygrade in the right place at the right time to deliver the right ministry to meet identified requirements. In addition, the detailer must execute all detailing in compliance with priorities established by PERS 4. Current detailing guidance for Active Duty assignments is as follows:

- First Priority – Operational Sailors and Marines – including Global Support Assignment (GSA)/Individual Augment (IA) Assignments
- Second Priority – Overseas Shore
- Third Priority – Accession Points (Basic/Indoc Training and Education Commands)
- Fourth priority - Remote Continental United States (CONUS)
- Fifth Priority - CONUS

These priorities have been in place for several years now and undergo periodic review to ensure they are still current. What works for a year or two may not be sustainable in the long term and will likely change over time.

The Reserve component does not have a detailer, per se. The Reserve Force Chaplain's office (COMNAVRESFORCOM) in Norfolk, VA is the central contact source for billeting information.

Career Progression and Community Health

An active component (AC) chaplain, including a chaplain moving from the reserve component (RC) to the active component, initially receives an endorsement lasting 3 years. The 3-year endorsement affords the RO some flexibility with respect to its own manpower decisions. It also allows the Navy an opportunity to assess the performance of the chaplain. At the 3-year point, active component chaplains are required to obtain an ecclesiastical endorsement for indefinite duration.

Article 1331-040 of the Military Personnel Manual (MILPERSMAN) outlines the procedure by which chaplains inform the Navy of their intent to serve on Active Duty beyond the initial 3 years and the procedure by which the request for continued service is reviewed and either accepted or denied. Failure to apply, or be selected for extension, will subject the officer to involuntary release from active duty per instructions issued by Commander, Navy Personnel Command (NPC).

The chaplain must forward a copy of an indefinite ecclesiastical endorsement and a written recommendation from his or her current commanding officer to the office of the Chief of Chaplains. This requirement must be accomplished no earlier than 15 months and no later than 9 months prior to the expiration of the 3-year endorsement.

As a method to identify and develop leaders at every level, communities throughout the Navy have crafted career paths, identified milestone billets, implemented screening boards, and developed training in response to community-unique requirements. This is observed in the Navy and Marine Corps, officer and enlisted communities, active duty and reserve, and line and staff corps. Each community is expected to establish processes and structures to identify and grow its leaders.

At the Lieutenant and Lieutenant Commander levels, chaplains are expected to experience ministry in a cross-section of domains. This experience of ministry to Sailors, Marines, and Coast Guardsmen provides a broad exposure to ministry challenges and rewards. Many chaplains find an area of ministry where their skill sets and the needs of the Navy come together and become a focus for their future time in the Naval Service. Following promotion to Commander, chaplains will be screened for milestone billets by an administrative board.

What are milestone billets? Milestone billets are billets of increased responsibility and complexity, requiring a specific set of skills, preparing the chaplain for higher levels of strategic leadership within the CHC; they have the relative equivalency of traditional command billets for line officers. Chaplains in these positions work with Navy, Marine Corps, and Coast Guard leadership to shape the direction of ministry. The milestone billet screening process will identify those individuals who are demonstrating future leadership qualities. This does not mean that a chaplain selected for a milestone billet within a particular domain will spend the rest of their career within that domain. The CHC is a small community and senior leaders will have to move between domains to meet the needs of the Navy. Because of this, milestone billets are being identified at “equivalent” levels across domains where the basic position requirements and skills are

roughly equivalent to allow for flexible detailing to meet religious ministry requirements.

How will candidates for milestone billets be identified? A Milestone Board will convene once a year to administratively screen O5 and O6 Chaplains. Each officer will have three opportunities to be milestone-screened at each rank. The first look for Milestone will occur after the officer has been promoted to the new rank and has completed one year Time in Grade (TIG). Officers Milestone-screened on their first look will go into the Milestone “bank” or “pool”. Officers not screened will have two more looks. Milestone-screened officers will remain in the bank until they are detailed to a Milestone billet. Those not detailed to a Milestone billet will remain in the bank and will be rescreened annually to ensure there is no adverse reason to preclude future consideration for Milestone assignment. It is from this pool that the detailee will propose chaplains for particular milestone billets. It is important to understand that an individual who screens for a milestone billet may not necessarily be assigned to one. In practice, the CHC will likely have more qualified candidates than billets, and chaplains may spend all of their time in the milestone billet pool without assignment to an actual milestone billet. Policies governing this screening process are currently in development.

The reserve component operates with many of the same characteristics complementary to the active component. Their assignments are determined by an administrative board called APPLY held each year for available selective reserve billets.

COMMUNITY CULTURE

Introduction to Community Culture

Community Culture is how the community manages itself within the context of the Navy, how it establishes the norms under which it operates, how it develops its leaders, and mentors its members.

As noted earlier, PNC exists in the intersection between RMP and Navy officer requirements. Chaplains must meet the standards and expectations of their ROs while also meeting standards and requirements set by the Navy. In the final analysis, chaplains must comply with Navy standards in order to continue their service in the Navy. Navy standards include such things as the Uniform Code of Military Justice (UCMJ), uniform, grooming and appearance standards, physical fitness standards, standards on fraternization, alcohol and drug use and abuse policies, and various other policies for the maintenance of good order and discipline.

In addition to general standards set by the Navy, the CHC may set professional standards and expectations which do not contradict RO standards but which may not be required by ROs. By choosing to serve as a Navy chaplain, an RMP agrees to abide by these standards and to participate in the greater Navy and CHC communities.

Community Identity and Community Culture

Maintaining the proper community identity is an important component of community culture. Our community identity is comprised of our naval identity and our PNC identity. It includes the following components: the Navy Ethos; the Sailor's Creed; the DON's Core Values Charter; Navy Customs, Courtesies, and Traditions; our CHC History; the CHC's Guiding Principles; PNC Professional Expectations; and the Professional Standards for PNC. Each of these components reflects the shared vision of service which derives from the Constitution and the laws and policies under which the CHC operates. They help define what the CHC is and who Navy chaplains are.

Our Naval Identity

Our community identity is forged by our naval identity. The CHC and RP communities are part of the United States Navy and as such it is shaped by the Navy's culture and reflects the Navy's identity. That culture and identity are expressed in The Navy Ethos, The Sailor's Creed, and the DON's Core Values. As Navy officers and enlisted Sailors, chaplains and RPs embrace all of these.

In his 2007-2008 CNO's Guidance, Admiral Roughead directed the development of a Navy ethos that reflects the values integral to mission accomplishment for Active Duty, Reserve, and civilians across all USN communities. The USN ethos comprises the fundamental principles and values the Navy uses to accomplish its mission. It is the distinguishing character, culture and beliefs appropriate and important to the institution distilled to be easily communicated.

The Navy Ethos¹³

We are the United States Navy, our Nation's sea power - ready guardians of peace,
victorious in war.

¹³ NAVADMIN 318/08

We are professional Sailors and Civilians - a diverse and agile force exemplifying the highest standards of service to our Nation, at home and abroad, at sea and ashore.

Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.

We are a team, disciplined and well-prepared, committed to mission accomplishment. We do not waver in our dedication and accountability to our shipmates and families.

We are patriots, forged by the Navy's core values of Honor, Courage and Commitment. In times of war and peace, our actions reflect our proud heritage and tradition.

We defend our Nation and prevail in the face of adversity with strength, determination, and dignity.

We are the United States Navy.

The "Sailor's Creed" was written by a "Blue Ribbon Recruit Training Panel" in 1993 at the direction of Chief of Naval Operations Admiral Frank Kelso, who personally participated in the final edit of the working group's proposal. Admiral Kelso then directed that every recruit be given a copy and required to commit it to memory.

In 1994, Chief of Naval Operations Admiral Jeremy Boorda approved a minor change which made the creed inclusively descriptive of all hands. The change involved replacing the word "bluejacket" with "Navy," which is more inclusive of all service members from the lowest enlisted rate, E-1, through the highest officer rank, O-10. After 1997 another change to the text occurred when the words "my superiors" were replaced with "those appointed over me." In today's Navy, the Sailor's Creed is memorized by all personnel in boot camp and has been incorporated in officer training as well.

All of the personnel in the uniform of Naval Service are Sailors first and in addition, they are officers, chiefs, petty officers - aviators, Seabees, surface warriors and submariners. This is an important point impacting unity and esprit de corps.

The Sailor's Creed

I am a United States Sailor.

I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.

I represent the fighting spirit of the Navy and those who have gone before me to defend

freedom and democracy around the world.
I proudly serve my country's Navy combat team with Honor, Courage and Commitment.
I am committed to excellence and the fair treatment of all.

The DON's Core Values Charter

We are dedicated to the Core Values of Honor, Courage, and Commitment to build the foundation of trust and leadership upon which our strength is based and victory is achieved. These principles on which the U.S. Navy and the U.S. Marine Corps were founded continue to guide us today. Every member of the Naval Service – active, reserve, and civilian, must understand and live by our Core Values. For more than two hundred years, members of the Naval Service have stood ready to protect our nation and our freedom. We are ready today to carry out any mission, deter conflict around the globe, and if called upon to fight, be victorious. We will be faithful to our Core Values of Honor, Courage, and Commitment as our abiding duty and privilege.

HONOR

I am accountable for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans. I will:

- Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word.
- Conduct myself in the highest ethical manner in relationships with seniors, peers and subordinates.
- Be honest and truthful in my dealings within and outside the DON.
- Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel.
- Encourage new ideas and deliver bad news forthrightly.
- Fulfill my legal and ethical responsibilities in my public and personal life.

COURAGE

Courage is the value that gives me the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity. I will:

- Have the courage to meet the demands of my profession.
- Make decisions and act in the best interest of the DON and the nation, without regard to personal consequences.

- Overcome all challenges while adhering to the highest standards of personal conduct and decency.
- Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful and efficient way.

COMMITMENT

The day-to-day duty of every man and woman in the DON is to join together as a team to improve the quality of our work, our people and ourselves. I will:

- Foster respect up and down the chain of command.
- Care for the personal and spiritual well-being of my people.
- Show respect toward all people without regard to race, religion or gender.
- Always strive for positive change and personal improvement.
- Exhibit the highest degree of moral character, professional excellence, quality, and competence in all that I do.

Navy Customs, Courtesies, and Traditions

Customs, courtesies and tradition are part and parcel of our daily lives. Not only are they very real aspects of life, in the aggregate, they form the special culture and lifestyle uniquely characteristic of the military profession. Military ceremonies are based on custom and the rendering of courtesies and steeped in tradition. Rendering honors to the flag; the hand salute; going aboard a ship; why we seat distinguished guests where we do; why and how we address distinguished persons; how and why we toast; these are all based on long standing custom or tradition.

The Navy has many such traditions, customs, courtesies and protocols, too numerous to discuss in this forum. A professional Navy chaplain is familiar with those most common and immediate, as learned in the PNC Basic Course, and continues to develop a greater understanding, appreciation and application as a naval officer.

The Naval Historical Center website is a potential resource for additional information - <http://www.history.navy.mil/nhc11.htm>; as well as the US Naval Institute - <http://www.navalhistory.org/>

OUR CHC IDENTITY

The CHC is nearly as old as the Navy itself. Over the course of more than 235 years, the CHC has evolved its own unique culture and identity. Its culture and identity are reflective of its history and heritage along with the rich but ever-changing religious character of our country. Our CHC identity is rooted in our history and described by the CHC's Guiding Principles, the Professional Standards for PNC, and PNC Professional Expectations.

