



DEPARTMENT OF THE NAVY STRATEGIC PLAN FOR RELIGIOUS MINISTRY

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EVOLUTION OF RELIGIOUS MINISTRY STRATEGIC PLANNING

This strategic plan is a living document, responsive to changing circumstances and insights gained in execution, which will be reflected in progressive version numbers. Previous strategic plans identified enduring priorities essential to the Department of the Navy (DON): support the free exercise of religion in war and peace, sustain capable active component and reserve component chaplain and Religious Program Specialists (RP) communities, collect and analyze relevant data, and communicate effectively to all stakeholders. Although the language is evolving, the goals of this strategic plan continue in that tradition.

The intent of the plan is to strengthen Professional Naval Chaplaincy (PNC) to empower every Religious Ministry Team (RMT) to offer high-quality ministry, pursue excellence, capture synergies, improve effectiveness, align efforts, share best practices, and mature the professionalism of naval chaplains and RPs for the benefit of all.

Vision: Sea Services supported in the free exercise of religion for the well-being of all, encouraged and equipped to fulfill their honorable commitments in war and peace.

Mission: Minister across the Sea Services in every echelon of command and in every domain to build personal, unit, and family readiness and strengthen spirit, moral character, and toughness.

EXECUTION

The Chaplains Corps Annual Guidance will prioritize the efforts of the professional community for each strategic goal. Echelon II RMTs will lead Echelon III and IV RMTs in developing annual plans to achieve these goals. By aligning their efforts, Chaplain Corps (CHC) leaders will enhance the quality of ministry delivered throughout the DON, capturing and sharing best practices and efficiencies. The goals will focus on engagement with stakeholders across the DON.

STRATEGIC ENVIRONMENT

The National Defense Strategy (2018) identifies current and future threats and actors in varied battlespaces and indicates that anticipated conflicts may differ drastically from what the Sea Services have known in recent years.

“We as a Navy and Marine Corps team must focus our collective confidence in the goodness of the nation we defend, and on our ability to defend it with vigilance and agility. We must continue to be grateful for, and mindful of, our Sailors, Marines and the families, who make sacrifices daily across the globe to keep the light of freedom bright. We must honor them with how we approach our jobs and in what we do every day to make our Navy and Marine Corps the finest and most powerful in the world- both today and into a very competitive and unpredictable future.

– SECNAV Vector 4, Thomas B. Modly, Acting SECNAV

DON CORE THEMES

- Restore Readiness
- Increase Capabilities
- Build Capacity

Action	Readiness	Capabilities	Capacity
Goal 1	✓		
Goal 2		✓	
Goal 3			✓
Goal 4	✓	✓	✓

RELIGIOUS MINISTRY-ALIGNED GOALS

Goal 1: Operationalize Religious Ministry

Goal 2: Sharpen Core Capabilities

Goal 3: Develop Chaplain Corps Leaders with Intentionality

Goal 4: Champion the Spiritual Readiness of Sailors and Marines



GOAL 1

OPERATIONALIZE RELIGIOUS MINISTRY

To support higher strategy, all RMTs will develop an operational mindset characterized by mission focus, agility, and preparedness to adapt to changing circumstances. An operational mindset shapes how we think, how we solve problems, and how we approach our work regardless of domain assignment. Religious ministry, and those who deliver it, must be ready to surge at any time in support of the warfighter from sea and shore.

“Our competitors see the landscape as continuous; we will do so as well. Restoring agility means realizing that operating in the competition-conflict spectrum can be non-linear and simultaneous – our adversaries can operate at different levels of intensity in different domains at the same time. We will not let rigid thinking or self-imposed structures prevent us from operating in creative ways.”

-A Design for Maintaining Maritime Superiority 2.0

“We should take pride in our force and recent operational successes, but the current force is not organized, trained, or equipped to support the naval force – operating in contested maritime spaces, facilitating sea control, or executing distributed maritime operations. We must change. We must divest of legacy capabilities that do not meet future requirements, regardless of their past efficacy.”

