PROFESSIONAL NAVAL CHAPLAINCY COMPETENCY MANUAL

COMPETENCE, CONFIDENCE, CONNECTION

U.S. NAVAL
CHAPLAINCY SCHOOL

SPIRITUAL READINESS
IS OUR NORTH STAR

We unify all efforts to train , educate, and develop Religious Ministry Teams in order to increase the efficiency, maximize efficacy, and improve agility so that they are optimally prepared to create, increase, and sustain Spiritual Readiness.

NAVAL CHAPLAINCY SCHOOL EXECUTION PLAN

DEPARTMENT OF THE NAVY
NAVAL CHAPLAINCY SCHOOL
114 PORTER AVENUE
NEWPORT, RHODE ISLAND 02841

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NAVCHAPSCOL INSTRUCTION 5351.1

From: Commanding Officer, Naval Chaplaincy School

Subj: PROFESSIONAL NAVAL CHAPLAINCY COMPETENCY MANUAL

Ref:　(a) COCINST 5351.1
　　　(b) Naval Education Strategy 2023
　　　(c) Director of Religious Ministries Strategic Plan 2023

Encl:　(1) Professional Naval Chaplaincy Competency Manual

1. <u>Purpose</u>. This instruction publishes the Professional Naval Chaplaincy (PNC) Competency Manual. The PNC Competency Manual replaces the PNC Supervision Manual published in February 2020.

2. <u>Applicability</u>. Consistent with reference (a), this instruction supports Navy Chaplains, Religious Program Specialists (RP), Chaplain Assistants (CA), Chaplain Candidate Program Officers (CCPO), Command Religious Program (CRP) Religious Lay Leaders (RLL), United States Coast Guard (USCG) Auxiliary, and all civilian volunteers, employees, and contractors engaged in any facet of Religious Ministry (RM), even when assigned outside the Department of the Navy (DON).

3. <u>Policy</u>

　　a. Alignment

　　　(1) The PNC Competency Manual supports both references (b) and (c) by providing Religious Ministry Teams (RMT) with a competency baseline that matches the standards of the curricula at the Naval Chaplaincy School (NCS).

　　　(2) Reference (b) begins with a directive to "focus naval education on warfighting" (Line of Effort (LOE) 1 – Objective 1.1). Reference (c) identifies Spiritual Readiness as the "North Start" of the Chaplain Corps (CHC). The PNC Competency Manual identifies the fundamental behaviors that enable RMTs at every level of responsibility to build Spiritual Readiness in warfighters and their families.

　　　(3) The second LOE per reference (b) is to "integrate education into talent management frameworks for more precise and agile talent management." Its first objective (2.1) in this LOE is to "integrate education into performance management." Reference (c) directs the Chaplain Corps to "Maximize the traits of a learning organization" by setting standards and creating a

"culture of mentorship." The PNC Competency Manual has been redesigned to foster a better connection among chaplains and RPs and to center that connection on a set of fundamental behaviors common to chaplains and RPs alike.

b. Changes from the PNC Supervision Manual

(1) The PNC Competency Manual applies to both chaplains and RPs. While chaplains and RPs focus on different tasks within the CRP, the fundamental behaviors that create and sustain a culture of connectedness focused on building Spiritual Readiness are the same for both.

(2) The PNC Competency Manual is greatly simplified. The number of behaviors for each competency is reduced to four per level of responsibility. The Likert scales for the behaviors are removed. The PQS element is removed.

(3) Most importantly, the manual is now designed to focus on building better connections within and among RMTs. The manual now includes a Supervisor Planning Tool provided to help increase and sustain regular, helpful, systematic communication between RMTs and supervisory RMTs.

4. <u>Responsibilities</u>. The Commanding Officer of the Naval Chaplaincy School will revise the manual and promulgate a new edition when there are sufficient changes to the curricula to warrant a change to the common fundamental behaviors that support the CHC's work of creating and sustaining Spiritual Readiness in warfighters and their families.

5. <u>Records Management</u>. Records created as a result of this instruction, regardless of media and format, must be managed per SECNAV M-5210.1 of September 2019.

7. <u>Review and Effective Date</u>. Per OPNAVINST 5215.17A, NCS will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will automatically expire 5 years after effective date unless reissued or canceled prior to the 5-year anniversary date, or an extension has been granted.

C. E. VARSOGEA

Releasability and distribution:
This instruction is cleared for public release and is available electronically via the NCS digital reference library.

Professional Naval Chaplaincy Competency Manual

FOREWORD

As we approach the middle of this decisive decade, we are guided by our North Star. Spiritual readiness is our top priority. As I write this forward, we have RMTs actively engaged in combat at sea and the specter of war in the Pacific. Our warfighters and their families are turning to us for strength of spirit.

In the Navy, leaders are built of competence, confidence, and connection. You can see the CNO's commitment to these principles when she says in her charge of command that, "On Day One, you assume absolute ownership for leading and building the great people, great leaders, and great teams that will deter our adversaries, respond effectively in crisis, and win decisively in war." As stated in the Strategic Plan, "Demand for professional Naval Chaplaincy is increasing across the sea services." These great people, leaders and teams need equally great RMTs.

Your character speaks for itself. Our connections and competencies can always be improved. This manual will strengthen the fundamental connections between supervisors and the teams in their care. By giving chaplains and RPs a set of shared expectations, it minimizes subjectivity in assessing one another's performance. At the same time, it fosters focused and helpful communication at every level of responsibility.

This manual reaches a new height in the evolution of Professional Naval Chaplaincy. It combines the competencies of chaplains found in the PNC instruction with the competencies that RPs need to accomplish tasks found in the Occupational Standards. Our RMTs now have shared common expectations for one another. Knowing what to expect from each other enables us to encourage and hold one another accountable.

The Chief of Chaplains' Strategic Plan promises the sea services religious ministry teams with "A bias that gets us out of the office and takes our ministry to the flock we are called to serve." The competencies and behaviors in this manual are the building blocks of excellent religious ministry. I encourage you to use the Supervisory Planning Tool in the back of this manual to assemble those blocks into RMTs that enable their commands to accomplish the mission with honor.

C. E. VARSOGEA

Captain Charles E. Varsogea
Commanding Officer
Naval Chaplaincy School

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WHERE DOES THIS MANUAL COME FROM?

The Chief of Chaplains intends to create a culture of connectedness that values mentoring and builds the Spiritual Readiness of warfighters and their families. The primary purpose of this manual is to enable supervisory chaplains and RPs to offer regular, helpful, systematic supervision. In the spirit of the Chaplain Corps' shared values of collaboration, transparency, objectivity, and predictability, this manual serves to support everyone in our own development in Professional Naval Chaplaincy.

The process to develop this manual began with a collaboration between the Echelon II RMTs and the staff of the Naval Chaplaincy School (NCS) to identify required tasks or behaviors. Once the Echelon II RMTs approved the list, it became the Job Duty Task Analysis (JDTA), the basis for all the curricula taught at NCS. The behaviors in this manual are paraphrases of the most fundamental learning objectives taught at NCS.

For the first time, chaplains and RPs have a shared baseline of competency, defining what we can expect of one another in the fleets and forces, as well as setting the standards for what we teach at the schoolhouse. When circumstances have changed enough to warrant a large-scale revision of the curricula at NCS, the Commanding Officer will initiate the process to revise the PNC Competency Manual along with the courses.

WHY A COMPETENCY MANUAL?

Competencies are just ways to categorize knowledge, skills, and abilities. The behaviors associated with the competencies are what really get the job done. In the 2020 PNC Supervision Manual, the behaviors were an attempt by the Chaplain Corps to determine which behaviors were the most valuable for building professionalism. In this edition, renamed the PNC Competency Manual, a systematic process has been used to identify the behaviors most fundamental to each competency at each level of responsibility.

As part of the Navy Education Strategy 2023, the Chief of Naval Operations (N7) adopted a competency-based plan for "education in support of warfighting." They settled on 13 core competencies: 1) Problem Solving and Decision Making, 2) Critical and Strategic Thinking, 3) Leadership, 4) Communication, 5) Management, 6) Operational Planning and the Art of War, 7) Science, Technology, Engineering and Mathematics, 8) Understanding Adversaries, 9) Navy Strategy, 10) Global Strategic Environment, 11) Operational Law, 12) Logistics and Sustainment, and 13) Financial and Fiscal Management.