Our CHC's History

Forged in the furnace of conflict and war, the Chaplain Corps was established on 28 November 1775, at the same time the second article of Navy Regulations was adopted. The article stated that "the Commanders of the ships of the thirteen United Colonies are to take care that divine services be performed twice a day on board and a sermon preached on Sundays, unless bad weather or other extraordinary accidents prevent." Although chaplains were not specifically mentioned in this article, one can imply that Congress intended that an ordained clergyman be part of ship's company. Later documents and practice support this conclusion.

Four chaplains are known to have served in the Continental Navy. Reverend Edward Brooks has the distinction of being the first chaplain known to have served, reporting aboard the frigate HANCOCK in 1777. Benjamin Balch went aboard the BOSTON as chaplain in October 1778. Benjamin's son William was the first chaplain to receive a commission in the United States Navy in 1799.

A new edition of Naval Regulations dated 25 January 1802 included reference to the duties of a chaplain. "He is to read prayers at stated periods, perform all funeral ceremonies, perform the duty of a schoolmaster instructing the midshipmen and volunteers in writing, arithmetic, navigation and whatever else they might need to make them proficient, and teach the other youths of the ship as the captain orders."

Because of their teaching skills, when various "academies" were established aboard the ships in central ports, the chaplains were called on to be the administrators. Their involvement in these early learning institutions prompted Chaplain George Jones to begin his campaign for the Naval Academy in 1839. The establishment of the Naval School at Annapolis in 1845 was due primarily to Chaplain Jones' efforts.

By October 1906, the Chaplain Corps came into its own. A board of chaplains appointed by the Secretary of the Navy established guidelines that required all newly commissioned chaplains to be graduates of both college and seminary and that such should receive the endorsement of their denominations. The office of the Chief of Chaplains was established in 1917 as a result of this board's recommendations. Captain John Brown Frazier, a Southern Methodist, became the Navy's first Chief of Chaplains.

World War II brought unprecedented change to the size and scope of the Navy Chaplain Corps. Over 2800 chaplains were called to active duty. Navy chaplain Joseph O'Callahan was awarded the Medal of Honor, making him the first chaplain in the armed services to be bestowed this honor. In a post-war speech, Admiral Chester Nimitz, commenting on the role of chaplains in World War II said, "By his patient, sympathetic labors with the men, day in, day out, and through many a night, every chaplain I know contributed immeasurably to the moral courage of our fighting men."

Sixteen Navy chaplains have been killed in action. The first chaplain to die in the line of duty was John Lenhart. His ship, USS CUMBERLAND, was rammed and sunk by CSS VIRGINIA during the Civil War. Thirteen chaplains died at the hands of the enemy during World War II. Chaplains Vincent Capodanno and Robert Brett were the last to lose their lives while serving in Vietnam. Seven US Navy ships have been named for chaplains, the most recent being the USS LABOON (DDG 58).

Chaplains have served with distinction throughout the entire history of the United States Navy. In times of war and peace, chaplains have stood beside the men and women of the sea services. The abolition of flogging, the removal of alcohol aboard ship, physical training, entertainment and recreation aboard ship, education, and spiritual leadership are but a few of the contributions made by the men and women of the United States Navy Chaplain Corps.

The CHC's Guiding Principles

While a part of the Navy, the CHC is also a distinct community *within* the Navy. The Chaplain Corps' Guiding Principles complement the Navy Ethos and identify the distinguishing character and culture of the CHC.

Navy Chaplains - Called To Serve

We are religious leaders and naval officers.

We are faithful to our calling as chaplains and strive to grow in our faith.

We have taken an oath to support and defend the Constitution of the United States and will faithfully discharge our duties.

We respect the dignity of those we serve.

We seek to understand cultural and religious values that differ from our own.

We believe the right to exercise our faith is best protected when we protect the rights of all to worship or not worship as they choose.

We work together to meet religious needs.

We are called to serve our people, the Naval Service and each other.
We hold sacred the trust placed in us.

We Are Navy Chaplains

Professional Standards for PNC

- By definition¹⁴, PNC is the field of endeavor in which Navy chaplains deliver to the Naval Services and authorized recipients religious ministry characterized by cooperation, tolerance, mutual respect and respect for diversity. It is further characterized by an understanding of both the pluralistic nature of the environment and the processes and structures of the organizations and institutions served. PNC includes the full range of responsibilities inherent in positions of leadership and authority in the Navy, as well as the standards and codes of behavior established for chaplains by the DON and those found in civilian religious professional life. The Professional Standards for PNC set forth in Enclosure (2) of SECNAVINST 5351.1 set the minimum requirements for professional conduct by chaplains, RPs, and other individuals involved in religious ministry within the DON. These standards consist of the following: **Cooperation**. All persons operating under the auspices of PNC will work together cooperatively. Chaplains and RPs especially will work with other chaplains, RPs, helping professionals and command representatives to meet the faith and non-faith-group needs of all Service members, their families, and other authorized users.
- **Tolerance**. The DON and USCG are equally accommodating of all religions and expressive of none in particular. It is the policy of the CHC to be equally tolerant of every Service member, family member, and other authorized persons irrespective of that individual's religious beliefs or unbelief.

¹⁴ SECNAVINST 1730.7D

- **Mutual respect.** All persons operating under the auspices of PNC will recognize the practitioners of other faiths as equals under the law. It is the policy of the CHC to train each of its chaplains and RPs to respectfully accommodate all Service members, their families, and other authorized persons.
- **Respect for diversity.** Participants in PNC are entrusted with the duty of creating a climate where every individual's contribution is valued, and with fostering an environment that respects the individual's worth as a human being per the DON diversity policy found in SECNAVINST 5354.2.
- **Understanding of the pluralistic nature of the environment.** Members of the DoD community represent a plurality of backgrounds and beliefs. PNC recognizes and values the pluralism inherent in the DoD community and seeks to accommodate the religious beliefs of all to the fullest possible extent. Because the chaplain's direct provision of religious ministry is according to the manner and form of the chaplain's RO, chaplains are free to participate or not participate in divine services and/or RO-specific ministries with persons from other ROs. When praying in public and outside of divine services, Navy chaplains are free to pray according to policy set forth in SECNAVINST 1730.7D. While it may be permissible for persons to share their religious faith, outside divine or religious services, persons under the cognizance of PNC shall ask permission of those with whom they wish to share their faith and respect the wishes of those they ask. Respecting the religious values of others, persons operating as part of PNC shall not proselytize those who request not to be proselytized, as such action raises legal concerns and is counterproductive to service in a pluralistic environment. Failure to respect such a request may result in disciplinary action.
- **Understanding the processes and structures of the organizations and institutions served.** All persons operating under the auspices of PNC function within a military institution separate from the religious institutions of the ROs whose members are represented in the military services. PNC seeks to accommodate the religious requirements of those members within the limits of military readiness, unit cohesion, health, safety, discipline, and mission accomplishment. Chaplains and RPs ensure this accommodation while simultaneously delivering quality care and expert advisement. Chaplains and RPs must have a thorough knowledge of command structures and institutional systems, policies and processes. Chaplains must balance the requirements of the Naval Service, the CHC, and the ROs who endorse them.
- **Responsibilities inherent in positions of leadership and authority in the Navy.** Chaplains and RPs are responsible for executing the commander's CRP and any other appropriate tasks duly assigned by competent authority. They direct and

hold others accountable in the effective and efficient execution of the CRP and other related tasks. They develop the leadership qualities of those they supervise, and mentor the next generation of leaders. They are accountable for their performance as leaders.

- **The standards and codes of behavior established by the DON.** All persons serving under the auspices of PNC abide by DON regulations and expectations governing professional and personal conduct. Such conduct includes but is not limited to: adhering to physical readiness requirements; abiding by policies governing fraternization, non-combatancy, and confidentiality; maintaining professional boundaries; abiding by DON policies regarding alcohol use and substance abuse; and ensuring responsible financial management. The CHC fosters a climate of compliance through training, mentoring, and supervision.
- **The standards and codes of behavior found in civilian religious professional life.** The CHC encourages individual chaplains to grow in their respective faiths. It does this by supporting them in attending faith group or RO conferences, promoting continuing education, encouraging the development of professional skills and encouraging communication between the chaplain and the chaplain's RO.

PNC Professional Expectations

PNC professional expectations are based on values that foster professional accountability and inform others what they can expect from chaplains and RPs. While many of these expectations apply to both chaplains and RPs, some are particular only to chaplains or RPs. PNC Professional Expectations consist of the following¹⁵:

- **Religious Ministry:** Chaplains will provide religious ministry according to the manner and form of their RO and will always clearly identify their RO when participating in divine services or when providing religious ministry that is specific to their RO. RPs will support the provision of religious ministry to all authorized personnel.
- **Ethical Behavior:** Chaplains and RPs will cultivate habits conducive to personal, emotional, spiritual, and relational wellbeing. They will adhere to the Code of Conduct, Navy Core Values, the Sailor's Creed, the Navy Ethos, the Professional Standards for PNC, and for chaplains, the Chaplain Corps' Guiding Principles. They will conduct themselves on and off duty in a way that reflects positively on their position and community. They will maintain a professional workplace and

¹⁵ SECNAVINST 5351.1 Enclosure (3)

professional relationships, using their rank, position, and authority for the good of others and not for personal gain. They will maintain professional boundaries.

- **Community Participation:** Chaplains and RPs will fully participate in the CHC and RP community, abide by the expectations of CHC leadership, and support the work of the CHC and RP rating.
- **Navy Professional Development:** Chaplains and RPs will seek opportunities for Navy officer or enlisted professional development. They will seek occasion to develop chaplain or RP competencies. They will mentor others and seek mentors for themselves.
- **Religious Ministry Professional Development:** Chaplains will seek opportunities for professional development as religious ministry professionals, maintain responsible association with the RO that endorses them, and abide by the professional standards and expectations set by their RO.
- **Non-Combatancy:** Chaplains are non-combatants. They will not bear arms or seek weapons training in connection with their military duties nor will they seek weapons or warfare qualifications. They will not serve or give the appearance of serving as an intelligence operative and will abstain from hostile acts.
- **Bearing Arms:** RPs will bear arms in connection with their military duties when appropriate and will seek official weapons training and qualifications, including warfare qualifications when available.
- **Respect:** When sharing their own religious convictions, chaplains and RPs will fully honor and support the right of others to maintain and to determine their own religious convictions. Chaplains and RPs will not attempt to convert others to their own faith without explicit permission from those individuals.
- **Confidentiality:** Chaplains and RPs will adhere to the Navy's policy on confidentiality and will not betray the trust that is placed in them.
- **Collaborative Care:** Chaplains and RPs will use the full range of their abilities and authority to care for those they serve, collaborating appropriately with the chain of command and other care-related service providers to ensure maximum delivery of care. They will not exceed their competence when providing care but will make appropriate referrals as required. Chaplains will make every reasonable effort to arrange for the provision of care by another chaplain, religious ministry professional, or care-related service provider when the tenets of their faith preclude them from providing direct care to an individual.

Taken together, the CHC's Guiding Principles, the Professional Standards for PNC and the PNC Professional Expectations inform chaplains, line, and other staff corps commanders about the professional conduct they should expect from members of the

CHC. It is imperative to the health of the Corps that we embrace these Principles, Standards, and Expectations, and it is our responsibility to ensure that those around us maintain the highest level of conduct.