- Commandant’s Planning Guidance 2019

GOAL 1 OUTCOMES

1.1 RMTs WITH AN OPERATIONAL MINDSET AND ALIGNED TO COMMANDER'S INTENT

An operational mindset keeps the warfighter in mind at all times. It integrates every religious ministry (RM) activity in every place with the preparation, support, and reintegration of the service member in combat. On all levels of RM, an operational mindset is responsive, action-oriented, daring, creative, and focused on the mission. An operational mindset internalizes the just purpose for war and, in all assignments and circumstances, develops strategies, campaigns, and programs that employ both military and civilian resources. The mindset is results oriented. It targets the needs of the people we serve. It seeks the most effective and best-coordinated options. It uses all tools and processes of the DON institution to fund and prioritize its efforts. An operational mindset at the supervisory level takes into consideration long-term objectives and second- and third-order effects.

1.1 LINES OF EFFORT

Chaplains at Echelon II, in collaboration with chaplains at Echelon III, will revise evaluation, assessment, and inspection tools to assess unit-level RM alignment with commander's mission and intent.
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Chaplains at Echelon II and III will review current operational plans, annexes, and appendixes of their subordinate units to ensure proper RM integration.
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Chaplains at Echelon IV and below will demonstrate to their supervisory chaplains an awareness of and alignment with higher-level plans, annexes, and appendixes in the delivery of RM.

RMTs will align RM planning with the commander's mission and priorities and, in consultation with their supervisory chaplain, draft an appropriate written plan for RM.

"Develop a lethal, agile, and resilient force posture and employment. Force posture and employment must be adaptable to account for the uncertainty that exists in the changing global strategic environment."

- 2018 National Defense Strategy

1.2 A CHC ALIGNED TO DON'S MISSION IN SUPPORT OF THE WARFIGHTER

The mission of the DON is to man, train, and equip combat ready naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas. More specifically, the current security environment demands that the Navy and Marine Corps be prepared at all levels for distributed operations, guided by commander's intent up, down, and across the chain of command. Now more than ever, it is important that every chaplain and RP knows how the DON fights in order to know where the RMT fits. The CHC will align with the mission to advise the commander and support the service member.

1.2 LINES OF EFFORT

Chaplains at Echelon II, in coordination with chaplains at Echelon III, will develop training materials to contextualize the delivery of RM consistent with higher level policy (NSS, NMS, etc.), guidance (DPG, CPG, etc.), and operating concepts (Distributed Maritime Operations, Expeditionary Advanced Base Operations, etc.) using a Subject Matter Expert (SME) on the topic of operational planning.

The Deputy Chief of Chaplains will identify recommended reading to enhance RMT understanding of the DON mission.
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1.3 RMTS ORGANIZED FOR AGILITY

The CHC will organize to deliver RM in the DMO/EABO environment. The DMO/EABO construct is dynamic, forward, kinetic, mobile, isolated, joint, lethal, and focused on dispersed small units. Improved agility in the delivery of RM requires changes at every level of the CHC. It requires better situational awareness at the unit level. At the supervisory level, it requires better coordination and command advisement. At the corps level, it requires greater emphasis on Key Leader Engagement (KLE) in order to help demonstrate that the Navy and Marine Corps are values-based partners.

1.3 LINES OF EFFORT

The Director of Religious Ministry (DORM) will work with Chief of Naval Personnel (CNP) to simplify resource sponsorship in order to sustain optimal CHC strength and expedite transfer of assets in response to critical combat requirements.
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Chaplains at Echelon II will provide Echelon III and IV RMTs guidance and training materials related to theater KLE.
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Chaplains at Echelon II and III will identify RM requirements to support the DMO/EABO construct and develop religious support plans to meet priorities in changing global contingencies.
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Chaplains at Echelon II will prioritize RM requirements (TPFDD, etc.) and Phase 2 force laydown plans, anticipating the movement of RMTs to meet the most critical needs.

