



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF CHAPLAINS
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WASHINGTON DC 20310-2700

DACH-ZA

6 December 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Chief of Chaplains' Training and Leader Development Guidance for Fiscal Year 2018 (FY18)

1. References.

- a. The Army Vision: Strategic Advantage in a Complex World, 2015.
- b. Army Training Strategy (ATS), 15 October 2012.
- c. U.S. Army Chaplain Corps Campaign Plan (2016-2021).
- d. AR 350-1, Army Training and Leader Development, 19 August 2014.
- e. AR 165-1, Army Chaplain Corps Activities, 23 June 2015.
- f. ADRP 7-0, Training Units and Developing Leaders, 23 August 2012.
- g. FM 1-05, Religious Support, 5 October 2012.
- h. FM 6-22, Leader Development, 30 June 2015.
- i. ATP 1-05.04, Religious Support and Internal Advisement, 23 March 2017.

2. Purpose. This memorandum updates the Chief of Chaplains' (CCH) Training and Leader Development Guidance (TLDG) to align with the Chief of Staff of the Army's (CSA) priorities. The TLDG empowers religious support (RS) unity of effort by using the CCH's vision as a lens for unit ministry teams (UMTs) to visualize and meet their commander's requirements.

a. The CSA's priorities are Readiness, Future Army, and Taking Care of Troops.

b. The CCH's vision is: "Soldiers and Families, Strong and Ready in Spirit! The Chaplain Team Formed in Profession, Extending God's Care!" Effective training begins with the end in view: our "Soldiers and Families, Strong and Ready in Spirit!" Effective training empowers the UMT toward that end: "The Chaplain Team, Formed in Profession, Extending God's Care!"

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c. The intent of the CCH's TLDG is to achieve the CSA's priority requirements by focusing on four lines of effort (LOEs): LOE 1, Build Spiritual Readiness; LOE 2, Deepen Chaplain Corps (CHC) Identity; LOE 3, Improve Leader Development; and LOE 4, Enhance UMT Interoperability.

3. Training Philosophy. For FY18, build on all four LOEs, but prioritize Improve Leader Development (LOE 3). Focus on your unit and level within each LOE (see para 4). Ensure you train all UMTs on the Chaplain Corps Campaign Plan (CCP) quarterly Focused Objective (FO), and achieve maximum RS effects throughout all training. Integrate this training within your long-range training calendar. Provide holistic training that integrates the professional military religious leader and professional military RS staff advisor capabilities. In developing RS leader training, assess leader development requirements to execute across our 11 RS Functions: religious services; rites, sacraments, and ordinances; pastoral care and counseling; religious education and youth ministry; family life ministry; institutional ministry; professional religious, moral, and ethical advice to the command; management and administration; moral and spiritual support; RS planning and operations; and RS training.

4. Training Priorities. Integrate training across the following LOEs.

a. Build Spiritual Readiness (LOE 1). Readiness means the Army is strong to deter our Nation's enemies and, deterrence failing, to fight and win our Nation's wars. Spiritual readiness means that the soul of the Soldier is strong and will power the Soldier through every challenge. Train to build spiritual readiness through training objectives that focus on the free exercise of religion, Soldier and Family care, and Moral Leadership. Improve quality of worship in chapels and field settings; assess content, gain feedback, and strengthen spiritual readiness. Strengthen Soldier and Family relationships. Build character and trust within the Army Profession.

Within LOE 1 training, in 1st quarter FY2018 execute CCP FO 1.1, Leader Care/Senior Leader Care. Train all 56As and 56Ms in all Components at 2-star Commands and below on selected best practices for Leader Care/Senior Leader Care; at 3-star Commands and higher, conduct Leader Care/Senior Leader Care self-development training, to include reviewing Senior Leader Care Trusted Advisor Process and best practices. For training support, see CCP FO materials posted at: https://army.deps.mil/army/cmds/HQDA_ChaplainCorps/Training/CCP/SitePages/Home.aspx. When FO training is completed, go to the dashboard to post training status.

b. Deepen Chaplain Corps Identity (LOE 2). Identity means that UMT members understand who they are apart from what they do. They operate from a deep calling and conviction that they serve God first, and this calling leads them to be true servant leaders within the Army. Leaders must seek to enhance both the professional military

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religious leader and professional military RS staff advisor capabilities. UMT training must integrate religious professionalism with military ministry to Soldiers and Families, military professionalism with service to Nation, and the development of technical/operational expertise.