By the time this strategy was published, the Chaplain Corps (CHC) had already been working with a competency-based approach to education and leader development for over three years. Chaplain Steve Moses, in his capacity as the Commanding Officer of the Naval Chaplaincy School and Center, wrote the first version of the Professional Naval Chaplaincy (PNC) Supervision Manual. It was published by the Chief of Chaplains in February of the next year, 2020. The 12 PNC competencies are in the first version of the manual, the COCINST 5351.1, and in this new PNC Competency Manual.

There is a striking overlap between the PNC competencies identified by the Chaplain Corps in 2019 and those chosen by OPNAV N7 in 2023. When OPNAV N7 turned its attention to competencies, it drew from that same well-researched pool but added some specifically combat related competencies. Except for the combat related competencies, the CHC and OPNAV lists are almost the same. There is a reason for that. That research reveals that there are some competencies that are applicable to almost every professional setting. The PNC Competencies, with very little adjustment, are among the most commonly applicable.

HOW TO USE THIS MANUAL

The heart of this manual is the Supervisory Planning Tool (page 30). The tool requires very little explanation but some additional guidance on how to use it precedes it in the manual (page 29). The purpose of the tool is to help inexperienced or over-worked supervisors, chaplains or RPs, be intentional about how they want to use their limited time building up the people they supervise. When a supervisor decides that he or she wants to focus a person's attention on the baseline of a competency, they have this manual to help guide them.

Each of the 12 PNC competencies presented in the same format. First comes the **streamlined definition** of the competency. The full definition from COCINST 5351.1 is provided in the Toolkit section of the manual. Then come the **associated behaviors.** They are grouped into three levels of responsibility: 1) O2-O3 / E1-E5; 2) O4-O5 / E6-E7; and 3) O-6 / E8-E9. Having the same baseline professional standards for both chaplains and RPs is a huge leap forward for the rate and the CHC. It takes the RMT partnership to a new level of teamwork.

The behaviors at each level of responsibility are preceded by a short paragraph drawn from almost 70 pages of input in which both chaplains and RPs describe what motivates them about the competency **at their level of responsibility.** The contributors to the **"contextual paragraphs"** and **"quotes"** are listed with gratitude toward the back of the manual.

Each level of responsibility has four behaviors that set a baseline for the competency at that level. These are the paraphrased learning objectives discussed in the previous section, "Where does this manual come from?" The behaviors are written to be flexible enough to allow people to achieve them in a wide array of ways. They are also specific enough to help hold one another accountable to our baseline standards. Most supervisors will be able to determine whether the people they supervise are demonstrating the behaviors described in the manual.

HOW TO USE THIS MANUAL (CONTINUED)

It is important to hold ourselves to these baseline standards for the sake of PNC and building Spiritual Readiness in those we serve. The real value of the manual is that it fosters conversations among chaplains and RPs which build trust and excellence. There is tremendous flexibility in how to use this manual. It can be used for professional development by individuals and teams striving to meet the standards of the next level of responsibility. It can help keep supervisory conversations focused on the objective topics of competence and mission accomplishment.

After the 12 PNC Competencies come the four shared community values. These begin with the definition from COCINST 5351.1. They also include "aspirational paragraphs" and "quotes" for each level of responsibility. They do not have specific behaviors because the values are reflected in the behaviors associated with the competencies. The values are here because they shape how peers choose to relate to one another and guide the tone and spirit of their interactions.

Finally, the Toolkit Section of the manual contains a set of tools intended to help both supervisors and peers communicate more effectively, to use the competencies to help qualify FITREP or EVAL scores, and to foster a culture of connectedness and mentoring.
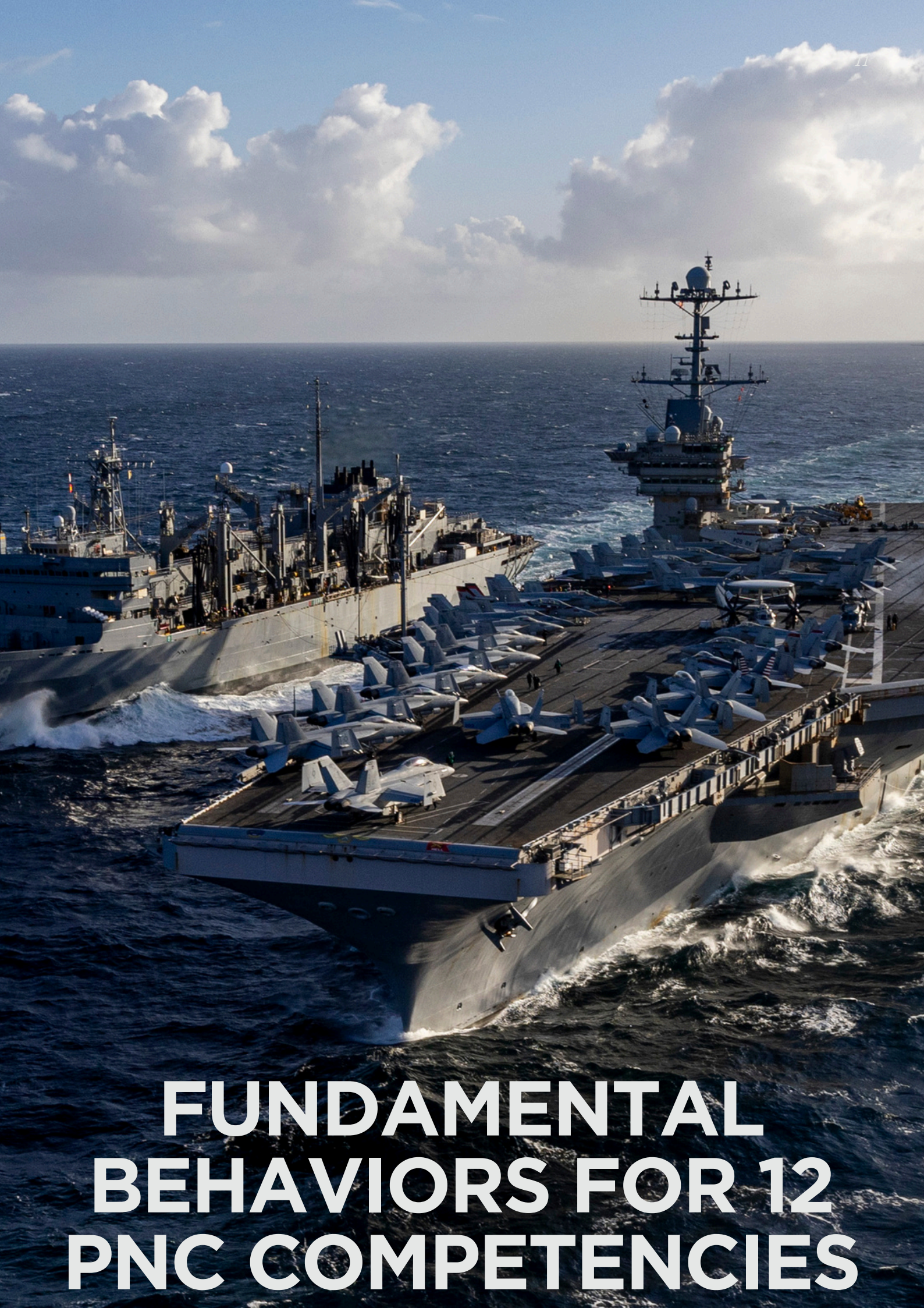
FUNDAMENTAL BEHAVIORS FOR 12 PNC COMPETENCIES

1. COMMUNICATION

The ability to communicate effectively and accurately in writing and speech.

INITIAL - O2-O3/E1-E5:

Effective communication projects confidence and promotes teamwork. Preparing clear communication requires us to understand our intent and identify stakeholders.

1. Effectively communicate the concept and significance of spiritual Readiness in a concise, and compelling manner.
2. Demonstrate the ability to present information using a variety of communication delivery methods (e.g., written, electronic, oral, and interpersonal).
3. Prepare correspondence according to the appropriate service style guide without help.
4. Maintain regular productive communication with the other staff sections of one's command.
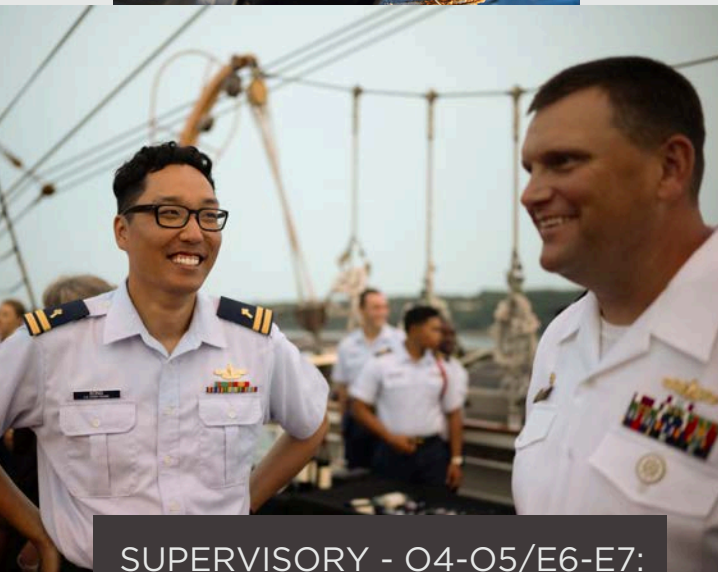
"COMMUNICATION WORKS BOTH WAYS." (RP2)

SUPERVISORY - O4-O5/E6-E7:

Clear and empathetic communication fosters trust and understanding within your team. By actively listening and expressing yourself clearly, you create a collaborative environment where all find greater acceptance and self-worth.

