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CHAPLAIN PERSONNEL INFORMATION GUIDE

BY

CHAPLAIN (LIEUTENANT COLONEL) JERRY W. BLACK
United States Army

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by

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ABSTRACT

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For several years, the U.S. Army's Officer Personnel Management Division (OPMD) has provided all OPMD managed officers with a personnel information guide called the "Red Book." This guide contains information papers that are updated annually on subjects frequently discussed among the Officer Corps. It provides a quick, desktop reference for some of the special programs the Army offers at different stages of an OPMD officer's career. Since chaplains have a different life cycle of professional development and are managed separately from the Officer Personnel Management System (OPMS), the "Red Book" information is not always applicable. Therefore, a chaplain unique, personnel information guide is needed for both chaplains and their predominantly OPMD commanders. Though the Chaplaincy has at one time had such a guide, it has become extremely outdated and largely unavailable. This project, then, is an updated, vastly refocused reference on the personnel management and career development philosophy of the U.S. Army Chaplaincy. It is an information guide for chaplains and their commanders on issues unique to chaplain professional development and career management. It is a supplement to, not a substitute for, specific Army policies and regulations. As such, it is intended for modification, refinement, publication, and distribution throughout the U.S. Army.

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CHAPTER 1
CHAPLAIN OFFICER PERSONNEL MANAGEMENT SYSTEM

1-1. Scope.

a. This information guide is a career management and professional development resource for active duty Army chaplains. It is designed as a desktop reference for individual and supervisory chaplains, commanders, and personnel managers. It contains information pertinent to career patterns and personnel issues common to all Army officers, but with unique application to Army chaplains. Reserve Component discussions are limited to those issues most important to active duty chaplains.

b. DA Pam 600-3 (Officer Professional Development and Utilization) outlines many of the personnel management concepts used extensively by members of the U.S. Army Personnel Command (PERSCOM) in managing other than Special Branch officers under the Officer Personnel Management System (OPMS). Although the Chaplain Branch is excluded from OPMS, DA Pam 300-3 features important career issues equally applicable to chaplains. Promotion policies, officer evaluations, and professionalism are just some of these important issues. This information guide, then, is simply a quick supplemental reference for use by individual chaplains, their commanders, and their personnel managers in structuring and planning chaplain career progression.

c. Recommendations for changes to this guide should be submitted to HQDA, ATTN: DACH-PEZ, Washington, DC 20310-2700.

1-2. Chaplain mission.

a. The primary mission of the Chaplain Branch is to provide soldiers, their family members, and authorized civilians the maximum opportunity for the free exercise of religion. Advising commanders on the religious and moral requirements of their command is a principal part of this task.

b. To achieve its mission, the Chaplain Branch must also promote a spirit of cooperation and ecumenicity. With over 100 different faith groups represented, Chaplains must work together in providing a comprehensive ministry while respecting their individual faith differences.

1-3. Responsibility for Career Management. In accordance with statutory law and Army regulations, the Chief of Chaplains is responsible for chaplain officer career management. This responsibility is executed within the general policies established by the Deputy Chief of Staff for Personnel, HQDA, and is implemented by the Director of Personnel, Office of the Chief of Chaplains (OCCH).

1-4. Chaplain Personnel Management Objectives.

a. To provide the sufficient number of quality chaplains in the denominational mix necessary to meet the requirements of the Army, maximizing the training, abilities, and interests of individual chaplains.

b. To ensure an educational and training environment that provides opportunity for individuals to grow and develop professionally, both as military officers and chaplains.

c. To assign chaplains where their talents, training, and experience make the optimum contribution to the religious and moral life of the military community.

d. To ensure the highest degree of motivation, professional opportunity, and career satisfaction for all chaplains regardless of race, gender, or faith group affiliation.

1-5. Chaplain Personnel Management Philosophy. Chaplain personnel managers attempt to strike a critical balance between the ministry needs of the U.S. Army and the personal, career needs of individual chaplains. Working within the Army personnel system, their primary goal is to ensure chaplains receive the systemic training required to provide a quality ministry to soldiers and their families, survive on the battlefield, and develop professionally. To meet this challenge, chaplain personnel managers closely monitor and manage individual chaplain files, assignments, promotion opportunities, educational achievements, and career progression. The Chaplain Life Cycle provides the framework for implementing this management philosophy.