Supervisory chaplains will coordinate movement of RMTs under OPCON and TACON that might result in the movement of an RMT out from under its parent command.
Senior supervisory chaplains will test delivery models by participating in large scale exercises (LSC, Global Series, CPX, etc.) to meet global contingencies and provide senior advisement to the commander’s decision process (through participation in Maritime Operation Center (MOC), Functional and Cross Functional Teams, exercise Working Groups, 7-Minute Drills, White Cell, Master Scenario Events List (MSEL) injects, warfighting strategy, etc.)
Chaplain of the Coast Guard, in collaboration with the Commander, Pacific Fleet Chaplain and U.S. Fleet Forces Command Chaplains, will assess operational plans under each COCOM to identify RM requirements and integrate RM in the DMO/EABO environment. The Chaplain of the Coast Guard will also develop a training plan for all USCG chaplains.
The Deputy Chief of Chaplains for Reserve Matters will initiate a review within all Budget Submitting Offices (BSOs) and provide a plan to present to their Operational Support Officers for the redistribution of both chaplain and RP reserve billets to best support their requirements. The Commander Navy Reserve Forces Command (CNRFC) Chaplain, in collaboration with the Marine Forces Reserve (MARFORRES) Chaplain, will encourage all Reserve Component RMT members to drill with their supported commands as often as possible to receive training.

1.4 INSTALLATION RM DELIVERY MODELS THAT EXEMPLIFY AN OPERATIONAL MINDSET

Some of the toughest and most complex ministry challenges are found ashore, precisely where chaplains are least likely to be found in the fight to come. Chaplains and RPs serving in installations need to prepare and equip those communities for any eventuality. An operational mindset ashore requires adaptive and responsive strategies to meet generational needs and resource constraints. Installation RM will prioritize liaison, coordination, and facilitation capabilities in response to increasing demands on existing resources.

1.4 LINES OF EFFORT

Commander, Navy Installations Command (CNIC) and Marine Corps Installations Command (MCICOM) and other Commands with interests in installation ministry will use every available tool and resource to develop RM models and best practices for reaching service personnel in the 18-25 year-old range.
CNIC, MCICOM, and CNRFC will develop an integrated plan for emergent needs that uses retired military chaplains and partnerships with local civilian religious communities.
N0973, in collaboration with CNIC, MCICOM, and Fleet and Force chaplains, will establish standardized CREDO Core Plus programming for contingency operations and mission support across all phases of war.

1.4 LINES OF EFFORT (CONTINUED)

Region chaplains will develop a standardized liaison strategy and training plan that partners with local civilian religious communities to build capacity for meeting the needs of warfighters, using both CHC and civilian resources.

Region chaplains will partner with Commander, Navy Recruiting Command (CNRC) to include CHC recruiting in their plans for liaison and facilitation work with local religious communities.



GOAL 2

SHARPEN CORE CAPABILITIES

Naval chaplaincy exists to support the free exercise of religion in the unique environment of the military. RMTs use all four core competencies of naval chaplaincy (provide, facilitate, care, and advise) to do so. Commanders often say, “Chaplain, take care of my people.” Chaplains understand that to do so properly, they must apply all four core competencies. Maximizing proficiency in the core competencies to sharpen capabilities requires intentional effort. Chaplains and RPs must continuously hone their skills through study, use, self and peer assessment, and cooperative ministry.

“Be brilliant in the basics. Don't dabble in your job; you must master it... Battles, conventional or irregular, turn on the basics of gaining fire superiority and maneuvering against the enemy. Fire and maneuver -block and tackle - decide battle. The Corps exists to win battles. That is inseparable from making Marines who stand for its values in tough times. Anything that doesn't contribute to winning battles or winning Marines is of secondary importance.”

-“Call Sign Chaos” by Gen James Mattis, USMC (ret)



GOAL 2 OUTCOMES

2.1 CHAPLAINS ENGAGED IN THE COMMANDER’S DECISION MAKING

Chaplains earn the trust of commanding officers and unit leaders when they contribute reliable advice to decision-making processes. RPs earn the trust of their chaplains and unit leaders by rendering relevant and insightful advice about the Command Religious Program. The DORM coordinates training on policy and practice advisement (as defined by SECNAVINST 1730.10A), including configuration of religious support resources within the area of operations, ethics, moral character development, morale, religion, and other factors which may impact the commander’s decision.