1. Communicate the concept of Spiritual Readiness aligned with organizational goals.
2. Match the type of information to be conveyed with the most appropriate format. (e.g., briefings, memoranda, point papers, talking points, standard letters, etc.).
3. Coordinate with the command staff all communication going outside the command.
4. Communicate regularly with subordinate command triads and Religious Ministry Teams.

SENIOR SUPERVISORY - O6/E8-E9:

Effective communication at the organizational level ensures that everyone is aligned with the shared vision and goals. This clear and consistent messaging fosters transparency, promotes employee engagement, and strengthens relationships with stakeholders.

1. Articulate a vision for the role of Spiritual Readiness across the entire Domain.
2. Contextualize the strategic intent of senior leaders for subordinate Religious Ministry Teams.
3. Communicate expectations for Religious Ministry aligned to mission accomplishment and Chaplain Corps priorities.
4. Share best practices and success stories of peers and subordinate Religious Ministry teams.

"HAVING CLEAR COMMUNICATION BUILDS AND KEEPS INHERENT TRUST." (RPC)

2. DECISION-MAKING

The ability to make timely choices that align with the commander's intent and the communities' priorities.

INITIAL - O2-O3/E1-E5:

Developing strong decision-making skills allows you to execute orders with confidence and clarity. By carefully considering your options and using the appropriate problem-solving tool, you make choices that align with our values and lead to mission accomplishment.

1. Clearly define the problem to solve or decision to be made.
2. Gather all relevant information and consider various perspectives.
3. Create courses of action evaluating potential consequences of each option.
4. Seek the advice of peers and colleagues within and across commands.

"DECISIVE LEADERSHIP CONVEYS TO PERSONNEL THAT THEY MATTER AND THEIR LEADERS CARE ABOUT THEM." (CDR CHAPLAIN)

SUPERVISORY - O4-O5/E6-E7:

Decisive leadership provides direction and clarity for your team. By making informed choices and taking calculated risks, you inspire confidence and guide your team towards success.

1. Foster a collaborative environment that encourages open communication and diverse perspectives.
2. Include values, virtues, and ethical standards in making difficult decisions.
3. Gather and use data and analytics to inform decision making
4. Review with subordinate RMTs the efficacy of their decisions.

"I ALWAYS MAKE SURE THE CHAPLAIN HAS MY INPUT, IS AWARE, HAS MY INSIGHT AND UNDERSTANDING OF THE MISSION AT HAND, AND KNOWS PARAMETERS TO MAKE THE RIGHT DECISION." (RP1)

SENIOR SUPERVISORY - O6/E8-E9:

Strategic decision-making at the organizational level drives innovation and growth. By analyzing data, considering risks, and anticipating future trends, you make choices that ensure the long-term success and sustainability of the organization.

1. Leverage advanced data analytics, trends, and insights to inform high-level, strategic decisions that drive organizational success.
2. Align decisions to the strategic goals and vision of Echelon I.
3. Assess risks to mission accomplishment and CHC priorities and develop mitigation strategies.
4. Equip subordinate decision makers with policy, resources, and access to subject matter experts.

3. INSPIRATIONAL LEADERSHIP

The ability to encourage and sustain a passion for spiritual readiness in others and energize RMTs around clear objectives.

INITIAL - O2-O3/E1-E5:

Cultivating inspirational leadership within yourself starts with self-belief and a commitment to personal growth. By setting a positive example and pursuing your passions with enthusiasm, you inspire yourself and those around you to reach their full potential.

1. Take initiative to promote and enhance the increased Spiritual Readiness of one's command.
2. Seek mentors and advisors who foster growth in Professional Naval Chaplaincy.
3. Conduct deck-plate leadership such that it drives people toward the transcendent.
4. Maintain one's own credibility as a leader in Spiritual Readiness.

"THIS HAS BENEFITTED THOSE I SERVE BY PROVIDING THE ASSURANCE THAT OUR DISCUSSIONS AND EMPHASIS UPON SPIRITUAL READINESS...ARE QUITE FOCUSED, EFFECTIVE AND MISSION-ESSENTIAL TO THE OVERALL SENSE OF READINESS IN OUR WARFIGHTERS AND THEIR FAMILIES." (LT CHAPLAIN)

SUPERVISORY - O4-O5/E6-E7:

Inspirational leadership enables individuals and teams to achieve extraordinary results. By sharing a compelling vision and fostering a supportive environment, you ignite passion and creativity in others, leading to greater collaboration and a shared sense of purpose.

1. Communicate a clear vision of Spiritual Readiness for the command.
2. Encourage subordinates to be authentic and relatable.
3. Empower subordinates to pursue increased competency and take on larger responsibilities.
4. Develop processes and implement reporting mechanism to motivate RMTs.

"PEOPLE REACT POSITIVELY WHEN YOU'RE GENUINE." (RPC)

SENIOR SUPERVISORY - O6/E8-E9:

SETTING THE EXAMPLE. (RPCS)

Inspirational leadership at the organizational level creates a culture of excellence and innovation. By setting a clear vision and empowering employees to contribute their best work, you drive organizational growth and create a positive impact on the community and the world.

1. Create a purpose-driven culture that inspires and aligns with the organization's values.
2. Encourage innovation and creativity.
3. Nominate, celebrate, and highlight people with skills, gifts, and talents.
4. Lead from a systems perspective, knowing how to coordinate change across the enterprise.

4. PRINCIPLES OF COMMUNITY

The ability to maintain commitment to our community's shared values and priorities, including our dedication to "manner and form" and "truth in advertising".

INITIAL - O2-O3/E1-E5:

Living by your personal principles creates a strong sense of self and guides your actions towards a meaningful life. By upholding your values, you build integrity and create a positive impact on the world around you.

1. Maintain one's denominational or personal integrity.
2. Know the PNC values and competencies.
3. Function in the military's pluralistic environment respecting religious freedom.
4. Meet one's obligations to the command and to the CHC.

"IT IS FUN BEING A PART OF A COMMUNITY THAT WANTS TO SERVE OTHERS, NOT JUST YOURSELF." (RP2)

SUPERVISORY - O4-O5/E6-E7:

SENIOR SUPERVISORY - O6/E8-E9:

Promoting shared principles within your team fosters a sense of belonging and creates a common ground for collaboration. By upholding these values, you build a strong and cohesive team that works together towards a shared purpose.

1. Help subordinate RMTs prioritize Spiritual Readiness.
2. Know the meaning and significance of Title 10 manner and forms protection.
3. Understand the obligation of every chaplain and RP to care for all.
4. Understand the manner and form of subordinate chaplains in order to build teams that complement each member's strengths and limitations.

"THE COMMUNITY BECOMES MORE COHESIVE, ALLOWING FOR BETTER COLLABORATION AND MUTUAL SUPPORT." (LCDR CHAPLAIN)

"IT HAS HELPED TO DEVELOP MY COLLEGIALITY AND BROADENED MY PROFESSIONAL NETWORKING AND COMMUNITY AMONG THOSE I PROBABLY WOULD NOT GRAVITATE TO OUTSIDE OF THE NAVY." (CAPT CHAPLAIN)

Establishing clear organizational principles creates a strong foundation for ethical behavior and sustainable success. By upholding these values, you build a responsible and trustworthy organization that benefits both employees and the community.