Other Factors Supporting Community Culture

Total Fitness

The DoD has developed, as a high priority, a culture of physical fitness. The driving force is mission readiness leading to mission accomplishment. To that end, policy has been enacted that requires all personnel to be assessed annually. The Physical Health Assessment (PHA) is a means to determine a service member's physical fitness. The metrics used to determine the physical fitness of service members includes blood tests, exams, vital signs and a twice annual physical readiness test (PRT) consisting of performing various physical activities measured against a graduated standard based on age and gender. To support this policy every command has a fitness leader (CFL) and data is recorded in the Physical Readiness Information Management System (PRIMS) accessed through the Bureau of Navy Personnel (BUPERS) on line (BOL) website - <https://www.bol.navy.mil/>. It is now standard procedure to consult PRIMS prior to screening for advancement, promotion or select billets. More information can be found on the Navy Personnel Command (NPC) website - <http://www.public.navy.mil/bupers-npc/support/physical/Pages/default2.aspx>

While it isn't mandated in DoD policy, a professional naval chaplain will also strive to promote a culture of spiritual fitness. Just as a physical body needs the right amount of food and exercise to remain fit, more so the "spirit." A professional naval chaplain, as an endorsed RMP, knows the importance of spiritual care and development. While there is no single prescribed method or process to follow to remain spiritually fit, it is imperative that chaplains be immersed in spiritual disciplines according to the manner and form of their RO. For example, chaplains may participate in daily spiritual growth activities, attend RO conferences, and spiritually mentor others in their RO.

Communities of Interest and Community Culture

In addition to abiding by our Principles, Expectations, and Standards, Communities of Interest (COI) are a valuable means of strengthening our community identity and cultivating our community culture.

What are COIs? COIs are groups of people who have a shared interest, experience or aptitude in a given topic or subject. Many different types of groups meet this criterion, such as fan clubs and group forums. What makes a COI different is that it is a formal, intentional, and coordinated operation dedicated to learning, interaction, knowledge transfer and information management. They are typically sponsored by leadership and are focused on increasing their members' expertise within an area of interest rather than on solving a specific problem.

Different than a working group or tiger team, which are typically focused on solving a specific problem, COIs are designed to be enduring structures that continuously grow and evolve. They provide an additional benefit by allowing people to develop professionally throughout their careers.

The Navy has several different indicators that could be used for determining COI topics. The CHC currently has three subspecialty codes¹⁶: 1430 (Religion & Culture), 1440 (Pastoral Counseling), and 1450 (Ethics). These subspecialties will likely become the foundation for three corresponding COIs. Additional COIs may be established based on their relevance to the CHC's core capabilities, their relevance to DON needs, and the expertise that resides in the CHC.

Each COI will have a designated leader approved by the Chief of Chaplains. Leadership may be assigned by the billet most closely aligned to the function. For example, leadership of the pastoral counseling COI could be assigned to someone in BUMED.

A progression will be developed for each of the COIs that moves people from an apprentice level, through journeyman, and into a master's level of knowledge. Tied to each level of expertise will be standards / expectations for training, certification, experience, and demonstrated level of capability. For example, a COI in BUMED will likely include a certain level of health care certification such as clinical pastoral education (CPE).

The COI framework will provide multiple opportunities to mentor individuals beyond building specific subject matter expertise. At a minimum there will be opportunities for both formal and informal mentoring in leadership and professional expertise. COIs will offer the opportunity for chaplains to develop their talents through interaction and the exchange of ideas with those who have similar interests. COIs will offer opportunities for capturing and disseminating best practices. COIs can become a means by which the

¹⁶ NAVPERS 15839I

overall quality of service delivered by the CHC can be enhanced. More information on COIs will be forthcoming as supporting processes become formalized.

Mentoring

Mentoring is widely recognized as a beneficial career development tool that not only affects career health and longevity, but also positively impacts mission accomplishment. Mentoring is a difficult term to define as it manifests itself in many forms. One useful definition of mentoring is a mutually beneficial relationship between a mentor and protégé in which resources, time, experiences, and expertise are exchanged to help with personal and professional growth. Regardless of the formal definition, the positive influence quality mentoring has on the success of an individual's career cannot be overstated.

Ultimately, each of us is responsible for our own career. However, mentors can provide valuable direction and clarification. Mentors can help those being mentored figure out what they need to do to move from where they are now to where they want to be. Mentors can inform the mentored of opportunities, provide a listening ear and offer a different perspective.

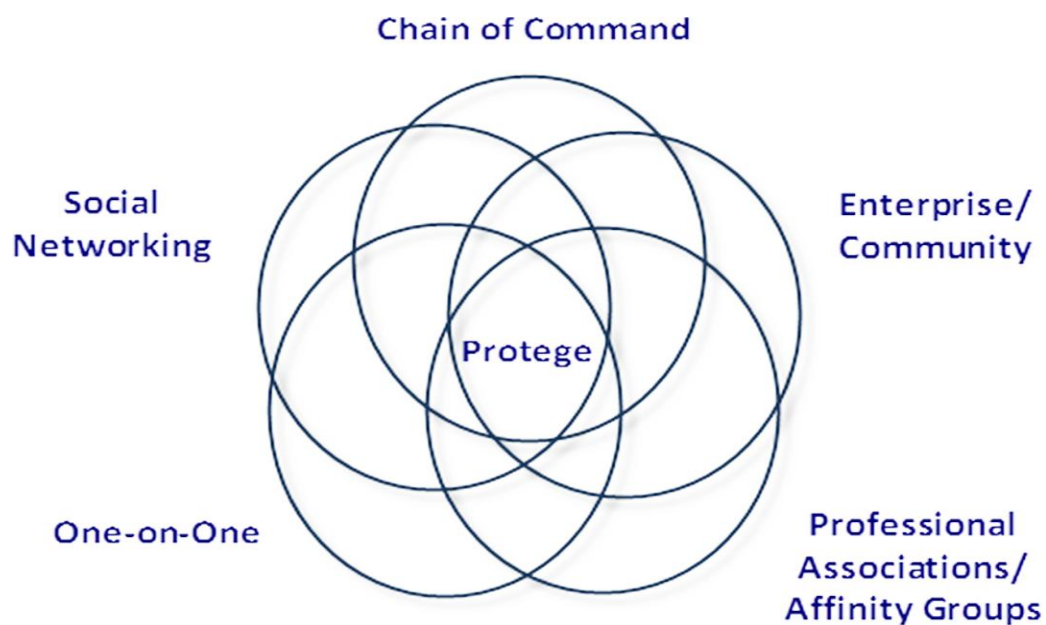
The Mentoring Continuum Construct. The Navy is developing a multi-faceted approach to mentoring that will allow flexibility in its implementation¹⁷. A mentoring program should combine elements of five distinct mentoring “circles” – chain of command, enterprise/community, professional associations/affinity groups, one-on-one, and social networks. These circles will provide the support necessary to meet the personal and professional needs of protégés throughout their careers. The following relationships define the mentoring continuum:

- a. Chain of Command. This mentoring is designed to assist Sailors in achieving their professional goals and to positively influence their desire to remain on active duty or transition to the Navy Reserve.
- b. Enterprise/Community. This is mentoring designed to ensure key career milestones are achieved.
- c. Professional Associations/Affinity Groups. These associations connect mentors and protégés of similar interests, backgrounds, cultures, or fields to support each other personally and professionally.

¹⁷ As outlined in the pending instruction OPNAVINST 1500.78 Navy Mentoring

- d. One-on-One. These are voluntary mentoring relationships of a professional nature. One-on-one mentoring happens when one person reaches out to another and a career-aiding relationship develops.
- e. Social Networking. Social networking refers both to the relationship-building that occurs in social and non-official situations as well as to types of technology that facilitate relationship-building leveraging the Internet.

Throughout a career, a person will likely serve as both a mentor and a protégé, and may have multiple mentoring relationships, both formal and informal as the following diagram illustrates.



All chaplains and RPs are encouraged to participate in mentoring relationships in order to cultivate their own growth and the professional development of the CHC and RP communities. They should approach such opportunities mindful of the responsibility involved whether one is receiving or offering mentoring. Mentoring should inform, motivate, and guide the individual and promote community health.

Professional Associations

Although they are not necessarily part of the PNC community, professional associations, organizations, and external institutions offer resources that can strengthen community culture. Pastoral care associations, the Military Chaplains Association, and the like can

provide camaraderie, counsel, and opportunities for personal and spiritual growth. In addition, ROs that endorse chaplains may have associations or groups that facilitate professional development and keep the endorsement in good standing. Check with legal (JAG) for limitations and restrictions on participation with external organizations.

PART TWO: YOUR CAREER IN PNC

CAREER DEVELOPMENT

Career development is the process of improving oneself and progressing in one's career for the sake of those one serves. It does not involve advancing one's career at the expense of others or for purely self-serving motives. Instead, through positive career development, one seeks to be the best one can be in order to better serve others and the institution as a whole. This section of the *Chaplain's Guide to PNC* is designed to assist you in properly taking an active role in your own career development.

Environment

Today's Navy is a swiftly evolving organization that uses advanced state-of-the-art hardware and systems in a multifaceted threat environment. Career development plans change and evolve as personal needs and the needs of the Navy change. Flexibility is important. Career development should be thought of as a continuous process that expands and shapes an officer or enlisted service member for future service. It is a unique plan based on individual and personal goals. There is no specific pattern that will apply to all.

The CHC exists to provide the Navy specific types of services and support which no other Navy staff corps provides. Chaplains should formulate career goals which seek to develop meaningful skills over the span of their entire career. Again, the key to success is to remain flexible and open to multiple and changing opportunities.

Components

Success in the Chaplain Corps, RP community, and the Navy, is based on a solid foundation of sustained superior performance at sea and ashore. The skills and talents needed to support the Navy's efforts are provided through billet rotations, qualifications, varied assignments, and training and education.