2.1 LINES OF EFFORT

As directed by the DORM, the Naval Chaplaincy School and Center (NCSC) will conduct twelve PDTCs on advisement and the commander’s decision-making process in FY20.
Chaplains at Echelon II will collaborate across claimancies to publish standards for advisement and liaison products (Religious Needs Assessment (RNA), Post-Deployment Brief, Letters for waiver in support of Religious Practice Requests, use of the Command Religious Program Analytics Tool (CRP-AT), unit readiness assessments, etc.).
Supervisory chaplains will assess the quality of products to their corresponding standards. Supervisors will require chaplains to provide appropriate advisement products (7-minute drill, decision brief, discussion brief, quad slides, etc.) that demonstrate coordination with each staff section to identify the commander’s requirements for advisement and liaison.
Chaplains will provide an assessment to their supervisory chaplain indicating where and in what form they provide advisement in the commander’s decision-making cycle.

2.2 A DEVELOPED CORE COMPETENCY OF FACILITATION

Facilitation at the command and CHC level is an underdeveloped competency. PNC emphasizes the obligation to treat all people with dignity and respect without regard to any differences in belief. Individual facilitation is more than mere referral; it is about knowing one’s limits and still finding ways to meet people’s needs. It requires direct engagement, advocacy, and follow-up. Facilitation at the command level necessitates deliberate and systematic networking with local religious organizations to build relationships that will eventually help meet religious requirements. Strategic level partnerships with Religious Organizations as non-federal entities help to create understanding and remove barriers that hinder support to sea service personnel and their families.

2.2 LINES OF EFFORT

The DORM will charter a working group representing all types of CRPs ashore (TECOM, NETC, USCG, etc.) and will publish guidance in collaboration with CNIC and MCICOM to help determine which religious needs are best facilitated by inviting local communities into the CRP and which are best facilitated by encouraging service members and their families to connect with local religious communities. This guidance will also describe how RMTs educate and inform local religious communities on how best to meet the needs of warfighters and their families. This guidance is linked to outcome 1.4.

The DORM will develop national partnerships in support of improved facilitation.

NCSC will update PNC leader course curricula to reflect facilitation and networking policy.

Supervisory chaplains will include a discussion of the boundaries between provision and facilitation within their annual PNC counseling.

Chaplains at all echelons will advise their commanders regarding local implementation using facilitation guidance provided by the CHC (statement of work for volunteers, material support, base access, background checks, etc.).

2.3 A CHC ENGAGED AND SKILLED IN PROVISION

Provision is the cornerstone of PNC. Chaplains will deliver relevant, inspirational, and transformational provision within their respective faith traditions, as authorized by their RO, across assignments at sea and ashore. The Navy protects the rights of chaplains to provide according to their own manner and form in religious practice. Every chaplain must also protect his or her Religious Organization's (RO) manner and form in religious practice. Navy chaplains in all places must be faithful representatives of their RO. . All chaplains are ultimately responsible for enhancing their skills in providing ministry according to the chaplains' faith tradition (i.e.; homiletics, liturgics, prayer, administration of sacraments and rites, and spiritual disciplines.)



2.3 LINES OF EFFORT

The DORM will charter a working group to determine the usefulness of a Community of Interest (COI) focused on provision and the reinstatement of a homiletics funded graduate education (FGE) program.

Supervisory chaplains will use their existing reporting mechanisms (CRP-AT, monthly reports, etc.) to verify that all chaplains deliver provision (preaching, worship, devotional study, prayer, etc.) to authorized personnel at least once a month.

Chaplains at Echelon II will publish guidance for the professional promotion, planning, and delivery of provision, up to PNC standards, which is effective and relevant to the people served. Supervisory chaplains will provide quarterly coaching to this guidance.