1. Define and communicate the institution's values and principles.
2. Cooperate across the enterprise to align processes to the CHC's shared values.
3. Be a trusted authority on policies and doctrine related to RM in the Sea Services.
4. Foster among subordinated RMTs a culture of connectedness centered on our principles of community.
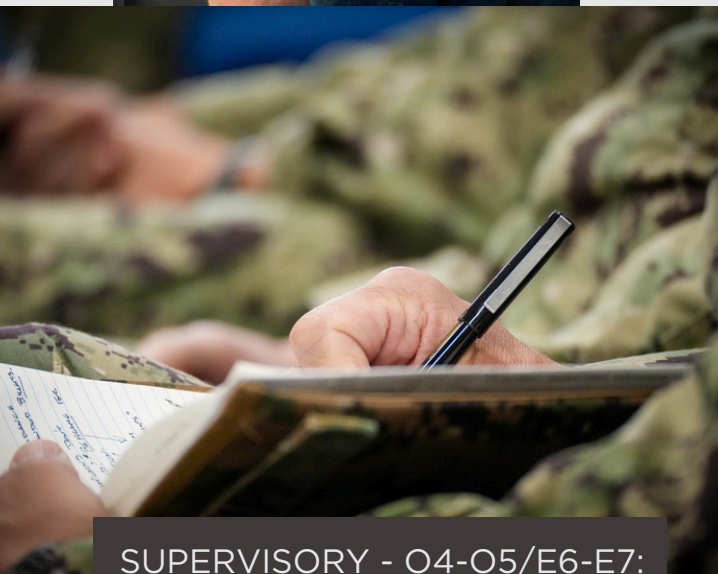
5. PROBLEM SOLVING

The ability to frame a problem and plan a solution using appropriate tools.

INITIAL - O2-O3/E1-E5:

Developing strong problem-solving skills empowers you to overcome challenges and achieve your goals. By embracing a solution-oriented mindset and learning from your mistakes, you build resilience and create opportunities for personal growth.

1. Fact-check information before reporting or acting on it.
2. Use one of the many available problem-solving tools such as the DMAIC process or the "Five Whys" analysis.
3. Develop multiple courses of action identifying the Pros and Cons of each.
4. Analyze the risks of each course of action using any of the available risk assessment tools.

"ASK QUESTIONS...EASY." (RP2)

SUPERVISORY - O4-O5/E6-E7:

Guiding your team through problem-solving fosters collaboration and strengthens their ability to overcome obstacles. By encouraging creative thinking and providing support, you empower your team to find innovative solutions and achieve shared success.

1. Develop a standard in which subordinate RMTs inform you of important decisions they are making without asking you to make their decisions for them.
2. Know which decisions need to be shared with stakeholders or elevated to a higher echelon.
3. Resolve conflicts within and among subordinate RMTs by focusing dialog on shared values and desired outcomes.
4. Gather as many different perspectives as circumstances allow.

"SHARED PROBLEM SOLVING HELPS EVERYONE INVOLVED TO MAKE THE BEST POSSIBLE DECISIONS." (RPC)

SENIOR SUPERVISORY - O6/E8-E9:

Effective problem-solving at the organizational level drives innovation and ensures long-term success. By identifying challenges, analyzing data, and implementing imaginative solutions, you create an adaptable and resilient organization that thrives in a constantly changing environment.

1. Look for patterns and best practices among subordinate RMTs and across the enterprise.
2. Drive the gathering and sharing of data across the enterprise.
3. Establish reporting requirements that reveal the need for additional resources or greater focus on building Spiritual Readiness.
4. Encourage collaboration across teams to innovate solutions and leverage diverse perspectives to solve complex organizational challenges.

6. QUALITY IMPROVEMENT

The ability to increase the effectiveness and/or the efficiency of our processes for the sake of those we serve.


INITIAL - O2-O3/E1-E5:

Continuously seeking self-improvement enhances human flourishing and allows you to reach your full potential. By reflecting on your experiences and seeking feedback, you identify areas for growth and develop new skills that lead to greater success and fulfillment.

1. For every event or activity, define clear, measurable goals and seek feedback from participants to assess effectiveness and identify areas for improvement.
2. Seek best practices from peers, supervisory RMTs, and subject matter experts before "reinventing the wheel."
3. Engage in activities or initiatives that contribute to the development of Professional Naval Chaplaincy (e.g., Communities of Interest, training, collaborative projects).
4. Secure mentors from the line, from the Chaplain Corps or RP Rate, and from those who can help you increase your own Spiritual Readiness.
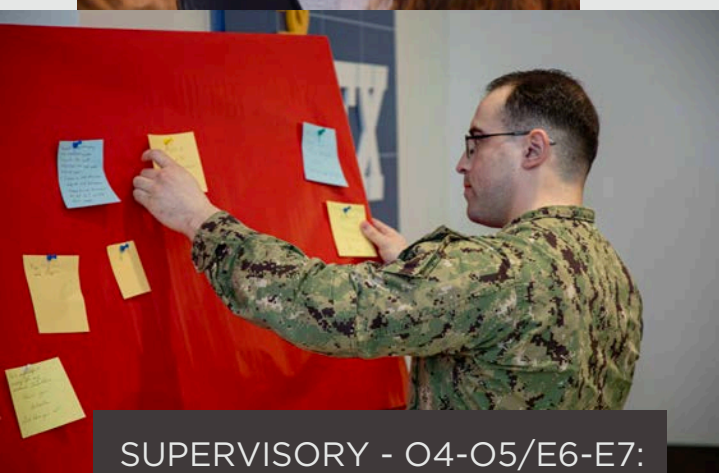
SUPERVISORY - O4-O5/E6-E7:

Promoting a culture of continuous improvement within your team fosters a growth mindset and encourages innovation. By providing opportunities for development and celebrating successes, you empower your team to achieve higher levels of performance and create a positive impact.

1. Take responsibility for the development of chaplains and RPs by actively guiding and supporting their participation in professional development opportunities.
2. Participate in, contribute to, and help lead Area-Wide Training, Professional Development Courses, and other opportunities to enhance professionalism and not merely be consumers of them.
3. Systematically using this manual to increase one's own self-awareness and the self-awareness of subordinate RMTs.
4. Identify gaps in policy and needs for process improvement and advise supervisory RMTs.

SENIOR SUPERVISORY - O6/E8-E9:

Implementing quality improvement processes at the organizational level drives efficiency, effectiveness, and customer satisfaction. By continuously seeking ways to improve products, services, and processes, you create a dynamic and successful organization that adapts to the changing needs of the market and the community.

1. Prioritize process quality by fostering open communication and transparency across teams to reduce friction and inefficacies in existing workflows.
2. Identifying existing DON processes to use in achieving CHC outcomes.
3. Actively contribute to enterprise-wide efforts for quality or process improvement.
4. Invite subordinate RMTs into process improvement.

"QUALITY IMPROVEMENT OFTEN BEGINS WITH AN EXPRESSED NEED, REQUIREMENT, OR EVEN OBSERVATION FROM THOSE WE SERVE." (CDR CHAPLAIN)

7. SERVICE FOCUS

The ability to prioritize and identify the religious requirements and personal needs of our Service Members and families.
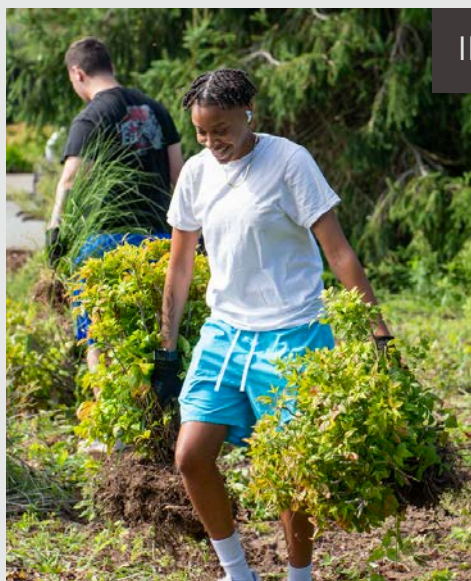
INITIAL - O2-O3/E1-E5:

Prioritizing service to others nurtures empathy and compassion, leading to a more meaningful and fulfilling life. By focusing on the needs of others, you develop a sense of purpose and make a positive impact on the world around you.