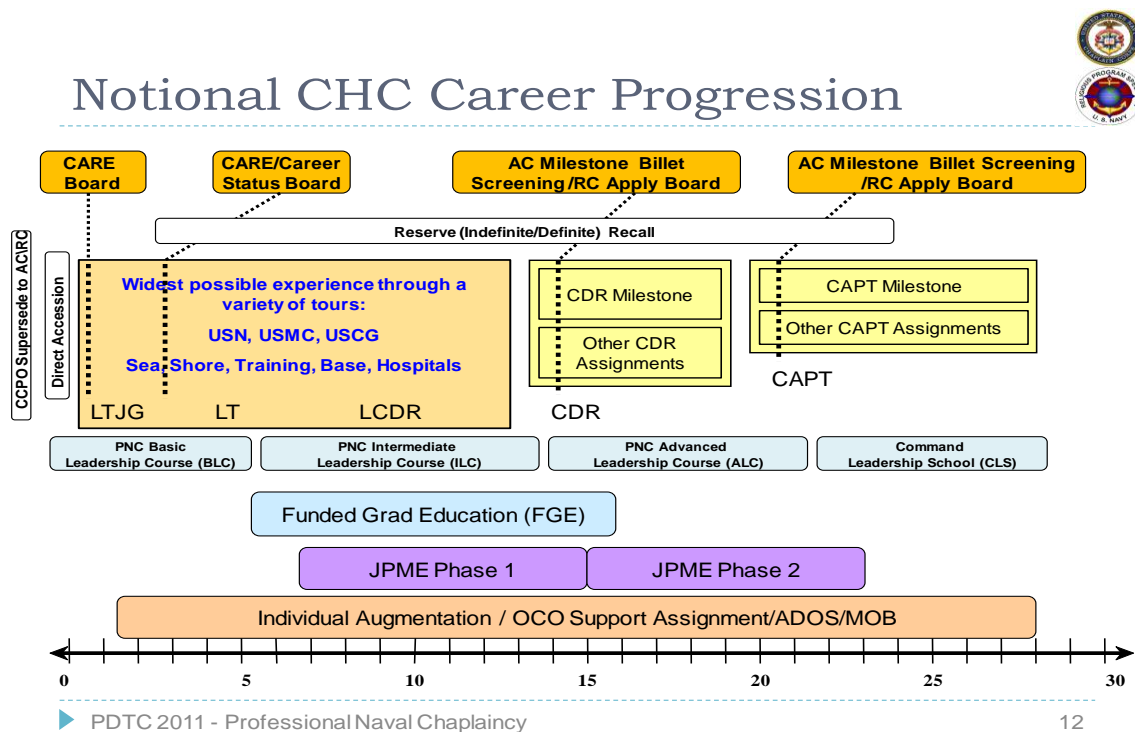
Sequence

There is a recommended sequence of assignments for active component chaplains after completion of the PNC Basic Leadership Course at the Naval Chaplaincy School and Center. This sequence consists of:

- Operational assignment in any domain
- Shore assignment
- Operational assignment in another domain
- Staff assignment, Service School, Funded Graduate Education

Reserve component chaplains follow a similar philosophy in terms of rotating assignments (operational, shore and supervisory/staff). It is important to note that the aforementioned sequence could be modified to suit individual needs and career goals as well as the changing needs of the Navy.

In addition to this recommended sequence, chaplains should consider overseas assignments, Individual Augmentee (IA) and Global Support Assignment (GSA) as part of their career path. The following chart graphically represents the typical active or reserve component chaplain's career progression as it is currently envisioned.



Resources

Career development plans and policies change over time with the changing needs of the Navy. Officers must be flexible and remain informed of the current trends. CHC officers are encouraged to take advantage of available career development resources. A few suggestions:

SENIOR CHAPLAINS. Junior officers can gain insight to career planning from senior officers. There is no one set path for a successful career, but senior officers can provide perspective in developing a solid plan.

WEBSITES. The Internet offers direct access to career information via the internet. The following links are among many available for use.

- United States Navy Homepage: <http://www.navy.mil>
- NPC Homepage: <http://www.public.navy.mil/bupers-npc/Pages/default.aspx>
- NPC Career Info Site: <http://www.public.navy.mil/bupers-npc/career/Pages/default2.aspx>
- NKO Career Management Homepage:
https://wwwa.nko.navy.mil/portal/careermanagement/home?paf_default_view=true
- NKO CHC Homepage:
<https://wwwa.nko.navy.mil/portal/chaplaincorps/home/chaplaincorps>

CHAPLAIN CORPS “CURRENTS.” The Chief of Chaplains publishes this periodical regularly. The newsletter provides notes from the Chief of Chaplains on current issues within the CHC.

The Detailing Process

For the active component, detailing consists of carefully balancing three critical elements: the needs of the Navy, an individual’s professional career development requirements, and the officer’s personal desires. These elements are commonly referred to as the detailing triad. Understanding how the process works is instrumental in ensuring the right career decision is made.

The Chief of Naval Personnel directs detailers and placement officers through the issuance of policy and official guidance distribution. The NPC organization is designed to help facilitate the proper mix of each aspect of the detailing triad. This is accomplished,

in part, by separating the assignment and placement officer functions. Detailers are the service member's advocates. They match each officer's skill sets, desires and requirements with the needs of the Navy (posted billets) and propose them electronically into the Officer Assignment Information System (OAIS). Placement officers serve as the command's advocate. They review and control activity manning levels, interface directly with commands under their purview for all their officer requirements and post billets which need to be filled. Detailers may adjust projected rotation dates (PRD) while placement officers may adjust availability dates (the earliest date at which the CO has made a service member available for transfer).

The detailing process begins by identifying a requirement, usually caused by a projected transfer of an incumbent, an unexpected personnel loss, or the establishment of a new billet. Detailers fill the available billet requirement with one of their assets who, ideally, has a PRD date near the required fill date.

Detailing negotiations start 12 months in advance of the service member's PRD (18 months for those in the Exceptional Family Member Program and dual military). The normal sequencing is to satisfy the sea/overseas requirements before continental United States (CONUS) shore assignments. To maintain flexibility in assignments and conserve permanent change of station (PCS) funds, a detailing "window" is utilized. This window is one month before PRD to three months after the PRD. This 4-month "window" makes more officers and billets available at a given time and allows for greater selectivity. The detail is usually confirmed 6 to 9 months before the rotation date. Chaplains may view prospective assignments by consulting the CHC Alpha Roster located on the Chaplain Corps page of NKO.

The next step is to convert the assignment proposal to orders. This administrative process is designed to be a normal check and balance of the system, as well as accommodate the required accounting processes. The final output is a set of PCS orders. The Bureau of Personnel's goal is to provide written orders four to six months prior to detachment.

Service members are responsible for ensuring the detailers have their up-to-date and realistic set of duty preferences as well as accurate contact information including current telephone and valid email. Unexpected service requirements can create sudden career opportunities. Therefore, it is best to have an up-to-date detailer online contact form. This form is located on the CHC NKO Detailer/Records Management page:

<https://wwwa.nko.navy.mil/portal/chaplaincorps/forms/home/detailer>

The best practice is to submit a detailee online contact form one month before the detailing negotiation begins. Several factors can impact a detailing decision: billet availability, experience, PCS funding, professional development, and personal desires. The decision regarding what assignment is next reflects the detailee and placement team's judgment regarding these factors. Additional information may be found on the Chaplain Corps Detailing Facebook Page:

<http://www.facebook.com/pages/Chaplain-Corps-Detailing/199488826729956?ref=ts>

Billets

Detailers do not decide how many Chaplain Corps billets should be assigned to a command, what grade the billets should be or in what functional area they will be assigned. Once an activity's billet structure is approved, every effort is made to understand the specific requirements of each job (function to be performed, skills and capabilities required, etc.) by talking with the NPC Placement Officer for the specific command, or the CO, or designated representative. When a billet is significantly different from what was described, the gaining command is encouraged to advise the NPC Placement Officer for the specific command via their Echelon 2 N1.

Experience

Once the CHC detailee is aware of the jobs to be filled, a review of the officers rotating is conducted. The detailee looks at the service member's electronic service record to determine experience, special qualifications, and previous performance. Sustained superior performance is by far the most important factor in determining future assignments, selections for postgraduate education, service schools and promotions.

Permanent Change of Station (PCS) Constraints

Active component officer tour lengths are established using Secretary of Defense policy, the needs of the Navy, and requirements for professional career development. Here are some terms that can help clarify tour length and obligated service requirements.

TIME ON STATION (TOS). TOS is defined as the period served in the same geographical area. It differs from an activity tour in that time on station may be satisfied by one or more activity tours in the same geographical area. TOS applies specifically to concurrent CONUS shore tours. As with billets themselves, requirements for transferring to a follow-on shore tour in another geographic area will be determined by service financial

constraints, support requirements, individual skills, needs of the Navy, and personal preferences. All officers must serve 36 months in the same geographic area if transferring with funded PCS orders to a follow-on shore tour in a different geographic locale. There are exceptions to the 36-month time on station requirements when sea or overseas transfers, separations, humanitarian waivers, joint duty, spouse collocation, or new construction ships are involved.

RETAINABILITY. Retainability applies to all transfers. It ensures that an officer has the capability to complete prescribed tour length requirements. An officer must meet retainability requirements to receive orders. This retainability factor is of interest to both junior and senior officers who find themselves extending beyond their service obligation date just to accept a set of PCS orders. Retainability has no waivers or exceptions. Current requirements are:

1. CONUS sea or shore to CONUS shore--two years.
2. CONUS sea or shore to CONUS sea--one year.
3. To overseas shore--depends on location and if accompanied.
4. To overseas sea--full SECNAV prescribed tour length.
5. Overseas to CONUS--one year (six months if from unaccompanied tour).

MINIMUM TOUR FOR SEPARATION (MTS). MTS is activated when an officer accepts orders. This is the minimum specified time an officer shall complete at the new duty station before being allowed to retire or resign. MTS requirements are the same as the retainability period.

PRD EXTENSION REQUEST. A letter of request is required for an extension to the rotation date. PRD extension requests should be sent to the detailer at least 18 months in advance of the PRD. Once a relief has been named for the billet, an extension is not normally granted. PRD extension request letters should be routed through the supervisory chaplain and the commanding officer. A scanned copy of the letter and endorsements should be emailed to the detailer. A sample letter is available at <https://wwwa.nko.navy.mil/portal/chaplaincorps/chaplainrpresourceportal/home/detaillingmanagement>

Professional Development

When all the factors mentioned above have been considered, an evaluation of the available alternatives is made to ensure an assignment provides the challenges necessary for continued professional development. There are no strict career paths.

The diverse background of CHC officers and the varied opportunities available to them require detailers to recognize that professional development differs from one individual to the next. Learned skill sets and comparison of duties with peers and seniors is a place to start in this critical evaluation.

Personal Preference

Every AC officer should indicate personal preferences by completing a detailer online contact form.

<https://wwwa.nko.navy.mil/portal/chaplaincorps/forms/home/detailer>

It is strongly recommended that the detailer online contact form be followed with a telephone call, letter, email or personal interview. Likewise, all RC officers should work closely with the COMNAVERESFORCOM Chaplain's Office to provide similar information in order to be assigned to the right billet, at the right place, at the right time.

The Exceptional Family Member Program

The Navy's Exceptional Family Member Program (EFMP) is a Navy sponsored program that provides specific detailing guidance designed to assist AC Sailors by addressing the special needs requirement of their exceptional family members (EFM) during the assignment process. Special needs include any special medical, dental, mental health, developmental or educational requirement, wheelchair accessibility, adaptive equipment or assistive technology devices and services.

The goal of the EFMP is to ensure the special needs of the EFM can be met at a new assignment location. EFMP enrollment information enables Navy detailers to proactively consider a family member's special need requirements during the assignment process and to pinpoint the assignment to a location with appropriate resources that address the special needs. Successful implementation requires up-to-date enrollment information and extensive coordination among the personnel, medical, and educational communities.

EFMP enrollment is mandatory and required immediately upon identification of a special need. Failure to update EFM information annually could result in a delay in orders. DD Form 2792, Exceptional Family Member Medical and Educational Summary, and DD Form 2792-1, Exceptional Family Member Special Education/Early Intervention Summary, are used for enrollment.

Command points of contact and Navy medical treatment facility (MTF) EFMP coordinators can assist service and family members with the enrollment process.

Sailors may be reluctant to enroll because of misconceptions that EFMP enrollment may limit assignments and career advancement, or preclude family members from accompanying sponsors on overseas tours. These negative perceptions are not supported by fact. Sailors enrolled in the EFMP have always received equal consideration for accompanied assignments and for promotions.