2.4 ROBUST AND STANDARDIZED COMPETENCY OF CARE

Although chaplains spend 80% of their time in the core competency of care, standards of care are not well-understood and there are few uniform means of CHC-validated products systematically associated with those tasks. DMO/EABO requires RMTs to operate in a dispersed and interoperable environment, making minimum standards essential to effectiveness. The counterpoint to the Navy's protection of a chaplain's RO's manner and form in religious practice is the chaplain's obligation to care for all people, even those who have no religious requirements. This care is delivered to standards set by the CHC and is designed to promote excellence, efficacy, and consistency wherever Navy chaplains serve. Every chaplain and RP should always be asking if there is a standard for a particular activity, thinking about refining the standard when there is one, and sharing best practices as often as possible.

2.4 LINES OF EFFORT

The DORM will charter a working group, led by the N17 Chaplain, to identify the contents of a standard tool kit that addresses common spiritual crises, to include mental health, suicidal behaviors, combat effects, grief, death and loss, and also promotes grit, life skills, and healthier relationships.

The DORM, supported by the Pastoral Care COI, will publish a counseling manual to articulate the differences between counseling in the provision competency, counseling in the facilitation competency, and counseling in the care competency. The manual will focus on short-term solution-focused advice, quality handoffs during referrals, maintaining consistent care for the warfighter, protecting confidentiality, maintaining physical accountability of the counselee, and requirements for follow-up.

The Metrics Governance Board (MGB) will develop guidance for the use of Interactive Customer Evaluation (ICE) surveys related to PNC throughout the DON.

GOAL 3

DEVELOP CHAPLAIN CORPS LEADERS WITH INTENTIONALITY

Effective delivery of RM requires professionally competent chaplains and RPs of good moral character. As RM personnel move up in rank and are assigned to greater levels of responsibility, they must be able to handle the increasing complexity of leadership. It is essential for chaplains and RPs to continue to develop their knowledge, skills, and abilities to deliver RM that is responsive to domain requirements and operational realities.

“As we deliberately work to develop each aspect of leadership, over time, competence, character, and connectedness become three inseparable lanes of the path we travel. Moving down this path becomes the most challenging journey we can take as Navy leaders.”

–Navy Leader Development Framework 3.0 2019



GOAL 3 OUTCOMES

3.1 AN RP RATE FOCUSED ON EXCELLENCE IN PROGRAMMATIC FUNDAMENTALS

The DORM has named program management and administration as the two primary professional competencies of the RP rating. RPs must excel in these competencies in order to support chaplains and the CHC effectively. Professionalization of the rate identifies career progression in terms of developmental steps required from junior to senior levels and indicates individual maturation in the rate. In combat, effective force protection capabilities are required of RPs, but are viewed as secondary to the two primary competencies of program management and administration.

“The Navy the Nation needs will require our Enlisted Sailors to be continuously flexible, more innovative and confident in achieving operational excellence in tougher and more challenging environments. Character development and adherence to our ethos must be reinforced periodically throughout a Sailor’s career by applying challenge, training, education, and accountability.”

–MCPON: Laying the Keel 2019

3.1 LINES OF EFFORT

<p>The DORM, in collaboration with the RP Senior Enlisted Leader (SEL), will charter a working group, led by an O-6 chaplain, to identify behavioral indicators associated with the professional competencies at each level. The working group will identify required and recommended military and civilian courses, schools, training, degrees, and certifications, to develop administrative and programmatic expertise..</p>
<p>The DORM will charter a working group, led by the RP SEL, to identify the professional competencies and occupational standards associated with being a tactical defensive combatant charged with the personal security of the chaplain across the spectrum of threat.</p>
<p>The DORM will direct a Navy Training Requirements Review (NTRR) of the RP school curriculum, to align the curriculum with the approved professional competencies and standards identified by the working group.</p>
<p>The enlisted community manager, in conjunction with N0971, will execute a study on the historic effects of striking and how striking might be used to strengthen the rate.</p>
<p>RP leaders at Echelon II will clearly define the four levels of community expertise (RP, RP Supervisor, RP Senior Supervisor, and RP Executive), including the programmatic and administrative competencies relevant to each level.</p>