1. Focus every activity of the Command Religious Program on building Spiritual Readiness.
2. Build Spiritual Readiness into other programs for resilience, readiness, and toughness within the command.
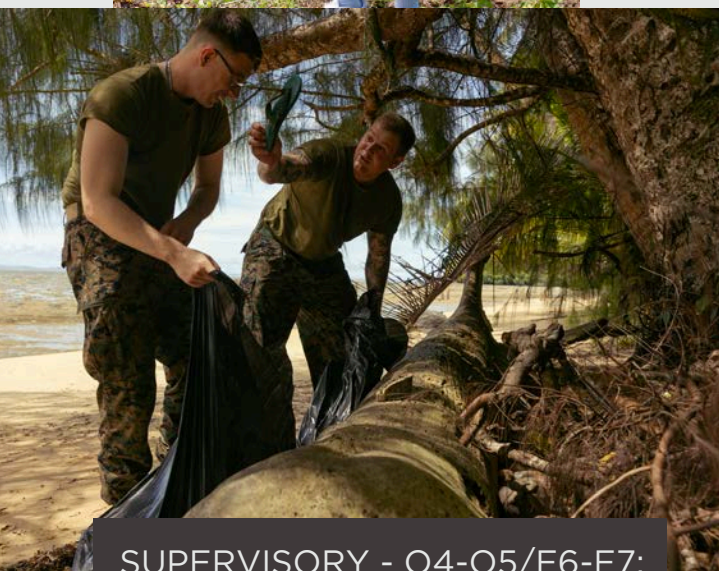3. Tailor Provision to the mission and context of the people you are serving.
4. Keep the needs of the service-member foremost when coordinating Care and Facilitation.

"KEEPING A SERVICE-FOCUSED MINDSET HELPS ME PRIORITIZE THE NEEDS OF THOSE I SERVE ABOVE ALL ELSE." (LCDR CHAPLAIN)

SUPERVISORY - O4-O5/E6-E7:

Leading with a service-oriented mindset creates a culture of collaboration and support within your team. By prioritizing the needs of others, you foster community and inspire your team to work together towards a common goal.

1. Coach subordinate RMTs on how to offer Care and Facilitation to published PNC standards.
2. Help subordinate RMTs develop measures of effectiveness for building Spiritual Readiness within their commands.
3. Advise one's own and subordinate command triads on the importance of Spiritual Readiness.
4. Identify signs of burnout and fatigue and care for subordinate RMTs.

SENIOR SUPERVISORY - O6/E8-E9:

A service-focused organization prioritizes customer satisfaction and builds strong relationships with stakeholders. By focusing on the needs of the community, you create a positive outcome and build a resilient and robust organization.

1. Align Spiritual Readiness into domain commander's messaging on caring for people.
2. Work with RMTs to quantify needed resources to achieve Spiritual Readiness goals.
3. Create and sustain the relationships necessary to collaborate with other supporting agencies to build Spiritual Readiness across the enterprise.
4. Consistently engage with subordinate RMTs to build trust, strengthen relationships and cultivate a culture of connection and collaboration within the CHC.
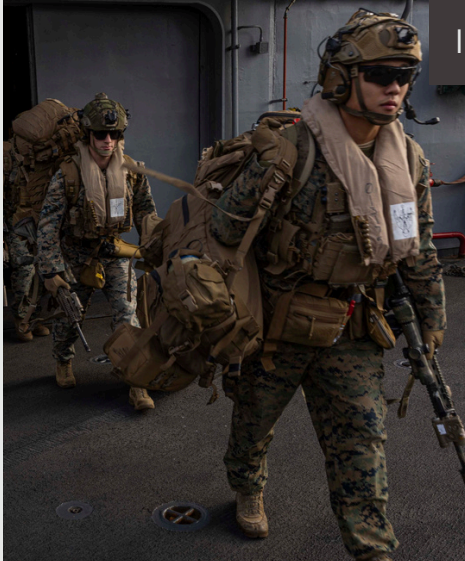
"SERVICE FOCUS HAS ALLOWED ME AND MY TEAM TO UNDERSTAND THAT WE ARE A PEOPLES' RMT. WE WOULD NOT BE WORKING IN OUR PROFESSION WITHOUT THE MARINES/SAILORS WE SERVE." (RPCS)

8. STEWARDSHIP & MANAGING RESOURCES

The ability to responsibly and effectively maximize all available means in support of RM.

INITIAL - O2-O3/E1-E5:

Practicing responsible stewardship of your personal resources, including time, energy, and finances, promotes self-discipline and allows you to live a more balanced and fulfilling life. By managing your resources wisely, you create opportunities for individual significance and achieve your goals.

1. Track and manage expenditures for the CRP, using allocated funds responsibly.
2. Know how to find and interpret relevant manning documents (TO&E, AMD, etc.).
3. Prioritize your personal resources (time, energy, money, health).
4. Maintain an inventory of religious materials and supplies in support of the Command Religious Program.

"I MUST HAVE ALL THE NECESSARY INFORMATION ORGANIZED TO HELP THOSE SEEKING ASSISTANCE." (RP2)

SUPERVISORY - O4-O5/E6-E7:

SENIOR SUPERVISORY - O6/E8-E9:

Effective resource management creates a stable and supportive environment for your team. By allocating resources wisely and promoting accountability, you empower your team to achieve their goals and contribute to the success of the organization.

1. Identify gaps in coverage in the manpower structure of subordinate commands.
2. Assess and advocate for the funding, equipment, and facilities of subordinate RMTs.
3. Coach subordinate RMTs in the most efficient use of their personal and command resources.
4. Prioritize shortfalls and risks and know when to elevate them.

Responsible stewardship of organizational resources ensures long-term support and success. By managing resources effectively and ethically, you create a responsible and trustworthy organization that benefits both employees and the community.

1. Prioritize shortfalls and risks across the enterprise.
2. Collaborate across domains to coordinate CHC submissions to the "POM" (Program Objective Memorandum) process.
3. Advise subordinate RMTs on Personnel Manning Action Request (PMARs) to include DIVERT, OPHOLD, ORDCANX, CROSSDECK, COMPTOUR etc.
4. Drive subordinate RMTs to build the necessary relationships within their commands to influence resource management in support of Spiritual Readiness.

"IN A TIME OF LIMITED RESOURCES, STEWARDSHIP AND MANAGEMENT OF RESOURCES HAS HELPED ME PRIORITIZE LINES OF EFFORT AND THE BEST USE OF PERSONNEL, FINANCIAL AND FISCAL RESOURCES AND HAS HELPED ME GROW IN CREATIVE PROBLEM SOLVING AND SOLUTIONS THROUGH THINKING EFFICIENTLY ABOUT USE OF LIMITED AVAILABLE RESOURCES." (CAPT CHAPLAIN)

9. STRATEGIC PLANNING

The ability to set goals for the delivery of RM that are in line with PNC priorities and command mission.

INITIAL - O2-O3/E1-E5:

Developing a personal strategic plan provides direction and purpose in your life. By setting clear goals and envisioning your future, you create a roadmap for personal growth and realize your dreams.

1. Utilize structured planning methods (e.g. Marine Corps Planning Process, Navy Planning, Process, etc.).
2. Monitor Progress with milestones (e.g., POA&Ms).
3. Set Clear, Achievable Goals (e.g., SMART).
4. Engage with adjacent teams or stakeholders to ensure that plans are aligned, resources are coordinated, and goals are mutually supportive.

"STRATEGIC PLANNING PROVIDES A FRAMEWORK FOR ME TO BE ABLE TO IMPLEMENT AND SUPPORT LEADERSHIP GOALS, VISION, PURPOSE AND MISSION." (LCDR CHAPLAIN)
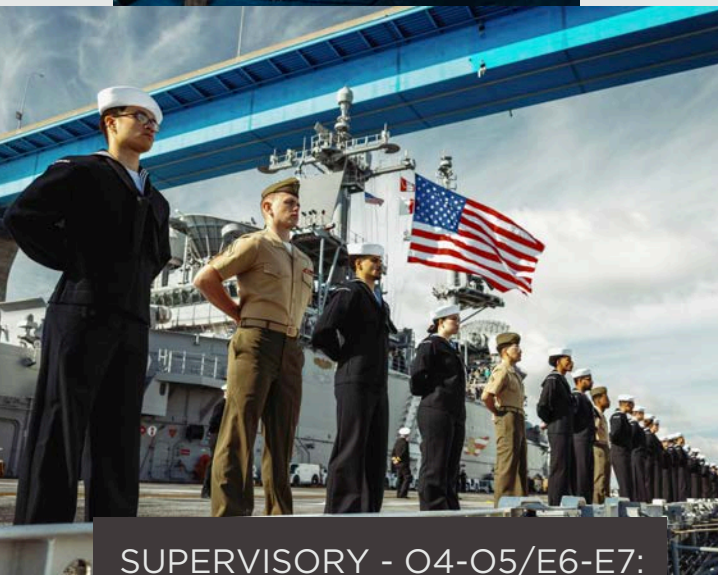
SUPERVISORY - O4-O5/E6-E7:

Strategic planning provides a clear vision and direction for your team. By setting shared goals and developing a plan for success, you create a sense of purpose and inspire your team to accomplish extraordinary results.

