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01 July 2020

From: Force Chaplain, Commander Navy Installations Command
To: Commander Navy Installations Command Religious Ministry Teams
Subj: FORCE GUIDANCE ON PNC LEADERSHIP AND SUPERVISION

Ref: (a) SECVANINST 1730.7 (series)
(b) PNC Supervision Manual 1.0
(c) DON Strategic Plan for Religious Ministry 2.0

Encl: (1) CNIC Force Chaplain PNC Guidance June 2020
(2) CNIC Record of Annual Professional Naval Chaplaincy Counseling

1. The leadership and supervision provided by senior chaplains and Religious Program Specialists (RPs) are conducted per reference (a) and are critical to the delivery of religious ministry and the maturing of Professional Naval Chaplaincy (PNC). Regular supervision and coaching will be conducted by the immediate supervisory chaplain or RP following reference (b), with written use of the PNC "Coaching Tool" at the appropriate level across all PNC core competencies at least once a year and at least 90 days prior to annual PNC counseling. Individuals whose behavior falls below PNC standards will receive formal coaching using the PNC Coaching Tool at least twice a year. All supervised personnel will receive at least one copy per year of the PNC Coaching Tool filled out by their CHC supervisor.

2. The Force Religious Ministry Team (RMT) is here to support leadership and supervisory efforts across the Enterprise. We have attached two documents to assist your work. The first, enclosure (1), provides general PNC guidance aligned to Commander, Navy Installations Command (CNIC) guiding principles. The second, enclosure (2), is the CNIC Record of Annual Professional Naval Chaplaincy Counseling. This is the only version of the annual counseling record authorized for use within CNIC. It includes the addition of specific PNC standards that should be covered in every annual counseling session. Both chaplains and RPs assigned to CNIC are required to receive annual PNC counseling. Additionally, it requires both those supervised and the supervisor to sign that they will adhere to PNC standards. The inclusion of this checklist of PNC standards in annual counseling documents the successful completion of a number of the lines of effort found in reference (c).

3. Supervisory RMTs are responsible to provide training to all RMTs under their supervision using enclosure (1), provide a written or digital copy of enclosure (2) to each individual who receives annual PNC counseling, and forward a copy of that documentation to their supervisory chaplain.

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D. O. BYNUM
CAPT, CHC, USN

Ever since CNIC's Guiding Principles were instituted five years ago, CNIC Religious Ministry Teams (RMTs) have been reinforcing these principles by incorporating them as themes during our Region RMT Summits and CREDO Directors' Summits.

The CNIC Force Chaplain's Guiding Principles are grounded in the CNIC Guiding Principles. This guidance is iterative and based on how best for all CNIC RMTs to operate daily with excellence in delivering quality ministry to Fleet, Fighter and Family:

Take Customer Service To The Next Level

- "Can-Do" Attitudes that Result in Positive Experiences
- RMTs exist to serve and to support by providing religious, spiritual and Health of the Force programs that facilitate toughness and resiliency in Fleet, Fighter and Family. Priority #1.
- Our primary focus and "True North": Delivering the CHC four Professional Core Competencies: Provide, Care, Facilitate and Advise (SECNAVINST 1730.7E)
- The standard is EXCELLENCE in all we say and do.
- We operate as an RMT and leverage our knowledge, skills and abilities to meet the needs of our customers. Emphasis is always on TEAM.
- RMTs will see OPPORTUNITY in every challenge and rise to "exceed expectations" because we are "called to serve" and deliver what we alone can constitutionally deliver in support of America's daughters and sons.

Be Brilliant on the Basics

- Know and Execute Policy/Doctrine; Perfect Our Guidance
- Know and practice compliance with policies, doctrines and guidance that impact our daily routine (i.e., SECNAVINST 1730.7E, CNO GUIDANCE, CNIC GUIDANCE, DORM GUIDANCE, Title X: USCS 1789 Strong Family Structure). Do routine things in routine ways according to standing products, procedures, and practices.
- Professionalism is the cadence.
- Build professional relationships and alliances with all internal and external stakeholders who enable us to deliver quality ministry (i.e., Numbered codes, Special Interest Codes, and all external stakeholders within the Sea Services and in the surrounding community).
- Practice professional courtesies and accountability by asking "Who else needs to know?" when doing staff action on any issue or when making decisions that impact Installation, Region and/or HQ team players.
- Be quick to say "Thank you" and even quicker to pass on kudos/Bravo Zulus for a job well done.

Make Smart Business Decisions

- Advance Enterprise Alignment; Seek Efficiency and ROI
- RMT Leaders are responsible for Mission Support and Management by identifying funding requirements, establishing funding priorities, and compiling reports drawn from various authoritative databases including monitoring fund expenditures. Keep close track of your controls, spending plan, cost and resource tracker, and balance your information against your Fiscal Analyst's reports. Document program metrics, outcome measures, and other data drawn from the Analytics Tool that make the case for Religious Ministry impact.