3.2 ALIGN PNC TRAINING AND EDUCATION ACROSS THE CHC

Training, education, and lifelong learning are essential to PNC. Chaplains return to the NCSC at each promotion and RPs also engage in continuing education. They gather for the annual Professional Development Training Course (PDTC) and they hone their professional edge in regular area-wide training. PNC leaders must constantly convey the overarching themes of PNC in all these gatherings to promote interoperability of RMTs and the rapid development of advanced proficiency in PNC. The NCSC is the nexus of training aligned with community priorities and requirements. It is imperative that we position the DORM and NCSC staffs to respond effectively and nimbly to PNC and CHC wide requirements, as directed by the DORM, and support Echelon II identified training requirements.

3.2 LINES OF EFFORT

The DORM will charter a working group led by N0977, in collaboration with CNRC and CNRFC, to identify training, education, and supervision requirements for the Chaplain Candidate Program.
Assign the NCSC Director additional duty to the DORM as the CHC Training Officer (N0977).
The NCSC will have oversight of all course development and delivery to include PDTC, Basic Leadership Course (BLC), Intermediate Leadership Course (ILC), Advanced Leadership Course (ALC), Senior Leadership Course (SLC), RP-A School, and Program Manager’s Course. The DORM will staff the Professional Development Training Workshop (PDTW) from N0973.
The Director of NCSC will present the DORM with a plan for making the delivery of education and training at the NCSC more effective, including improved pedagogical methods and techniques, the use of wargames, the use of elements of a 360 degree peer review in leadership courses, the assignment of grades for all course work, and a process for dealing with course failures.
The Director of NCSC will present a plan to the DORM to make contracting and delivery of PDTCs responsive to PNC requirements.
The Director of NCSC, on behalf of the DORM and in collaboration with Echelon II chaplains, will be responsible for coordinating CHC-wide PNC training and education to include: PNC content of Echelon II directed training, CHC resource development and distribution, management of AEP programs, and promulgation of a master training plan for the CHC.

3.3 A CHAPLAIN CORPS THAT EXECUTES THE NAVY LEADER DEVELOPMENT FRAMEWORK

The Navy Leader Development Framework insists every officer community and enlisted rating will structure development around three elements: character, competence, and connections. Training and education that supports these three elements will be developed and delivered. The CHC will model the use of the Navy Leader Development Framework to expose gaps and propose solutions to prepare our leaders. Within PNC, we will enable access to all the processes of community development, institutionalizing transparency, participation, objectivity, and predictability.

“Our Core Values of Honor, Courage, and Commitment and our attributes of Integrity, Accountability, Initiative, and Toughness will always guide us. They underpin who we are as members of the profession of arms: united by our common oath, dedicated to our special standards of ethics and character, and constantly honing our unique expertise in the art and science of naval warfare.”

-FRAGO 01/2019: A Design for Maintaining Maritime Superiority

3.3 LINES OF EFFORT

<p>PNC creates opportunities for development of leaders across the community commensurate with rank and experience (working groups, COIs, advisory groups, etc.). Junior leaders will develop individual competence, personal character, and build connections. Mature leaders will strengthen the performance and character of their teams, deepening the connections within the team and with other leaders (Navy Leadership Development Framework 3.0) through evaluation of observed performance.</p>
<p>The DORM will direct the development of a repository to house and share PNC best practices, COI products, scholarly and journal materials, promising practices, lessons learned, and training materials. The DORM will also direct the identification or creation of a forum that allows real-time communication and feedback.</p>
<p>The DORM will cooperate with CNP in developing community specific content within the new fitness report system.</p>
<p>N0973 will expand the PNC Leader Development policy (COCINST 5351.2) from competency and character aims in monthly training to an emphasis on connections vital to the growth of chaplains and RPs.</p>

3.4 IMPROVED USERS OF METRICS AND DATA COLLECTION

The collection of data and the use of metrics are critical in all areas of service in the DON. The CHC is growing in the complex interaction of these two tasks. At every level, chaplains and RPs need to be thinking about how to measure what they are doing, how to measure the impact of their activity, and how their actions can be connected to other measurements. The DORM has established a MGB and a CRP-AT Operations Officer who provides functional management of the CRP-AT. These entities are critical as we take a serious approach to data collection that is useful at every level of advisement and supervision across the CHC. The CHC will develop metrics that are integrated with the systems of the DON that do not eclipse the delivery of RM, that reflect the values of PNC, are based in collaboration, and illuminate areas for improvement.