1. Drive subordinate RMTs to create and maintain current Religious Needs Assessments (RNA) as the basis for all plans to build Spiritual Readiness.
2. Align subordinate plans to broader organizational goals.
3. Collaborate with other staff sections and subordinate commands to plan and execute coordinated RELMIN across the area of responsibility.
4. Establish clear and measurable performance expectations for subordinate RMTs.

"IN A MEU, I MUST TIE AND SYNCHRONIZE THE OPERATIONS OF OTHER MARINE CORPS RMTS AND SHIPS' RMTS TO EFFECTIVELY DELIVER RM TO SAILORS AND MARINES." (RP1)

SENIOR SUPERVISORY - O6/E8-E9:

"IT HAS HELPED ME WITH DELIBERATE PLANNING OVER THE HORIZON AND UNDERSTANDING THE FUTURE IMPACT OF TODAY'S DECISIONS." (CAPT CHAPLAIN)

Strategic planning at the organizational level ensures long-term success and sustainability. By analyzing the market, anticipating future trends, and developing a comprehensive plan, you guide the organization towards a brighter future and create a positive impact on the community.

1. Use data and analysis to anticipate future challenges and opportunities.
2. Plan coordinated large-scale RELMIN operations in a distributed campaign environment.
3. Integrate RELMIN plans and procedures into joint/combined plans and orders.
4. Develop and promote a long-term strategic vision that integrates Spiritual Readiness into domain and enterprise-wide campaigns.

10. TEAMWORK

The ability to work together toward a shared goal and encourage others to do the same.

INITIAL - O2-O3/E1-E5:

Effective teamwork begins with understanding your own strengths and weaknesses, and actively seeking opportunities to collaborate with others who complement your skills. By embracing diverse perspectives and contributing your unique talents, you become a valuable team player and obtain goals you couldn't reach alone. This collaborative spirit enhances your own abilities and enriches your personal and professional life.

1. Emphasize and maintain the integrity of the chaplain – RP.
2. Build effective teamwork with other staff sections in the command.
3. Build effective teamwork with other helping professionals.
4. Develop conflict resolution skills to maintain positive relationships.

"I GET SATISFACTION FROM THIS... IF I CAN DO ANYTHING TO MAKE CHAPS' LIFE EASIER AND ALLOW THE RMT TO FLOW SMOOTHLY." (RP2)

SUPERVISORY - O4-O5/E6-E7:

Fostering teamwork within your team involves creating a culture of mutual respect, open communication, and shared responsibility. By encouraging collaboration, celebrating successes together, and supporting each other through challenges, you build a strong and cohesive team that achieves extraordinary results. This collaborative spirit equips individuals, strengthens relationships, and creates a positive and productive work environment.

1. Recognize the contributions of each RMT member.
2. Effectively lead and motivate Religious Ministry Professionals.
3. Assess with subordinate RMTs and triads the efficacy of the RMTs integration with the staff sections.
4. Create opportunities for teamwork and relationship building among subordinate RMTs.

"AN EFFECTIVE TEAM CAN RALLY TOGETHER AND SUPPORT ANYTHING THAT COMES THEIR WAY." (RPCS)

SENIOR SUPERVISORY - O6/E8-E9:

Teamwork at the organizational level breaks down silos, triggers innovation, and drives collective success. By encouraging cross-functional collaboration, promoting shared goals, and celebrating achievements across departments, you create a unified and high-performing organization that thrives on the collective strengths of its diverse workforce. This collaborative environment leads to increased employee engagement, improved communication, and a shared sense of purpose that benefits the entire organization and the community it serves.

1. Foster collaborative relationships that build healthy bonds by shared goals and tasks.
2. Provide subordinate RMTs timely, specific feedback based on observed conduct.
3. Provide clear instruction on the lines of communication among subordinate RMTs.
4. Actively foster strong, collaborative relationships among peers.

11. MANAGING PEOPLE

The ability to maximize individual contributions toward accomplishing shared goals.

INITIAL - O2-O3/E1-E5:

Effectively managing yourself involves self-awareness, discipline, and a commitment to personal growth. By setting clear goals, prioritizing tasks, and holding yourself accountable, you unlock your potential and create a path towards a more fulfilling and successful life.

1. Provide effective feedback to subordinates, including verbal and written counseling.
2. Track the key career milestones and events for each member of the RMT.
3. Work with mentors to create a professional development plan including feedback from supervisory RMTs.
4. Set clear expectations for which responsibilities belong to each member of the RMT.

"THE PEOPLE I MANAGE CAN REACH THEIR FULL POTENTIAL, ULTIMATELY BENEFITING THE QUALITY OF SERVICE DELIVERED TO OTHERS." (LCDR CHAPLAIN)
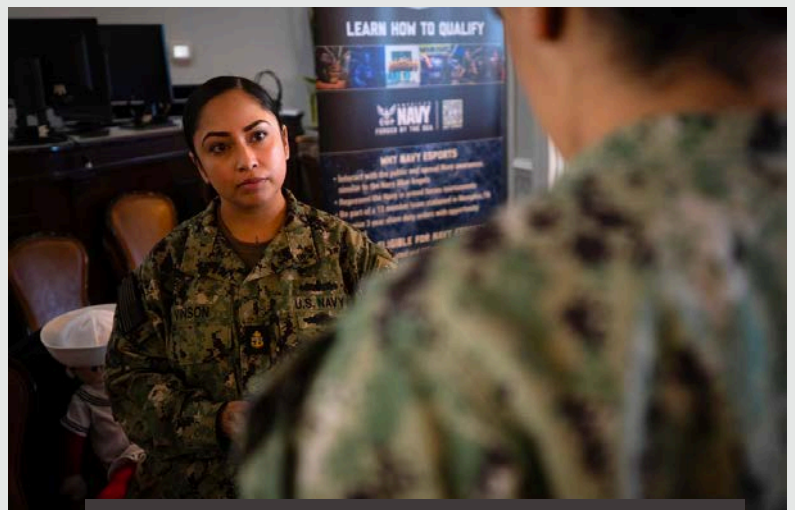

SUPERVISORY - O4-O5/E6-E7:

SENIOR SUPERVISORY - O6/E8-E9:

Managing people effectively involves empowering individuals, fostering their growth, and creating a collaborative environment where everyone feels appreciated and supported. By recognizing their strengths, providing constructive feedback, and inspiring them to achieve their best, you build a high-performing team that thrives on shared success.

1. Regularly engage subordinate RMTs using the Supervisor Planning Tool in this manual.
2. Collaborate with peers to provide training in record reviews and FITREP/EVAL writing.
3. Provide fitness report and evaluation report guidance to subordinate RMT members.
4. Recommend subordinates for nominative billets, awards, and educational opportunities.

Effective people management at the organizational level fosters a culture of growth, innovation, and employee satisfaction. By investing in employee development, promoting work-life balance, and creating a positive and inclusive work environment, you build a strong and loyal workforce that drives organizational success.

1. Collaborate with peers to align CHC manpower processes with CHC shared values.
2. Create a culture of connection by inspiring empathy, inclusion, and encouragement.
3. Review service records with subordinate RMT members.
4. Assess with subordinate triads the efficacy of their RMTs' performance as supervisors.

"IT HAS ENHANCED MY LEADERSHIP SKILLS AND HOW I BUILD A COHESIVE TEAM WHILE STAYING CURIOUS AND SUPPORTIVE OF THOSE TEAM MEMBERS." (CAPT CHAPLAIN)
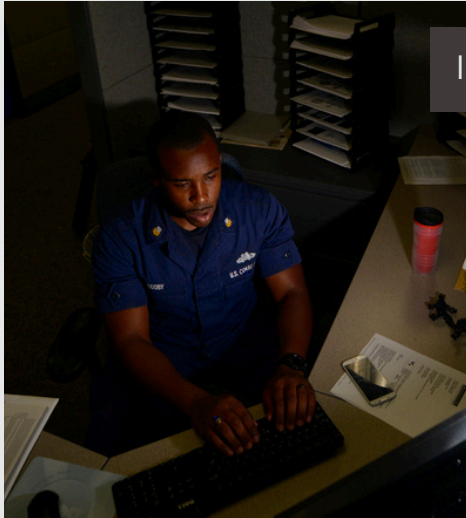
12. ADMINISTRATION

The ability to use the systems and processes by which the command and the Chaplain Corps accomplish their objectives.

INITIAL - O2-O3/E1-E5:

Developing strong administrative skills in your personal life creates order and efficiency, reducing stress and freeing up time for the things that matter most. By organizing your tasks, managing your finances, and staying on top of responsibilities, you create a more balanced and fulfilling life.