Please contact the local MTF EFM Coordinator for assistance with enrollment.

TOTAL FORCE – RESERVE COMPONENT DYNAMICS

The Navy Total Force includes Active Component (AC) and Reserve Component (RC) Sailors. The Navy Knowledge Online (NKO) course "Navy Reserve Fundamentals 3.0" (catalog code: NAVRESFOR-NRF-3.0) is designed primarily for AC and newly affiliated RC personnel. Considered the foundation of limited but essential RC-unique training, the course endeavors to focus on fundamentals and provide foundational knowledge to AC and RC personnel without getting bogged down. This course is updated periodically and is highly recommended for all hands. The current version takes 30-60 minutes to complete depending on familiarity with the material.

Navy Reserve Force Chaplain's Office

The Commander Navy Reserve Force (CNRF) / Commander Navy Reserve Force Command (CNRFC) Force Chaplains' Office should be the first point of contact for any Reserve Component Chaplain or RP questions:

COMNAVRESFORCOM (N01G)

1915 Forrestal Drive

Norfolk, VA 23551-4615

Comm: (757) 322-5667 / (800) 245-4546

DSN: 262-5671

Fax: (757) 836-8112

Web:<https://private.navyreserve.navy.mil/3447B/n01/n01g/default.aspx>

The Operational Support Officer (OSO)

The OSO is the accountable officer responsible to assist and support the Active Component (AC) commander's ability to maximize the utilization of their reserve assets. The primary functions of an assigned OSO are to facilitate access of the reserve assets and optimize the use of these capabilities to achieve operational success and mission accomplishment. An OSO functions as the principle Navy Reserve advisor to the Navy and Joint commands.¹⁸ Contact the CNRF/CNRFC Force Chaplain's office for additional help in locating your OSO. For USMC units, the MARFORRES Force Chaplain's Office performs some OSO functions and can provide additional information.

Reserve Categories

The Navy Reserve Force includes Reservists in active, inactive, and retired status. The Ready Reserve includes active status Reservists in the Selected Reserve (SELRES), the Individual Ready Reserve (IRR), or serving on Active Duty. Members who drill for pay are in the SELRES. Members not in a pay status are in the IRR. Members in the IRR either participate in a Voluntary Training Unit (VTU) and drill without pay or are assigned to the Active Status Pool (ASP). Whether SELRES or IRR (either VTU or ASP), members of the Ready Reserve are eligible for promotion, can be recalled to Active Duty involuntarily, and can train with and support AC RMTs in a variety of ways depending on their status.

SELRES chaplains and RPs are assigned to reserve units supporting either commissioned reserve units (Reserve Seabee regiments and battalions, Fleet Hospital/Operational Health Support Units, and Navy Reserve units supporting 4th MARDIV, 4th MAW, 4th MLG, etc.) specific AC commands (each individual in a Marine Expeditionary Force Religious / MEFREL unit, for example supports a different AC USMC RMT requirement).

IRR chaplains and RPs affiliated with a VTU are "free agents" who may or may not have a formal additional duty relationship with a commissioned or augmentation unit or a local AC command.

¹⁸ OSO Duty is governed by OPNAVINST 5420.112, *Operational Support Officer*, and COMNAVRESFORINST 5420.14, *Navy Operational Support Officer Duty*.

Reserve Assignments

SELRES Chaplains and RPs are not "detailed" in the same way as AC personnel. Commander, Navy Reserve Forces Command (COMNAVRESFORCOM)(N12) is the assignment authority for all Selected Reserve(SELRES). Personnel are assigned to vacant billets at the local Navy Reserve Activity (NRA) based on Force requirements and personnel desires submitted via Career Management System-Interactive Detailing (CMS-ID) applications (enlisted personnel), JOAPPLY applications (Officer O-4 and below), or APPLY Board results (Senior Officers). If no local vacant billets exist at Reserve activities within reasonable commuting distance of the member's residence (defined in DODI 1215.13), members may be assigned a drilling location within reasonable commuting distance and cross-assigned to a mobilization billet elsewhere across the Navy Reserve Force. Generally, cross-assignments will be made between similar units and within specific programs.

Enlisted personnel use CMS-ID to apply for billets when they are IAP, within 90 days of their PRD or relocate to a new NRA. CMS-ID applicants are required to apply for five vacant billets. Enlisted personnel in an IAP status over 90 days are subject to non-voluntary assignment by COMNAVRESFORCOM (N12) or transfer to the VTU.

Junior officers apply for billets using JO- Apply (<https://private.navyreserve.navy.mil/Apply/index.aspx>) when they are IAP, within 90 days of their PRD or relocate to a new NRA. JO-Apply applicants are required to apply for three vacant billets. Junior officers in an IAP status over 90 days are subject to non-voluntary assignment by COMNAVRESFORCOM (N12) or transfer to non-pay status.

Senior officer billets and Junior Officer command positions (e.g. LCDR CO/OICs of MEFRELS) are assigned through the annual Apply Board. All board processes, application and assignment policies, community-specific information, and post-board assignment procedures (including interim fills) are described in COMNAVRESFORNOTE 5400. This notice is normally published by mid-February each year for the upcoming year's board and is available on the Navy Reserve Homeport (<https://private.navyreserve.navy.mil/Apply/index.aspx>).

Junior officers in the IRR, whether VTU or ASP, desiring to transition to SELRES must contact a local officer recruiter to submit an affiliation package. For chaplains, this will likely require obtaining a new ecclesiastical endorsement for inactive duty and a review by the CARE Board. Senior officers in the IRR, whether VTU or ASP, desiring to transition

to SELRES may submit an application to the Apply Board following guidance in the most recent 5400 notice.

Types of Reserve Duty

Inactive Duty Training (IDT) Periods (Drills). IDT periods (drills) are conducted to provide operational support and to enhance the members' readiness for mobilization. They come in several types: Regular, Rescheduled, Additional Training Period (ATP), Readiness Management Period (RMP), and Incremental.

Paid IDT periods are 4 hours long and no more than 2 are permitted per day.

Non-pay drills done by a member in a non-pay status can be 3 hours if only one is done on a day, but must be 4 hours long if doing 2 non-pay IDTs on a single day.

As a general rule, SELRES Chaplains and RPs perform 48 Regular IDTs per year, and may be authorized up to 36 ATPs and 12 RMPs. IDTs and ATPs may be performed at a NOSC or at the supported AC command using the FLEX IDT Drill Option.

The Flexible (FLEX) IDT Drill Option can help meet supported AC command requirements while completing FY IDT requirements. Reserve Unit COs are authorized to schedule up to 40 regular FY IDT periods consecutively to better optimize mission support or readiness.

IDTT is any regular, rescheduled, or additional inactive duty training period performed on travel orders (the second "T").

Annual Training (AT). SELRES personnel must perform 12 to 14 days AT each fiscal year as scheduled by the unit CO and per COMNAVRESFORCOM's annual Fiscal Year Policy Execution Guidance notice; they may meet this requirement by serving ADT (see below) instead. IRR personnel (whether VTU or ASP) may not perform AT.

Active Duty Training (ADT). Both SELRES and IRR personnel may perform a period of Active Duty that is intended to support a specific training requirement and assist a command that has ADT funding available. Members may request ADT orders only when they are requested by a command. The command requesting ADT orders for a member to support the command will provide the funding for the orders.

Active Duty Other Than For Training (ADOT). ADOT is a category of active duty used by Reserve personnel to provide support for either Active or Reserve Component missions.

It includes the categories of Active Duty for Special Work (ADSW), Active Duty for Operational Support (ADOS), Active Reserve Duty (e.g. three-year definite recall) and involuntary active duty under mobilization orders.

Active Duty for Operational Support (ADOS). Authorized voluntary AD for RC personnel to support AC or RC programs, respectively. The purpose of ADOS is to provide the necessary skilled manpower assets to support existing or emerging requirements. The terms ADOS and ADSW (Active Duty for Special Work) are largely interchangeable in common usage. ADSW constitutes a type of ADOS. The ADSW Program supports Navy mission requirements for which no permanent duty billet or position is programmed, and where active duty personnel with the required skill(s) are not reasonably available. This program provides the active forces with temporary, Navy Reserve support to facilitate valid, unfunded, unanticipated, unplanned (emergent) or non-recurring projects or missions that cannot be accomplished with assigned Sailors or that do not meet involuntary activation criteria.

SELRES and VTU personnel are eligible for ADOS/ADSW¹⁹. At this writing, the best source for current procedures and policies on ADOS is the PERS-4G2 web page at <http://www.public.navy.mil/bupers-npc/career/augmentation/4G2/Pages/default.aspx>.

Mobilization

Mobilization, or involuntary recall to active duty, is governed by specific sections of Title 10 of the U.S. Code and both DoD and Navy policy. For Navy commands considering mobilization of RC Chaplains or RPs, the best source of information is your command's Operational Support Officer (OSO). Any potential mobilization of RC Chaplains or RPs should also be coordinated with the COMNAVERFORCOM Force Chaplains office.

Active Duty Navy Definite and Indefinite Recall Program for Reserve Officers

Although all the types of duty described above provide opportunities to change lanes from RC to AC, RC officers may volunteer for either definite (also called temporary) or indefinite (also called permanent) recall to active duty to fill specific advertised AC billets or requirements. Both definite and indefinite recalls require a new ecclesiastical endorsement and review by the CARE Board. A limited number of slots open every year

¹⁹ ADOS/ADSW for Navy personnel is governed by OPNAVINST 1001.20C, Standardized Policy and Procedures for the Active Duty for Special Work (ADSW) Program.

for indefinite recall, and an even more limited number of opportunities for three-year definite recalls may also be available in any given year²⁰. Contact the CNRF/CNRFC Force Chaplain's office for more information.

Transitioning from AC to RC

AC Chaplains and RPs considering transitioning to RC should contact the Career Transition Office for the latest guidance on procedures and the CNRF/CNRFC Force Chaplain's office to discuss available RC billets. At this writing, the best information on AC to RC transitions is on the NPC CTO web page at <http://www.public.navy.mil/bupers-npc/career/transition/Pages/default.aspx>. Chaplains should note that transitioning from AC to RC will require a new ecclesiastical endorsement and review by the CARE Board.

Key Policies Governing RC Matters

DoDI 1215.06, *Uniform Reserve, Training, and Retirement Categories*

BUPERSINST 1001.39F, *Administrative Procedures for Navy Reservists*

COMNAVRESFORINST 1001.5F, *Administrative Procedures for the Drilling Reserve and Participating Members of the Individual Ready Reserve*

MCO 1000.12, *Naval Reserve Program Nine Personnel Support to the U.S. Marine Corps*

COMNAVRESFORCOMNOTE 1001, *Fiscal Year xxxx Force Execution Guidance* (issued annually)

COMNAVRESFORNOTE 5400, *Fiscal Year 20xx National Command and Senior Officer (05/06) Non-Command Billet Screening and Assignment Procedures* (issued annually)

OPNAVINST 1001.20C, *Standardized Policy and Procedures for the Active Duty for Special Work (ADSW) Program*

COMNAVRESFORINST 5420.14, *Navy Operational Support Officer Duty*

QUALIFICATIONS

Chaplains are non-combatants²¹. It is DON policy²² that chaplains are not authorized to obtain weapons qualifications, warfare qualifications, or bear arms; however, they are authorized to wear warfare or weapons qualification insignia obtained during prior

²⁰ MILPERSMAN 1320-150.