3.4 LINES OF EFFORT

The CRP-AT Operations Officer and the chair of the MGB will establish a comprehensive training plan, manual, and webinar supporting CHC competency concerning the CRP-AT.
The MGB, in collaboration with the Professional Naval Chaplaincy Executive Board (PNCEB), will identify the metrics best suited to demonstrating the positive effects of RM, the effective delivery of RM, and the efficient use of resources.
The MGB will determine the suitability of each CRP-AT product line for use in CHC research, validation of best practices, command advisement, and RMT supervision.
The MGB will secure a suitable funding stream for the CRP-AT.
The MGB, in collaboration with chaplains at Echelon II, will establish business rules for the use of the CRP-AT.



GOAL 4

CHAMPION THE SPIRITUAL READINESS OF SAILORS AND MARINES

Religion is integral to the identity of the majority of Sea Service personnel. For many service and family members, faith and religious practice are indispensable to readiness. They are unique and crucial sources of strength and stability. The Navy CHC exists to promote religious freedom in the unique environment of the Sea Services and to strengthen the spirit of all who defend our freedoms at and from the sea.

"Leaders must ensure Marines are well-led and cared for physically, emotionally, and spiritually, both in and out of combat."

- Commandant's Planning Guidance 2019

"The soul of the Marine Corps, as previously noted by Commandant Barrow, is sound. While sound, this does not mean we should ever neglect it or assume it will persist without consistent and purposeful reflection and active cultivation."

- Commandant's Planning Guidance 2019



GOAL 4 OUTCOMES

4.1 SERVICE MEMBERS WHO INTEGRATE THEIR RELIGIOUS FAITH INTO A LIFE OF SERVICE

Many service members find their most powerful connections and their strength of character in the practice of their religion. The Constitution protects the religious liberties of all service members, requiring commanders to safeguard the free exercise of religion for every Sailor, Marine, and Coast Guardsman. The CHC has both the responsibility and the privilege of promoting those freedoms, inspiring others in their faith, and demonstrating that the personal and public exercise of religion is valuable to both the individual and the command. The CHC will deliver RM that focuses on the specific circumstances and mission of the people in any given time and place, getting them through another day of service, and connecting what they are doing today with their highest values and priorities.

4.1 LINES OF EFFORT

The DORM will charter a cross functional working group (to include the N097 Public Affairs Officer, NCSC representative, N0973, COIs, etc.) to provide courses of action for knowledge management within the CHC including devotional resources for service members and families, digital delivery models, RM resource storage and access, information sharing, a repository of best practices, application development, etc.
Chaplains at Echelon II will develop training and publish guidance to educate chaplains and the warfighter on religious liberty in all phases of war.
Chaplains Echelon III will educate RMT's on the topic of religious liberty in all phases of war.
Supervisors will ensure that all RMTs develop and provide RM resources that help integrate faith and daily life throughout the week to service and family members.

4.2 SPIRITUALLY READY CHAPLAINS AND RPS

Chaplains and RPs are required to represent the highest values of the nation and must be exemplary in conduct. PNC sets standards for conduct upheld by intentional layers of support and accountability through supervision, mentoring, and coaching. Chaplains are required to be true to the tenets of their RO and must represent their faith group with credibility and integrity. The CHC is responsible for institutionalizing the connections that provide accountability for character and conduct.

4.2 LINES OF EFFORT

The DORM will provide standards for critical notification requirements including: death, injury, illness, failures in upholding PNC standards, investigations on Uniform Code of Military Justice (UCMJ) violations, final dispositions of any legal action, personal crises, anything that discredits the CHC, etc.