1. Be proficient in Navy personnel Information Technology systems.
2. Be proficient in Microsoft Office tools and similar programs.
3. Use teamwork to check the accuracy and completeness of work product before submitting.
4. Complete all tasks.

"BEING FAMILIAR WITH ADMINISTRATION HELPS BUILD CONFIDENCE IN YOU AND THE RMT BY KNOWING THE ANSWER WITHOUT EVEN HAVING TO LOOK IT UP." (RP2)

SUPERVISORY - O4-O5/E6-E7:

Effective administration provides clarity and structure for your team, allowing them to focus on their core responsibilities. By streamlining processes, managing resources efficiently, and providing clear guidelines, you create a supportive environment where your team can thrive.

1. Coach subordinate RMTs to use existing administrative processes within their commands.
2. Teach subordinate RMTs to make appropriate reports and in-calls.
3. When forwarding information, always include analysis, a recommendation, or specific request.
4. Streamline administrative tasks for your team to minimize burdens and increase efficiency.

"WE BUILD CREDITABILITY WITH SOLID ADMINISTRATION AND LOSE IT JUST AS QUICKLY WITH OUR CARELESSNESS WITH ADMINISTRATION." (RPC)

SENIOR SUPERVISORY - O6/E8-E9:

Sound administration is essential for organizational efficiency and effectiveness. By implementing clear processes, managing resources responsibly, and ensuring compliance with regulations, you create a stable and dynamic organization that operates with integrity and achieves its goals.

1. Focus reporting requirements on building Spiritual Readiness.
2. Develop execution plans that efficiently build a culture of connection and increase Spiritual Readiness.
3. Apply knowledge of technical staff tasks (i.e., acquisitions, contracting, etc.) to provide professional advice to senior leadership and subordinate chaplains.
4. Use classified information systems to advise and effectively integrate religious ministry in operational settings with an understanding of relevant command and control.

FUNDAMENTAL BEHAVIORS FOR PNC SHARED VALUES

1. OBJECTIVITY

"I LOOK PAST MY BELIEFS AND BIASES TO BE ABLE TO UNDERSTAND AND SEE WHAT A PERSON NEEDS AND HOW I CAN SERVE THEM." (RP1)

Objectivity is expressing or dealing with facts or conditions as perceived without distortion by personal feelings, prejudices, or interpretations. Objectivity safeguards against favoritism and biases by removing ambiguity and subjectivity in everything, with the exception of Provision which is established by the ROs.

Initial - O2-O3/E1-E5: Cultivating objectivity allows you to approach situations with clarity and fairness, free from personal biases. This self-awareness fosters inner peace and allows for genuine connections with others, built on trust and understanding. By embracing objectivity, you become a more reliable and trustworthy individual, leading to stronger relationships and greater personal development.

Supervisory - O4-O5/E6-E7: Leading with objectivity creates an environment of fairness and equality, where everyone feels valued and heard. By setting aside personal preferences, you inspire trust and confidence in your team, fostering a collaborative spirit and encouraging open communication. This leads to stronger bonds, increased productivity, and a shared sense of purpose.

Senior Supervisory - O6/E8-E9: Objectivity at the organizational level promotes a culture of justice and inclusivity, where decisions are based on facts and merit, not personal agendas. This fosters a sense of fairness and transparency, leading to increased employee satisfaction, stronger stakeholder relationships, and a more ethical and vital organization.

2. PREDICTABILITY

Predictability is behaving in a way that is expected. Being predictable allows others to know, see, or declare something in advance. Predictability builds confidence through the synchronization of actions in mutually productive ways. It enhances the delivery of RM because PNC practitioners understand what they are supposed to do and possess the freedom to do it.

Initial - O2-O3/E1-E5: Being predictable in your actions and behaviors builds self-discipline and strengthens your personal integrity. This consistency creates a sense of stability and allows you to develop healthy habits, leading to greater self-mastery and personal fulfillment.

Supervisory - O4-O5/E6-E7: Predictability as a leader creates an environment of security and trust within your team. When people know what to expect, they feel safe to take risks and contribute their best work. This consistency fosters a stable environment where creativity and innovation can flourish.

Senior Supervisory - O6/E8-E9: Predictable processes and policies at the organizational level forge a reliable and efficient environment. This consistency allows for better planning, resource allocation, and risk management, leading to increased stability, growth, and stakeholder confidence.

"FOR THOSE I SERVE THEY KNOW THAT THEY CAN TRUST THEIR CHAPLAIN AND THAT THEIR CHAPLAIN IS RELIABLE."
(LCDR CHAPLAIN)

3. TRANSPARENCY

"I FIND THAT IF WE ARE COMPLETELY TRANSPARENT WITH OUR SAILORS AND MARINES ON WHY SOMETHING IS BEING DONE, THEY ARE MORE MOTIVATED TO COMPLETE THE TASK." (RP2)

Transparency in PNC requires RMTs that are honest, open, communicative, and accountable. Transparency is defined as being: free from pretense or deceit; easily detected or seen through; readily understood; characterized by visibility or accessibility of information especially concerning PNC practices.

Initial - O2-O3/E1-E5: Embracing transparency in your thoughts and actions promotes self-awareness and personal accountability. This honesty inspires inner peace and allows for authentic connections with others, based on trust and understanding. By being open and truthful, you form a foundation for personal growth and stronger relationships.

Supervisory - O4-O5/E6-E7: Leading with transparency establishes trust and strengthens relationships within your team. When people feel informed and included, they are more likely to be engaged and committed to the shared goals. This openness instills a collaborative environment where everyone experiences a sense of value and belonging.

Senior Supervisory - O6/E8-E9: Transparency at the organizational level promotes accountability and ethical behavior. This openness cultivates trust with stakeholders, strengthens community relationships, and creates a more vibrant and accountable organization.

Shared decision-making is a communication process that encourages collaboration, offers guidance, and relies on the expertise of all PNC practitioners.

Initial - O2-O3/E1-E5: Engaging in shared decision-making, even in personal matters, allows you to gain valuable insights and perspectives. This collaborative approach leads to more informed choices and contributes to a sense of ownership and commitment to the decisions made.

Supervisory - O4-O5/E6-E7: Shared decision-making empowers team members and fosters a sense of ownership and commitment to the shared goals. This collaborative approach encourages diverse perspectives and leads to more inventive and effective solutions.

Senior Supervisory - O6/E8-E9: Shared decision-making at the organizational level promotes inclusivity and employee engagement. This collaborative approach leads to better informed decisions, increased buy-in, and a more democratic and agile organization.

4. SHARED DECISION-MAKING

"SHARED DECISION MAKING HAS HELPED ME TO GROW PERSONALLY AND PROFESSIONALLY BY FILLING IN GAPS OF KNOWLEDGE AND BLIND SPOTS I COULD NOT SEE. IT HAS HELPED ME TO PRODUCE BETTER PRODUCTS, MORE FULLY INFORMED ADVISEMENT AND GREATER DELIVERY OF RM." (CAPT CHAPLAIN)

PNC COMPETENCY FULL DEFINITIONS

1. Communication: The communication competence is the degree of ability to communicate effectively and accurately, and includes, but is not limited to, grammatical competence, sociolinguistic competence, discourse competence, and strategic competence.

2. Decision-Making: The Decision-Making competency focuses on decision structuring, comprehension, information integration, insight, and affective fluency.

3. Inspirational Leadership: Inspirational leadership energizes and creates a sense of direction and purpose for PNC practitioners that results in excitement and momentum for change. It involves energizing individuals to strive toward a compelling vision of the future by embracing and embodying PNC's values in all aspects of their work. It involves offering clarity around goals and objectives and ensuring that those who are led work collaboratively toward a shared purpose. It also includes the provision of the required resources and motivational support that PNC practitioners need to grow in conjunction with the empowerment and accountability to take responsibility for their own success.

4. Principles of Community: Principles of Community is really the "Heart of Our Culture." It is about accepting and adhering to our collective shared values. Our shared values are not meant to be items on a checklist so PNC practitioners can mark them off one at a time. Instead, they are a collection of values which describe the top tier priorities of our community.

5. Problem Solving: The problem-solving competency includes, but is not limited to, the ability to: analyze knowns/unknowns and constraints/ restraints; plan a solution pathway; use tools effectively/efficiently; and monitor/evaluate progress. Problem solvers are agile, action oriented, curious, reflective, courageous, outcomes-focused, imaginative, resilient, and empathic. Problem solvers strive to work together, accelerate learning, and lead change.