²¹ Geneva Convention Protocol I, 8 June 1977, Art 43.2; Navy Regulations, 1990, Article 1063; SECNAVINST 1730.7D

²² SECNAVINST 1730.7D

service as a combatant. Chaplains are eligible to qualify for and to wear the insignia of qualification designations such as Fleet Marine Force, Basic Parachutist, and Navy/Marine Parachutist.

Fleet Marine Force (FMF) Qualified Officer

While serving with Fleet Marine Force units, CHC officers have the opportunity to participate in the Fleet Marine Force Qualified Officer (FMFQO) program. This program enhances the chaplain's knowledge of the Marine Corps while contributing to a more credible relationship with line counterparts. Chaplains assigned to Marine Corps units should review OPNAVINST 1414.6 and speak with their command regarding this qualification.

Additional Qualification Designators (AQD)

As they gain experience, CHC officers can earn codes to specifically document their qualifications. These codes, known as Additional Qualification Designators (AQDs), represent qualifications required by a billet or unique qualifications awarded to an incumbent through service in that billet. AQDs are reflected in block 72 of the Officer Data Card (ODC) and on the bottom-left portion of the Officer Summary Record (OSR). All officers are encouraged to verify this information during a yearly review of their ODC. Complete information regarding AQDs can be found in the Manual of Navy Officer Manpower and Personnel Classification, NAVPERS 15839I (Oct 2010), posted on the NPC website at [http://www.public.navy.mil/bupers-npc/reference/noc/NOOCSVol1/Documents/Manual%20I35_PT_D%20\(AQD\).pdf](http://www.public.navy.mil/bupers-npc/reference/noc/NOOCSVol1/Documents/Manual%20I35_PT_D%20(AQD).pdf).

Qualifying Subspecialty Codes

The Navy Subspecialty System (NSS) is an integrated manpower and personnel classification and control system which establishes criteria and procedures for identifying officer requirements for advanced education, functional training, and significant experience in various fields and disciplines. In addition to identifying qualitative officer manpower needs, the NSS is used as the basis for generating the Navy's advanced education requirements.

Current CHC subspecialty codes are as follows:

Code	Education/Training/Experience Field
1430	Religion in Culture
1440	Pastoral Counseling
1450	Ethics

Complete information regarding the Navy's Subspecialty Program can be found in the Manual of Navy Officer Manpower and Personnel Classification, NAVPERS 15839I (Apr 2011), posted at: [http://www.public.navy.mil/bupers-npc/reference/noc/NOOCSVol1/Documents/Manual%20I35_PT_B%20\(SSP\).pdf](http://www.public.navy.mil/bupers-npc/reference/noc/NOOCSVol1/Documents/Manual%20I35_PT_B%20(SSP).pdf).

Procedures for applying for a subspecialty code based on education or experience are found in MILPERSMAN 1214-010 on the NPC website located at: <http://www.public.navy.mil/bupers-npc/reference/milpersman/1000/1200Classification/Documents/1214-010.pdf>

CHAPLAIN CORPS TRAINING

PNC Basic Leadership Course

This course trains new chaplains to apply the pastoral skills of their RO to the institutional setting of the Navy, Marine Corps, or Coast Guard. The course is designed to challenge the mind, the body, and the soul with an emphasis on leadership, spirituality, and fidelity.

PNC Intermediate Leadership Course

The purpose of this course is to equip O4 chaplains to excel as supervisory staff officers. It provides an opportunity to examine the wide variety of supervisory tasks associated with installation and operational ministry in the Navy, Marine Corps and Coast Guard. The course includes instruction in core capability supervision, management of personnel and facilities, and the art of leadership.

PNC Advanced Leadership Course

This course prepares senior chaplains to serve in leadership positions on large staffs. Such staffs include those of major manpower claimants, force commanders, regional commanders, and other Navy, Marine Corps, Coast Guard and joint staffs of comparable size and scope. Chaplains are equipped to conduct strategic planning for religious ministry support in their commanders' areas of responsibility, and to coordinate and

supervise the provision of such support. In addition, students are equipped to carry out appropriate staff support functions such as advising commanders on the moral, ethical, and religious implications of proposed policies and decisions.

Professional Development Training Courses (PDTCs)

PDTCs are designed to develop PNC teams by training chaplains and RPs in the knowledge, skills, and abilities needed to perform installation and operational ministry support; by educating RMTs as Navy staff officers and enlisted leaders; and by acculturating chaplains and RPs in the sea service ethos and empowering chaplains and RPs for career-long excellence in religious ministry support to the Naval Service.

Professional Development Training Workshops (PDTWs)

PDTWs are much like the PDTCs in scope but are limited to a one day workshop.

Chaplain and Religious Program Specialist Expeditionary Skills Training (CREST)

CREST is designed to train chaplains and RPs in the skills essential for combat survival, delivery of religious support in a combat environment, and the associated technical, tactical and defensive techniques required for duty with Marine Corps operating forces.

CHAPLAIN COURSE DESCRIPTION: In this 14-training-day course, emphasis is on providing leadership for an RMT delivering religious support to Marine Corps operating forces. This includes familiarization with USMC organization and procedures, as well as competency in leading religious programs and managing logistics and administration in a field environment. Additionally, training includes general military subjects, field survival, individual and small unit tactics, military drills, physical training/conditioning, and first aid in a combat environment.

RP COURSE DESCRIPTION: In this 40-training-day course, emphasis is on providing security, logistical, and administrative support for an RMT delivering religious program support to Marine Corps operating forces. This includes familiarization with USMC organization and procedures, competency in Marine Corps Martial Arts, and providing religious program, logistics, and administrative support in a field environment. Additionally, training includes general military subjects, individual and small unit tactics, military drills, physical training/conditioning, first aid in combat environment, weapons familiarization with the opportunity to qualify on the rifle, and training in operating the

HMMWV leading to a military operator's permit. Completion of CREST-RP results in the student receiving Navy Enlisted Classification RP-2401 Marine Basic Combat Skills Specialist.

Funded Graduate Education (FGE)

The specific objective of Navy postgraduate education is to educate officers to fill billets that have been classified as requiring an incumbent with a degree at the Master's level. Billets thus identified are those in which graduate level education is essential for the satisfactory performance of duty. Officers who obtain Navy sponsored degrees will normally be assigned to fill a billet in the subspecialty for which they were educated within two tours of earning their degree, preferably in the tour immediately following completion of the degree. Due to the attractiveness of this opportunity, competition is very keen.

CHC FGE programs include funded graduate education in Religion and Culture, Ethics, and Pastoral Care; Pastoral Care Residencies; Military Service College programs; and select Fellowship programs.

Information on CHC educational programs can be found on the CHC NKO portal at: https://wwwa.nko.navy.mil/portal/chaplaincorps/chaplainrpresourceportal/home?pafdefault_view=true

Additional information regarding Navy educational opportunities is located on the NPC website at: <http://www.public.navy.mil/BUPERS-NPC/CAREER/EDUCATION/GRADUATE/Pages/default.aspx>

All officers assigned to a Navy sponsored postgraduate program agree to an extended active duty commitment and are expected to serve at least one tour in a validated subspecialty position, as soon as possible but not later than the second tour following graduation, based on type and duration of GEP.

For more information go to: <http://www.public.navy.mil/BUPERS-NPC/CAREER/EDUCATION/GRADUATE/Pages/default.aspx>

Joint Professional Military Education (JPME)

As joint operations become more common, JPME becomes increasingly important. Chaplains may acquire JPME through a variety of means. JPME Phase I can be

completed either through an "in residence" course or through distance learning. All of the junior service colleges offer distance learning. Distance learning through the Air University Air Command And Staff College (AU ACSC) is accredited for JPME I, however distance learning through the Air War College (the Air Force Senior College) is not accredited for JPME Phase I.

Officers will normally be screened and slated to attend a service college at or near their current projected rotation date during the 3-year period following selection. Assignment is determined by PRD, career pattern, promotion status, individual desires, and the availability of school quotas. Officers accepting orders to a service college incur an active duty obligation of two years beyond graduation.

JPME Phase II is available to LCDRs and above at National Defense Universities (Joint Forces Staff College - Joint Advanced Warfighting School, Industrial College of the Armed Forces, and National War College) and all of the senior service colleges. These are all "in resident" courses.

Selectees interested in attending a service college should notify their detailer. Additional information may be found at the following website:

<http://www.public.navy.mil/BUPERS-NPC/CAREER/EDUCATION/GRADUATE/Pages/default.aspx>

Tuition Assistance

Tuition Assistance (TA) is the Navy's educational financial assistance program. It provides active duty personnel funding for tuition costs for courses taken in an off-duty status at a college, university or vocational/technical institution, whose regional or national accreditation is recognized by the Department of Education. Chaplains are encouraged to use tuition assistance and the wealth of information posted on the Navy College website in order to pursue their educational goals.

The website is located at: <https://www.navycollege.navy.mil/>

Transcripts

Chaplains who complete any formal educational degree through off-duty study are responsible for reporting this information to NPC in order to have it become part of their official record. PERS-45E is the code at NPC that can add a degree to your permanent record.

Upon receipt of your transcript, PERS-45E will:

- Assign a subspecialty code if the transcript reflects an awarded graduate degree.
- Enter the degree into the electronic record.
- Forward the transcript to PERS-3 for scanning to your permanent record.

For further information, go to:

<http://www.public.navy.mil/BUPERS-NPC/CAREER/EDUCATION/Pages/Subspecialty.aspx>

THE PROMOTION BOARD PROCESS

The Board's Mission

The mission of any board is to select the best and most fully qualified for promotion based on past performance and the potential for sustained superior performance in the future.

Board Mystique

One of the "mysteries" of the Navy is how promotion boards work. In actuality, it is not a mystery, nor is it intended to be. Membership on boards is set by statute and SECNAVINST 1401.3A. This instruction is very specific as to designator mix and pay grade that must comprise a promotion board. In addition, promotion board presidents often write about their board observations and their articles are published in All Hands, Surface Warfare and other Navy related professional periodicals. Finally, a wealth of information on officer promotion is posted on the NPC website and can be found at: <http://www.public.navy.mil/bupers-npc/boards/Pages/default.aspx>.

Promotion Zones

Any discussion about the promotion system and its relationship to the officer would be incomplete without some knowledge of your position in the Navy and how it is determined. Your position is a function of the year you were commissioned (Year Group) and your lineal/precedence standing within the Year Group.

Lieutenant Commander, Commander and Captain are "control grades" -- the number that the Navy can have in each of these grades is set by law and cannot be exceeded. As such, promotions into these grades are driven solely by requirements -- the fewer

vacancies, the fewer promotions. Control grade limitations directly affect flow points. A flow point is the point (years) at which an officer is promoted to the next higher grade.