Within LOE 2 training, in 3rd quarter FY 2018 execute CCP FO 2.1, One Identity-Two Capabilities. Train all 56As and 56Ms in all Components on Chaplain Corps identity (1=2+11=3). One Chaplain Corps identity is composed of two RS capabilities (professional military religious leader and professional military RS staff advisor) with 11 RS functions (see para 3), lived out in three sacred imperatives (Nurture the Living, Care for the Wounded, Honor the Fallen). For training support, see CCP FO materials (see para 4a for link). When FO training is completed, go to the dashboard to post training status.

c. Improve Leader Development (LOE 3). Leaders prepare the next generation of the CHC leadership through focused coaching, counseling and mentoring. Use the Army's strategies for training and growing agile leaders (see refs D, H.) Integrate leader development requirements in the operational, tactical, and garrison environments. Include talent management so that supervisors identify, develop, and communicate to higher their subordinates' skill sets. In this way, CHC can retain and assign the most capable and well-suited personnel in support of the mission while professionally developing the individual person.

Within LOE 3 training, in 4th quarter FY 2018 execute CCP FO 3.1, Leader Credentials. Train BN UMTs on the three elements of credentialing in the Army Profession—competence, commitment, and character—and on leading a UMT. Train 56As and 56Ms at Brigade/Group/Regiment to make the shift from delivery of RS to supervising/mentoring/empowering subordinate UMTs to deliver RS. For training support, see CCP FO materials (see para 4a for link). When FO training is completed, go to the dashboard to post training status.

d. Enhance UMT Interoperability (LOE 4). The CHC is an intraoperable network of Army professionals exploiting opportunities for partnering across the world. This maximizes unity of effort as we deliver RS to America's Soldiers. Our training must include joint doctrine IOT ensure understanding of interoperability concepts/capabilities and a working familiarity with the joint environment. Interoperability includes coordination with a plethora of entities: all Components, Joint, Coalition, Allied, Partner, and State Partnership Program.

Within LOE 4 training, in 2nd quarter FY 2018 execute CCP FO 4.1, Enhance UMT Interoperability. Train 56As and 56Ms in all Components at 2-star Commands and below to participate in Interoperability Home Station Training; at 3-star Commands and

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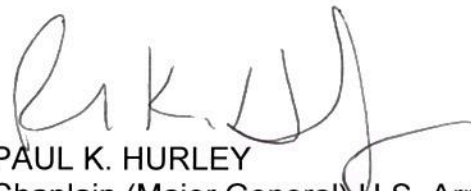
higher, conduct Interoperability Review. For training support, see CCP FO materials (see para 4a for link). When FO training is completed, go to the dashboard to post training status.

5. Reporting. Leaders synchronize and nest with higher headquarters regarding proposed training to ensure commander's intent. Report training highlights to your supervisory technical channel UMT. At a minimum, include leader development and worship improvement training objectives and results. Command chaplains—conduct AARs, compile results, and report on lessons learned to the OCCH enterprise website at:

https://army.deps.mil/army/cmds/HQDA_ChaplainCorps/Training/Lists/After%20Action%20Review%20Training/Allitemsg.aspx#InplviewHash39b48140-7e87-4cf9-acfa-96749047f81c). Share your training products and successes with the Train the Force Committee in order to benefit CHC.

6. Way Ahead. The CHC must remain responsive in how it trains and provides RS. This annual training and leader development guidance is specifically intended to be broad in nature. Exercise your leadership and assess and train your personnel to meet specific mission requirements while nesting within higher guidance. Leaders must remain responsive and innovative in how they train so that their organizations remain ready, expert and agile in RS execution. This training guidance affords them the flexibility to do so in accordance with the needs of their organizations.

7. Point of contact is the DACH-Operations, Training and Leader Development Officer, Chaplain (LTC) B. Dean Akers, Jr., 703-695-0341, DSN: 312-225-0341, Buster.D.Akers.mil@mail.mil.



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