All supervisory chaplains will provide annual PNC counseling to evaluate their subordinate chaplains on adherence to PNC standards, involvement with their RO, identification of a mentor, cultivation of their spiritual life, and involvement with a faith community.

Supervisory chaplains will provide subordinate RPs annual PNC counseling. Supervisory RPs will coach subordinate RPs on occupational standards, self-care practices, career development, etc.

4.3 A COMMON LANGUAGE FOR SPIRITUAL READINESS DELIVERED WITHIN THE DON

Warfighting readiness assumes warfighter readiness. Therefore, the DON has a compelling interest in the integration of the warfighter's mind, body, and soul. Not every service member finds spiritual strength in the practice of religion, but every service member needs spiritual strength to fight and win. The CHC is uniquely positioned to provide the Sea Services a common language and communication strategy that speaks to the issues of spiritual readiness with meaning, purpose, and fulfillment in life connected to strength of soul. Every chaplain and RP needs to help their people recognize and understand their own spiritual needs in order to steel themselves for the fight to come.

4.3 LINES OF EFFORT

The DORM and Deputy DORM will continue to support the Service Chiefs in the development of Spiritual Fitness and Toughness programs throughout the career of the service member.

The DORM will charter an advisory group from the CHC, academic community, and caregiving professionals to develop a common lexicon that defines terms and distinguishes between terms such as religion, spirituality, spiritual readiness, spiritual fitness, and toughness as these concepts and terms connect with the individual's motivation for service.

The DORM will charter a working group that includes chaplains with ethics subspecialties, ethicists, CPE chaplains, line officers, and the other Service chaplaincies to articulate how religion, spiritual fitness, toughness, integrity, accountability, initiative, and grit connect to core values.

4.4 PRODUCTS THAT PROMOTE SPIRITUAL READINESS

The CHC provides the insight, professional skill sets, and community connections to enable service members to develop resilience through spiritual aims connected to one’s sense of meaning and purpose in life. Products placed in the hands of RMTs that foster spiritual readiness, particularly to help prepare service members for the adversities in life and the effects of combat, are critical to our success on the deckplate. While developing a common language that describes the spiritual component of readiness, chaplains and RPs will build common assessment tools and life skill products that develop readiness throughout the Sea Services.

4.4 LINES OF EFFORT

The DORM will charter a working group from all COIs to develop products that equip warfighters to overcome personal challenges, especially the moral issues surrounding war, adversity, and hardship.
The same working group will develop measures of effectiveness for deckplate ministry that fosters spiritual strength and motivation that will be sustained in the face of adversity.
The N17 Chaplain will collaborate with RMTs and other helping professionals to establish and employ spiritual assessment products that address the tone of force and force preservation concerns. Supervisory chaplains will review products and seek input on their effectiveness from the subordinate chaplains’ Commander.

“By their patient, sympathetic labors with men, day in and day out and through many a night, every chaplain I know contributed immeasurably to the moral courage of our fighting men.”

– Fleet Admiral Chester W. Nimitz

CONCLUSION

Naval chaplaincy exists to support the men and women who faithfully serve the nation as a part of the Sea Services. The presence of RMTs in the midst of Sailors, Marines, and Guardsmen safeguards and demonstrates the exercise of religion as free and valuable. Religious Freedom connects constitutional liberty with public good, a necessity in meeting the intent of the National Defense Strategy. The defense of our nation is dependent upon both the readiness and resilience of the force.

Warfighting readiness rests on the personal readiness of the individual. RMTs, positioned to invest in readiness, are equipped to support the nation's warriors through every manner of combat-induced strain and all that combat brings to bear on body, mind, and spirit. RMTs uniquely strengthen, heal, bring hope, encourage, guide, teach, and bear the transcendent elements of faith and religion in times of peace and war.

As the DON invests in its Sailors and Marines, preparing them for the next fight, the CHC will support commanders by operationalizing ministry support in combat, sharpening its core capabilities, intentionally developing leaders, and always championing religion and spiritual readiness.