Sample Promotion Plan

<u>RANK</u>	<u>FLOW Pt</u>	<u>USN FLOW Pt</u>	<u>SEL %</u>	<u>FYXX %</u>
CAPT	22 YRS-05 MO	21-23 YRS	50%	50%
CDR	16 YRS-2 MO	15-17 YRS	75%	70%
LCDR	11 YRS-2 MO	9-11 YRS	70%	70%

For a more thorough description go to: http://www.public.navy.mil/bupers-npc/officer/communitymanagers/ldo_cwo/Pages/Promotions.aspx

Once the number of vacancies for promotion is estimated, the number of officers who should compete for the vacancies or comprise the promotion zone can be set. The size of the zone must be responsive to the needs of the Navy to produce qualified officers to perform at the next higher level, yet must offer officers in the following year groups equality of opportunity to be selected while ensuring an orderly career progression. The promotion opportunity and the number of vacancies determine the promotion zone.

How do you verify whether or not you are in zone? First, the Secretary of the Navy releases the promotion zone message at least 30 days before the first board is scheduled to convene. This usually coincides with the middle of December. This message establishes the senior and junior person in-zone for each grade and competitive category. The active duty zone message also includes a "junior eligible." The junior eligible marks the end of the below zone list of eligibles. Reserve boards do not consider below zone officers for promotion. Second, if your lineal number (precedence number for reservists) is lower than the number for the junior in-zone officer then you will be considered in zone by the upcoming promotion board. You can find your lineal/precedence number at: <https://navalregister.bol.navy.mil/>.

Finally, for those on active duty, if your number is higher than the junior in-zone but lower than the junior eligible then you will be viewed as below zone by the upcoming board. The number of below zone officers actually selected is very small.

Scheduling the Boards

Promotion boards are convened by the Secretary of the Navy as authorized by statute. The Secretary provides (via ALNAV) the board schedule and promotion zones at least 30

days before the first scheduled convening date for selection boards of the next fiscal year.

Board Members and Recorders

The Selection Board process begins in the third and fourth quarters of each fiscal year. The Bureau of Naval Personnel will send out a schedule for the selection boards listing the boards, convening dates and requirements for each board. These requirements include both the composition of the board members as well as the recorders needed to support the board.

Approximately two to three months prior to a board convening, the CHC detailer will begin to validate the list of viable membership and recorder candidates against the requirements list from NPC to develop the membership for each board. Selection boards that consider officers for promotion to the grades of Lieutenant Commander through Captain are composed of at least five members -- normally seven. CHC boards shall include five Unrestricted Line officers as members, and two members from the CHC²³. Each member of a selection board must be senior to all officers considered by the board.

CHC officer participation on Chaplain Corps boards is recommended by the Senior Chaplain Corps detailer and approved/selected by the CHIEF OF NAVAL PERSONNEL. No other individuals within the CHC are privy to board membership, which in general, is reflective of the demographics and diversity of the CHC as a whole.

In addition to board members, recorders are assigned to provide administrative support to each board. Recorders are selected from a list of officers either recommended by a senior officer or who volunteered for recorder duty via the Senior Chaplain Corps detailer. Because of the sensitivities involved in running a board, the recorders must be officers with impeccable records. They are sworn to secrecy at the convening of the board and are under oath not to divulge any of the proceedings, deliberations or recommendations of a selection board. Recorder duty provides an outstanding opportunity to work with senior officers and gain valuable insight into successful career management.

Work starts weeks before the board as NPC pulls the records of all eligible officers. Recorders meet the week before the board convenes to conduct a thorough

²³ SECNAVINST 1401.3A

administrative review of each record. The recorders are looking for any discrepancy, including missing fitness reports, awards, warfare qualifications and any other administrative information board members may need to thoroughly review the record. The head recorder maintains a list of discrepancies and provides this to the NPC support team in advance of the board convening date. The NPC support team will attempt to retrieve missing fitness reports (FITREPs) and resolve discrepancies to provide a complete record to the board members.

Once the board convenes, the head recorder will use the latest technology to randomly assign records to the various members, keeping track of which member reviewed which record. The recorders ensure that each board member has the information necessary to review their assigned records. The recorders will also assist in recording the votes conducted in the Tank (or voting room).

The Precept

The board's official status is set forth in the precept from the Secretary of the Navy. The precept is the SECNAV-signed document which gives guidance to a board regarding the criteria upon which selections should be based. The precept is the only guidance for selection provided to a board. Using the precept as guidance, the only other sources of information about an officer allowed for consideration by a statutory board are the following:

- **Computer files** containing fitness reports, picture, personal awards, and other matters of official record.
- **Performance Summary Record/Officer Summary Record (PSR)/OSR** – the officer's career resume containing a summary of microfiche information.
- **Correspondence** the officer submits to the board about his/her record.

No information other than what is listed above is allowed to be discussed or presented before a board.

The precept specifies the maximum number of officers the board may select and defines the board's legal duties. The precept also specifies the maximum number of active component officers that may be selected from below the promotion zone. No limit is placed on the number of above zone selections.

Eligible List of Officers

Along with the precept, the board is furnished a list of officers, in precedence sequence, to be considered for promotions. The list consists of those officers who are in the promotion zone along with the above and below zone officers who may be selected for promotion to the grade being considered. Below zone (AC only) selection is limited to 10% of the primary zone.

For example, if there are 100 officers in the primary zone with an 80% promotion opportunity, there will be a maximum of 80 officers selected for promotion regardless of whether any of the officers actually selected are from above zone, in zone, or below zone.

Board and Record Preparation

It is the responsibility of each officer to ensure that their record is accurate and up to date. Officers are encouraged to routinely review their record and take action to correct any discrepancies.

Preparation for a promotion board begins four months before its convening date. The initial list of eligible officers is compiled and modified as required. The eligible list is continually synchronized with an official automated database to ensure consideration of all candidates. The master file is queried six weeks prior to the board convening for FITREP continuity. Messages are sent to those missing fitness reports. If you receive a message, be sure to send missing FITREPs to the requester, usually PERS 322, and not to your detailer.

Although the recorders check for current and complete fitness reports, it is incumbent upon the member to make sure the board has your complete and accurate record. You should check your AC ODC (RC - OSR) for missing data (awards, education, AQDs, schools and training) and your PSR for any break in FITREP date continuity. You can do this via BUPERS Online (BOL) at: <https://www.bol.navy.mil/>. If something is missing from your record then you should correspond with the appropriate promotion board. Go to <http://www.public.navy.mil/bupers-npc/boards/Pages/default.aspx> for guidance on how to correspond with the board.

Only those officers eligible before a selection board may correspond with the president of the selection board. Any endorsement or letter written from a third party must be

endorsed by the member being considered for promotion or it will be returned to the originator.

One week before the board convening date, assistant recorders review the record of each candidate, transcribe late flowing data onto the PSR/OSR, and ensure fitness report continuity for at least the last five years. The week of the board, board members arrive at NPC Millington, Tennessee and convene the board. Board membership is secret until the board convenes and they are directed not to visit detailers prior to or during deliberations. The precept is discussed and the board begins to work.

The initial step is the individual record review. Again, each service record is made up of three parts – computer file, PSR/OSR and any correspondence for the individual. The computer file of each candidate is reviewed separately by assigned board members. Each above-zone and in-zone record must be reviewed by at least two board members (one of whom must be a chaplain). One of those members will be responsible for briefing the officer's career to the rest of the board in the "tank".

In the "Tank"

After the records review phase, the board moves on to the selection phase. For this phase, most boards move into a room called the "tank" (a private, theater-like room where the members discuss and vote on candidates). The annotated PSRs/OSRs are projected onto large screens in the tank and the board member, who reviewed a particular candidate's file, briefs the record. The board, using the precept as guidance, recommends those candidates it considers both "fully "and "best" qualified for selection.

After the briefing officer has discussed the candidate and all questions have been asked and answered, each member uses a "secret ballot" computer keypad located on the arm of their seats to vote a confidence level for the selection of the candidate. Each member can vote either 100% (the member is 100 percent sure the candidate should be selected), 75%, 50%, 25%, or 0% (the candidate should not be selected). After all the votes are cast, a computer in the tank computes an overall confidence rating, which is then displayed as a percentage on a monitor for all the board members to see.

The confidence rating of each candidate is recorded and then ranked after all the records have been reviewed and a scattergram is produced. The board president then selects a number of the records from the top scorers to be "tentatively selected". The president will propose this selection as a motion to the entire board. The board will

either vote in the motion or members will offer counterproposals. Whichever proposal is accepted, it is accepted by a **majority vote** of all members. This same scenario is repeated when the board attempts to determine which number of the bottom scoring candidates should be “dropped from further consideration”.

All the candidates between the “selected” and “dropped” scores -- those in the “crunch” -- are then re-reviewed and briefed again in the tank. Each candidate receives another confidence rating and the process starts over again. Several tank sessions are usually required before the board determines the candidates best qualified for promotion.

Board Results

When a promotion selection board adjourns, the results from the board are included in a package called the Board Record of Proceedings (ROP). This package is then sent up through an approval process. The final approval authority varies depending on which board it is. You may track the approval process online at the NPC website. Go to <http://www.public.navy.mil/bupers-npc/boards/Pages/default.aspx>, click on your promotion board and look for the “Release Process for Board Results.”

When Do I Promote

The selection board has completed its deliberations, the Secretary of the Navy has approved the selectees and the list of selectees is released. The first question that comes to the new selectee's mind is "When do I promote?"

The names of the officers selected for promotion and approved for permanent appointment to the next higher grade will be placed on a promotion list by seniority within competitive categories. Officers on the promotion list will be appointed in the next higher grade as additional officers are needed in each competitive category and grade. Promotions shall be made in the order in which names appear on the promotion list. Appointments are considered accepted on the date made unless declined.

For officers selected by an active duty selection board, promotion timing will typically be determined by the annual phasing (promotion) plan issued by N13, the Navy Manpower office in Washington, DC. Reserve component promotion parallels the AC phasing plan. The phasing plan is the promotion plan that provides the number of officers, by pay grade and competitive category that should be allowed to be promoted each month. However, the phasing plan is not the final authority for promotion. The final authority for promotion will be published in the monthly promotion NAVADMIN released by the

Chief of Navy Personnel. This message is typically released during the last week of the month for promotions that will occur on the first of the following month.

The actual numbers promoted in a particular community each month vary to allow promotions to be spread out based upon the requirements of the phasing plan and the needs of the Navy.

Until the phasing plan is released it cannot be determined when an individual will be promoted. When published, the phasing plan for a specific grade and competitive category can be found at <http://www.public.navy.mil/bupers-npc/boards/Pages/default.aspx>. Again, just click on your promotion board and look for the present year board's "Promotion Phasing Plan." Phasing plans are usually released at the end of August or first part of September each year.

Administrative Boards

In addition to statutory selection boards, there are numerous administrative selection boards that are convened under the administrative authority of the Navy. Examples of administrative boards are Command Screening and Lateral Transfer/Redesignation selection boards. Unlike statutory boards, consideration by some administrative boards is not automatic and must be requested by the officer.

The CHC expects to utilize administrative boards to screen and select candidates for assignment to Commander and Captain milestone billets, beginning in 2012.

REVIEWING AND UPDATING YOUR RECORD

It is important for you to review your ODC, OSR, and PSR approximately 9 months in advance of any selection board. You can view and update these at BUPERS Online (BOL): <https://www.bol.navy.mil/>. Reserve officers not on active duty must contact PERS-9 (NRPC) at 866-827-5672 to update their information through completion/update of the Naval Reserve Qualifications Questionnaire (NRQQ). Only you are authorized to initiate and perform updates to your record.