6. Quality Improvement: Quality Improvement is the framework used to systematically improve PNC processes and systems. Quality improvement seeks to standardize processes and structure to reduce variation, achieve predictable results, and improve the delivery of RM. Quality improvement within the PNC context seeks avenues of improving the following: equity and ethical practice of PNC practitioners; effectiveness and efficiency; professional development of PNC practitioners; methods and tools; and leadership and management.

PNC COMPETENCY FULL DEFINITIONS (CONTINUED)

7. Service Focus: The Service Focus competency is oriented towards servicing the needs of authorized users, and to the greatest possible extent their satisfaction serves as the central operating principle. Service Focused Sailors value the highest degree of RM delivery and seek innovative ways to achieve this end. They seek to establish a discussion for how cross functional RMTs explore and understand emerging issues and opportunities; define clear processes for evaluating and understanding what authorized users need and value in improved or redesigned experiences; define and design a shared process and best practices for the delivery of RM; and continually evaluate and adjust RM delivery models.

8. Stewardship and Managing Resources: Stewardship and resource managers seek to maximize all available resources. They demonstrate accountability, discretion, and sound judgment in managing DON resources entrusted to their care. This includes the responsible management of all financial resources, management of human capital to achieve the DON mission, optimization of information technology investments to improve process efficiency and enable innovation to advance PNC, and the protection of the safety and integrity of our human, physical, and digital assets. Stewardship ensures the CHC remains a trusted military profession, both today and tomorrow.

9. Strategic Planning: Planning is the ability to anticipate and prepare for various outcomes that may or may not occur and the eventualities that might impact the delivery of RM. Strategic planners employ conceptual thinking, visionary thinking, creativity, analytical thinking, learning, synthesizing, and objectivity in the development of strategic formation that leads to strategic actions. Strategic thinking provides an expansive view of PNC and our operating environment that focuses on strategies, goals, vision, purpose, mission, shared values, common culture, internal strengths and weaknesses, milestones and metrics, and PNC objectives.

10. Teamwork: Teamwork is the ability to work with others toward a shared goal, participating actively, sharing responsibility and rewards, and contributing to the capability of the team. Leaders with this skill empathize and create an atmosphere of respect, helpfulness, and cooperation. They formulate clear objectives that inspire RMTs; act as coach, mentor, and supervisors; show patience with team members as they learn; and manage RMT strengths and weaknesses for the betterment of the whole. These are accomplished through coordination, mutual performance monitoring, shared-decision making, constructive conflict, and PNC community support.

11. Managing People: People management is having the ability to continuously improve team performance by enabling individuals to maximize their contribution as PNC practitioners. Essential qualities of managing people include, but are not limited to: giving and receiving performance enhancing feedback, setting clear performance expectations, conducting challenging performance conversations, coaching individuals toward improved performance, delegating tasks, motivating others, and adapting leadership style.

12. Administration: The Administrative competency includes the skills, knowledge, qualifications, capacity, or authority to manage or direct PNC affairs.

TOOLKIT

The PNC Competency Manual Toolkit contains a set of tools intended to help both supervisors and peers communicate more effectively, to use the competencies to help qualify FITREP or EVAL scores, and to foster a culture of connectedness and mentoring.

SUPERVISORY PLANNING TOOL
HOW TO USE THE SUPERVISORY PLANNING TOOL

First, choose the type of interaction you are planning.

Second, think about the scope of your interaction with the RMT. What events will likely happen related to your interaction?

Third, think about the scope of your interaction with the RMT and consider the questions you would ask to help build competency and SR.

Finally, make notes, make a plan, and agree on what you'll do until you meet again.

Use the Care and Connection Sheet to help you remember important information about each RMT member as needed.

**NOTE: None of the lists on the Supervisory Planning Tool are comprehensive. They are there to help you consider what type of interaction you will have and the events and questions that will be relevant for your planned interaction.

Supervisory Planning Tool

Competence → Confidence → Connection → **Spiritual Readiness**

1. Circle the purpose for your interaction: Initial / Routine / Assessment and Inspection / Professional Development / Corrective / Other

2. Circle the events below that will occur during the scope of this interaction with the RMT.

Fitness Report / Evaluation	PMK-EE	Regular Inspections	Promotion Board
Mid-Term Counseling	Enlisted Leader Dev. (ELD)	Occasional Inspection	Milestone Board
Physical Fitness Assessment (PFA)	Warfare Qualification	Deployment	Advanced Education
Command Qualifications	Career Waypoints (CWAY)	PDTW/PDTC	RO Conference
Chaplain Quals. (FMF / SCO)	My Navy Assignment (MNA)	Leave (Reg. / Conv. / Maternity / Paternity)	Education (USMAP, TA, NAVYCOOL, CLEP, SkillBridge)
Career Status Board	Career Development Board (CDB)	NWAE	Holy Day Planning

3. Circle the relevant supervisory questions below you plan to ask the RMT.

Personal Connections and Care Concerns	Professional Development	RMT Mission
• How is your Spiritual Readiness? • How is your connection with your family? • How is your connection with friends? • What is most encouraging to you? • What is causing you stress? • How is your health? • How are you taking care of yourself? • When is the last time you took leave?	• Which competencies would you most like to develop and why? • When is the last time you reviewed your record? • What qualifications do you need to accomplish while at this command? • Do you have a chaplain/RP mentor? • Do you have a civilian mentor? • (Chaplains) Do you have a mentor in your religious organization? • What can I do to assist you? • Is there anything we can nominate you for?	• How do you get along with the Triad? • Do you know the CO's priorities? • Have you ever shared how the RMT can support operational priorities? • Have you ever shared three ways an RMT can support the mission? • Do you know the command's upcoming operations? • Do you know who you are serving and have a current / complete RNA? • What are you doing to connect those you serve with Spiritual Readiness? • How is your manning and resources?

4. Use your notes from the interaction and the PNC Competency Manual to formulate a plan for professional development.

Supervisory Planning Tool

Competence › Confidence › Connection › **Spiritual Readiness**

CARE AND CONNECTION SHEET

Name: _____ Rank/Rate: _____

Command: _____ Report Date: _____ PRD: _____

Personal Concerns/Information

1. Married / Single / Geographic Bachelor (Circle answer)
2. Spouse's Name (If Applicable): _____
3. Child / Childrens' Names and Ages (If Applicable) : _____
4. Personal or Family Concerns or Issues: _____

Professional Development

1. Month Fitrep. or Eval. is Due: _____ Midterm Counseling is Due: _____
2. Qualifications Needed: _____
3. Zone Status: Below Zone / In Zone / Above Zone. Projected Board eligibility: _____
4. Professional Concerns or Issues: _____

RMT Mission

1. Unit Type: Operational / Shore Duty (Circle answer) If operational, next deployment Month/Year: _____
2. Commander's Intent / Unit Mission: _____
3. Upcoming Unit Events and Date: (Deployments, inspections, etc.) _____
4. RMT Initiatives/Timelines: _____
5. RMT Concerns or Issues: _____

Potential Areas for Development (Competency focused): _____
_____

TOOLKIT (CONTINUED)

PNC COMPETENCIES SUPPORT FITREP AND EVAL WRITING TOOL

When you are looking to qualify scores in FITREP and EVAL categories, look in the manual at the behaviors associated with each paygrade. This could give you some ideas for FITREP and EVAL content.

Chaplain FITREP Performance Traits	Corresponding PNC Competencies
Professional Expertise: Professional knowledge proficiency, and qualifications	Communication, Administration, Managing Resources
Command or organizational climate/equal opportunity: Contributing to growth and development, human worth, community.	Principles of Community, Managing People, Service Focus
Military Bearing/Character: Appearance, conduct, physical fitness, adherence to Navy Core Values	Leadership
Teamwork: Contributions toward team building and team results	Teamwork, Quality Improvement
Mission Accomplishment and Initiative: Taking initiative, planning/prioritizing achieving mission	Planning, Decision Making, Problem Solving

TOOLKIT (CONTINUED)

PNC COMPETENCIES SUPPORT FITREP AND EVAL WRITING TOOL

RP EVAL Performance Traits	Corresponding PNC Competencies
Professional Knowledge: Technical knowledge and practical application.	Communication, Administration, Managing Resources
Quality of Work: Standard of work; value of end product.	Teamwork, Quality Improvement
Command or Organizational Climate/Equal Opportunity: Contributing to growth and development, human worth, community.	Principles of Community, Managing People, Service Focus
Military Bearing/Character: Appearance, conduct, physical fitness, adherence to Navy Core Values	Leadership
Personal Job Accomplishment/Initiative: Responsibility, quantity of work.	Planning, Decision Making, Problem Solving

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