- Seek efficiencies and Return on Investment (ROI) by always asking, “Is this a ‘nice to do thing’ or does this funded item directly support mission?” If you are not working on items that directly meet mission, you are not in alignment with / supporting the CNIC mission to: Fleet, Fighter and Family. The same goes for utilization of Religious Program Specialists (RPs) by asking, “How can I raise the quality in religious ministry by best utilizing skill sets and maximizing professional growth opportunities for RPs?” Several RPs were trained in January 2020 on FranklinCovey 7 Habits and are certified trainers to deliver workshops. Are you enabling them as trainers?
- Region Program Directors (RPDs) are expected to consult with HPD on all business decisions that have ramifications of generating unfunded requirements as a matter of professional courtesy. Before initiating a contract or launching an initiative that has a “tail” (i.e., unfunded requirements), always ask, “Who else needs to know?” For sure, Head, Program Director (HPD) needs to know.
- RPDs immediate resource for funding beyond controls is always to make a request to the Region Commander for funding support. If not successful, the next step is HPD.
- RPDs are expected, as a Program business rule, to consult with HPD before submitting a Resource Allocation Management (RAM) request. If funds are approved, RPDs are expected, as a Program business rule, to provide timely updates on the obligations of those additional funds.

Live a Culture of Continuous Improvement

- Base Appearance, Sharing of Lessons, Critical Introspection
- For RMTs, professionalism begins with the appearance, maintenance and care of chapel properties. Granted, Navy Facilities has the conn on major construction issues. The focus here is on appearance. Ensure chapel furniture and office spaces reflect a welcoming and professional atmosphere for those entering RMT spaces. The same applies for the RMT virtual presence. Do your part to mitigate a key concern for Installation Commanders, and keep on-line sites up to date and according to Navy standards.
- Be quick to pass on lessons learned that would be of benefit or interest to Team HQ so the information can be disseminated to all RMTs. “Study it, model it, bottle it!”
- Murder boarding key programming ideas prior to and post events is a good practice and contributes to programming excellence. Drawing shared lessons learned from other Regions can often save time and money.
- Never rest on laurels. Seek to learn from failures/disappointments. Be quick to listen carefully to negative reports about programming especially when there are suggestions about ways to improve. All feedback is helpful--especially the kind that challenges us to do better.
- Maintain an “open stance” to receiving a “minority report”. A minority report is the one report out of ten that cuts through the cacophony of praise and points out all of the things that did not go well. This feedback is often the RMT’s “growing edge” when it comes to continuous improvements.

Represent Navy to the Surrounding Community

- Installations are the Face of the Navy; it’s about Relationships
- Be the face of CNIC. Be the face of our Navy. Know you are an “ambassador” for our Navy 24/7. Someone is always watching and listening.
- Lean into proactively reaching out to community religious resources and contact. Maintain an active information list by updating frequently.
- Research community assets and resources that may be of benefit to the Command Religious Program.

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- Initiate community outreach by inviting local religious/spiritual leaders to be our guests for special observances and/or a designated time to gather for information awareness training plus lunch or maybe breakfast. Many geographic areas host quarterly or semi-annual civilian-military chaplain training on community response to natural or human influenced disasters.
- Personally own a plan (it is your call on what that looks like) to be better acquainted with religious/spiritual leaders within your geographic location.

CNIC RECORD OF ANNUAL PROFESSIONAL NAVAL CHAPLAINCY COUNSELING

I have reviewed and discussed with _____ (subordinate chaplain/RP) the content of SECNAVINST 1730.7E, in particular the Definitions and Directives for Professional Naval Chaplaincy (PNC) at enclosure (2), and the PNC Standards listed below.

I agree to adhere to those standards.

Signature/Date of supervisory chaplain: _____

I have reviewed and discussed with _____ (supervisory chaplain/RP) the content of SECNAVINST 1730.7E, in particular the Definitions and Directives for PNC at enclosure (2), and the PNC Standards listed below.

I agree to adhere to those standards.

Signature/Date of subordinate chaplain/RP: _____

PNC STANDARDS	YES	NO
Follows Policy and Force Guidance		
Meets all Training Requirements		
Follows all Training Requirements		
Full compliance and usage of the CRP-AT		
Identification of a mentor		
Maintains short and long term personal and professional goals		
Maintains self-care practices		
Supports the maturing of PNC Leadership and the Navy Leadership Development Framework		
*Maintains the boundaries between provision and facilitation		
*Maintains involvement with Religious Organization		
*Delivers Religious Ministry provision (preaching, worship, devotional study, prayers, etc.) to authorized personnel at least once a month		
*Maintains involvement with a faith community		
*Cultivation of spiritual life		
*Demonstrates where and in what form one advises the commander's decision-making cycle		
**Conducts all required PNC Counseling to evaluate their subordinate chaplains/RPs		
**Makes full use of the PNC Basic Supervision Coaching Tool when conducting PNC Counseling		
**Supervisory Chaplains discuss the boundaries between provision and facilitation during PNC Counseling	01 July 2020	

**Supervisory Chaplains verify the delivery of provision (preaching, worship, devotional study, prayers, etc.) to authorized personnel at least once a month		
**Supervisory RPs provide Annual PNC Counseling on PNC and Occupational Standards		

*Chaplain Only	** Supervisory Chaplain/RP Only
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