For more information on record management, you are encouraged to visit the NPC Records Management website at: <http://www.public.navy.mil/bupers-npc/career/recordsmanagement/Pages/default.aspx>

Officer Data Card (ODC)

The ODC is a report containing personal information for active officers and is created from the Officer Personnel Information System (OPINS) database. The ODC contains an active duty officer's personal data, education data, service school data, assignment history, and promotion history.

NPC (PERS-341) built the web-enabled versions of the ODC in BOL for review and updating. Once you've logged onto BOL select and review the ODC through the menu selections provided. It is helpful when building an ODC to follow the prompts and update your contact information (e-mail and phone number). This is how further instructions are sent to you if updates/corrections are initiated.

Once the ODC has been built and displayed, left click on any "Block Name" and a separate dialogue window will open that explains the content of that block and who to contact regarding changes. This works for the PSR and OSR as well. For the ODC only, a left click on the data in the block itself, initiates the change procedure. This is where updates to the ODC and PSR begin.

When the block of data is selected for change, enter in the correct information in the dialogue block then select the "Submit" button. The system will generate an e-mail with full instructions to address the action back to the member at the e-mail address provided/verified prior to building the ODC.

The e-mail sent by the system will provide all necessary forms and contact information to complete the action request. It is recommended that you always contact the Navy Standard Integrated Personnel System (NSIPS) office or NPC PERS code office to confirm the accuracy of the contact information and to discuss the needed change. Once all required forms are complete, forward with supporting documentation to the pertinent office via e-mail.

Updating any information on the member's ODC will in turn update the same data fields on the OSR with the exception of personal awards (updatable through NDAWS). Remember, reserve officers not on active duty must contact PERS-9 (NRPC) at 866-827-5672 to update their information through completion/update of the Naval Reserve Qualifications Questionnaire (NRQQ).

Officer Summary Record (OSR)

The OSR is the document that the selection board membership will actually view in the tank. For AC members all data (with the exception of Personal Awards) is drawn from the information listed on the ODC; updating the AC ODC will update the OSR.

Performance Summary Record (PSR)

The active component officer PSR consists of three separate documents:

- Part I - also known as the OSR, OSR “Top Sheet” or NAVPERS 1070/123. This report contains much of the same data as that on the ODC. Both the OSR and the ODC are generated from the Officer Personnel Information System (OPINS) database. Since most of the fields are the same, instructions in the on-line ODC will be used for correction of the OSR fields as well.
- Part II - also known as the OSR “Bottom Sheet”, pre-96 PSR or NAVPERS 1070/50, contains performance fitness and evaluation history prior to 1 January 1996.
- Part III - also known as the Performance Summary Report (PSR) or post-96 PSR contains performance fitness and evaluation history since 1 January 1996.

The reserve component Officer PSR consists of three separate documents:

- Part I - also known as the Inactive OSR, Inactive OSR “Top Sheet” or NAVPERS 1070/123. This report is generated from the Inactive Manpower and Personnel Management System (IMAPMIS).
- Part II - also known as the Officer FITREP Summary (Pre-1996 Form), contains performance fitness and evaluation history prior to 1 January 1996.
- Part III - also known as the Officer FITREP Summary (1996 to Present) contains performance fitness and evaluation history since 1 January 1996.

To make changes to the PSR in the BOL accessed utility, left click the block name and correction instructions will appear within the explanation for that block and the Point of Contact to correct that specific block of information. NSIPS does not make corrections to PSRs. If special assistance is needed, contact NPC PERS-311 at 901-874-3313 / 3330 / 3331 / 3316 / 3337 / 3320 / 3338.

Your Official Military Photograph

NAVADMIN 103/07 announced the reinstatement of the requirement for officer photographs in the official military personnel file maintained on the electronic military personnel records system. The return of the requirement reemphasizes the integral elements of military bearing and physical fitness to service professionalism. This policy aligns military bearing, physical fitness, appearance, and overall service professionalism within the Navy.

Regardless of status all officers are required, within 3 months after acceptance of each promotion, to submit color photographs to NPC (PERS312C) for inclusion in their official records²⁴. Officers are responsible for obtaining photographs from Navy or DOD facilities, if available. When unavailable, officers are authorized to use commercial sources. When circumstances prevent the use of Navy/DoD facilities or commercial sources, officers may submit any color photograph that complies with the requirements outlined in the Military Personnel Manual. Photographs must be affixed to NAVPERS 1070/884 when submitted.

Refer to Article 1070-180 of the Military Personnel Manual for amplifying guidelines:
<http://www.public.navy.mil/bupers-npc/reference/milpersman/1000/1000General/Documents/1070-180.pdf>

The point of contact at NAVPERSCOM is PERS-312E and can be reached at (901) 874.3406 (DSN 882).

Additional Record Update Areas

Fitness Reports

For all FITREP issues and assistance the POC is:

Navy Personnel Command PERS-32
5720 Integrity Drive
Millington, TN 38055-3201
(901) 874-4881 / 4882 / 3313
DSN: 882-4881 / 4882 / 3313

²⁴ MILPERSMAN 1070-180, REVISED APRIL 07

Awards

Personal Awards cannot be processed from BOL. Awards must be entered into the Navy Department Awards Web Service (NDAWS) by your Echelon 2 command or local Personnel Support Department or an Administrative Department who has NDAWS accessibility.

LEAVING THE NAVY

Transition Assistance Program

The Transition Assistance Program (TAP) was established to offer job search assistance and related services to separating service members during their period of transition into civilian life. The TAP is a partnership among the Departments of Labor, Defense, Homeland Security, and Veterans Affairs to provide employment and training information to armed forces members and their eligible spouses within one year of their separation or two years of their retirement from the military.

The Transition Assistance Program consists of comprehensive three-day workshops at selected military installations worldwide. Professionally-trained facilitators from the State Employment Services, military family support services, Department of Labor contractors, or Veteran Employment and Training Service (VETS) staff present the workshops. Workshop attendees learn about job searches, career decision-making, current occupational and labor market conditions, résumé and cover letter preparation, and interviewing techniques. Participants are also provided with an evaluation of their employability relative to the job market and receive information on the most current Veterans' benefits. Contact your nearest Fleet and Family Support Center for more information.

Retirement for Active Component Officers

OPNAVINST 1811.3 series is the directive on voluntary retirement and transfer to the fleet reserve of members of the Navy service on active duty. This instruction sets forth general information applicable to retirement together with a discussion of the retirement laws. Of particular importance, this instruction discusses issues surrounding time-in-grade requirements, tour length requirements, and the period of time an officer has to serve at their present duty station, all of which may impact whether or not a member may actually retire.

The processing of all voluntary retirement requests is the responsibility of NPC. Members may submit requests for retirement no earlier than 12 months prior to the planned retirement date. Chaplains desiring voluntary retirement shall submit an official written request to the Secretary of the Navy, via their CO (or immediate superior in command as appropriate); the Chief of Navy Chaplains Director of Force Structure (N0971); and the Commander, NAVPERSCOM (PERS-83).

Article 1810-020 of the Naval Military Personnel Manual provides detailed guidance on how to apply for voluntary retirement from active duty and includes a sample format for the retirement request. You may find this on the NPC website located at:

<http://www.public.navy.mil/bupers-npc/reference/milpersman/1000/1800Retirement/Documents/1810020.pdf>.

Officers considering retirement should keep the following facts in mind:

- If requested retirement date coincides with the projected rotation date (PRD), submit request between 6 and 9 months in advance of the requested retirement date/PRD.
- If requested retirement date is prior to PRD, submit request 9 to 12 months in advance of the requested retirement date to allow ample time to identify a relief for the retiring officer.
- If an officer is notified by any means (official letter, message, postcard, telephone, or personal visit) that permanent change of station (PCS) orders will be issued, and the officer is within 6 months of the normal PRD, a retirement request will not normally be approved. (The first day of the sixth month prior to an officer's projected date is considered to be the commencement date of the 6 month period.)
- If an officer is notified more than 6 months prior to the PRD that PCS orders will be issued, the officer may decline the assignment and request the retirement to be effective any time up to and including the normal PRD.
- An officer who has not been notified of impending orders may request retirement to be effective not later than the PRD.
- Should a contact relief be required or to avoid gapping a billet, the effective date of an officer's retirement may be delayed as much as 9 months from the first day of the month the request is received at Naval Personnel Command. Commanding officers can favorably endorse a retirement request for less than the 9 months advance notice requirement if they are willing to accept a gap of up to the ninth month or the individual's PRD, whichever is earlier.

Retirement for Reserve Component Officers

OPNAVINST 1820.1 series contains the pertinent administrative policy and information for the release of reserve officers from inactive duty. Reserve chaplains contemplating retirement should familiarize themselves with this instruction.

Navy Reserve personnel must have completed a minimum of 20 years of qualifying service (earning a minimum of 50 points per anniversary year) to be eligible for retirement. Drill pay (SELRES) members who have completed 15 or more years of qualifying service and are no longer physically qualified for Navy service also are eligible to receive retired pay at age 60. If otherwise eligible, members may remain in an active status until age 62. However, to receive retired pay at age 60 (or anytime before age 62), members must request transfer to Retired Reserve Status and request to receive retired pay. Finally, members must not be eligible for and receiving any other retired or retainer pay.

A chaplain in the reserve component must submit a request for retirement to PERS-912. For members assigned under orders in a SELRES or VTU unit, the request must be endorsed by the unit commanding officer and the local Navy Reserve Activity.

Visit <http://www.public.navy.mil/bupers-npc/career/retirement/Pages/default.aspx> for helpful information and a template for formatting the retirement request or contact 1-866-827-5672 for further information.

Officer Resignation Procedures

SECNAVINST 1920.6 series sets forth the policy governing the separation of officers of the active component Navy and Naval Reserve serving on active duty. Officers serve at the pleasure of the President, and no terminal dates are established for their commissions. The Secretary of the Navy, by virtue of his authority to act for the President, establishes such criteria for the voluntary resignation of an officer's commission as deemed necessary.

Officers of the Regular Navy and the Naval Reserve serving on active duty who submit their resignations may expect favorable action, for release from active duty, provided they have fulfilled their service requirements. MILPERSMAN article 1920-200 details officer resignation procedures and Article 1920-190 provides templates governing various resignation letters.

CONCLUSION

According to Webster's Online Dictionary, the word professional means, "of, relating to, or characteristic of a profession; characterized by or conforming to the technical or ethical standards of a profession; exhibiting a courteous, conscientious, and generally businesslike manner in the workplace; one that is professional; *especially* : one that engages in a pursuit or activity professionally."

As referenced earlier in this guide, PNC is the means by which the CHC fulfills its call to serve people, the Naval Service, and one another. Bottom line: Navy chaplains, aided by RPs, are called to serve. While this guide outlines many of the components of PNC, one single volume cannot be all encompassing. As professional Navy chaplains, it is imperative that chaplains stay engaged, remain alert, and be ahead of the curve on all matters pertaining to the mission of delivering religious ministry.

To that end, may this guide be simply that – a guide to Professional Naval Chaplaincy. Together with credentials, institutional training, common sense, and a call to serve – be professional in all you do.

BROKEN LINKS

Every effort is made to keep the content of this Guide current and up to date. Please report any errors or broken links to the Chief of Navy Chaplains Director of Policy (N0975) at: (703) 614-5556; DSN: 224.