1-6. Chaplain Life Cycle Model.

a. Charting career options is the primary purpose of the Chaplain Life Cycle Model. It is both a guide for professional development and a tool for personnel management. Given any number of possible variations, chaplains essentially follow one of three basic career patterns. One choice features ministry in troop units with an obvious preference for training and maneuver, TDA and TOE battalion, brigade, regimental, and divisional units. Though these chaplains

may be assigned periodically to administrative and other professional positions. they continue to manage assignments to troop units by establishing reputations of strength for soldier ministry and making their preferences known to chaplain supervisors and branch managers.

b. Other chaplains prefer and/or have the natural skills and abilities best suited for specialized areas of ministry. These branch specialties are analogous to OPMD managed functional areas. They cover a wide range of possibilities, but primarily include chaplain resources management, hospital ministry, selected branch requirements, and specially trained chaplain marriage and family counselors. The critical importance of these specialized ministries cannot be over-stated. No greater training for ministry to mass casualties is available to chaplains than the staff assignments to Army hospitals where death and dying are daily issues. Equally obvious is the overwhelming relationship between family health, work productivity, and unit readiness. Commanders and chaplains must never doubt the value and worth of these ministries to the U.S. Army. Consequently, a fuller discussion of these ministries is presented in Chapter 7.

c. Because there has been a perception, however, that specialized ministries are not career enhancers, some chaplains choose to accept the special education, training, and utilization assignment, but look for a balance in subsequent assignments between troop unit and specialized ministries. Recent studies of chaplain promotion results partially supports this third career pattern. Chaplains who serve two or more, back-to-back assignments in specialized ministries without some return to troop unit ministries

do tend to have a slightly lower promotion selection rate. It is important to note, however, that this promotion percentage differential is not significant enough to merit alarm nor discourage an intentional, focused career in specialized ministries. The bottom line continues to be quality work documented on Officer Evaluation Reports (OERs).

d. The next two pages outline the Chaplain's Life Cycle Model and show the possible variations in career patterns. These patterns may change, however, as the size of the Army is reduced and new personnel policies are initiated. For example, the more CONUS based, contingency oriented Army of the future must change its focus from "forward deployed" to "forward presence." This change will obviously reduce the number of OCONUS requirements, affect Permanent Change of Station (PCS) policies, and increase Time on Station (TOS) periods.

CHAPLAIN LIFE CYCLE MODEL

FIRST LIEUTENANT (1LT):

Enters Active Duty (EAD) with 18 months Time in Grade (TIG) and 3 years constructive service credit for professional education and training.

Chaplain Officer Basic Course (CHOBC), if not already completed.

Promotion to Captain within 6-8 months of EAD.

Battalion Chaplain.

CAPTAIN (CPT):

EAD with a maximum of 3 years TIG and 4 years constructive service credit.

Battalion Chaplain (at least 2 assignments: 1 CONUS, 1 OCONUS).

Voluntary Indefinite (VI) Status

Chaplain Officer Advanced Course (CHOAC): 4-7 years after EAD.

Combined Arms and Services Staff School (CAS³).

Chaplain Service School Instructor (CSSI).

Army Education Requirements System (AERS): 6-13 years Active

Federal Commissioned Service (AFCS).

AERS utilization/specialized ministry.

Command and General Staff College (CGSC); nonresident only.

CAPTAIN PROMOTABLE (CPT-P):

CGSC; resident or nonresident.

MAJOR (MAJ):

AERS training, CAS³, CGSC (as applicable).

AERS utilization/specialized ministry.

Brigade, Group, Assistant Division Chaplain (latter requires
MEL 4).

Installation, Corps, Major Command (MACOM), DACH staff.

CSSI.

Probable second OCONUS assignment.

LIEUTENANT COLONEL (LTC):

Installation, Corps, MACOM, DA, DACH staff.

AERS re-utilization/specialized ministry.

CSSI.

Separate Brigade Chaplain.

Division Chaplain (requires MEL 4).

Army War College (AWC): 16-23 years AFCS.

Possible third OCONUS assignment.

COLONEL (COL):

AWC.

MACOM, DACH staff.

CSSI (AWC).

Corps, Installation, Army Medical Center, MACOM Staff Chaplain.

Commandant, U.S. Army Chaplain Center and School (USACHCS).

Possible third or fourth OCONUS assignment.

1-7. References.

- a. DA Pam 600-3, Officer Professional Development.
- b. AR 165-1, Chaplain Activities in the United State Army.
- c. AR 600-8, Military Personnel Management.

CHAPTER 2

ACCESSION AND ENTRY TO ACTIVE DUTY (EAD)

2-1. General.

a. Chaplains enter the active duty Army as members of either the U.S. Army Reserve (USAR) or Army National Guard (ARNG). They meet the requirements of their ecclesiastical endorsing agency, Department of Defense (DOD) Directive 1304.19, and Army Regulations (ARs) 135-100 and 165-1. Essentially, this means that they have completed at least 120 hours of undergraduate education, the equivalent of 90 hours and three years resident theological education and training, two years pastoral experience (preferred), the endorsing requirements of an ecclesiastical faith group approved by the The Armed Forces Chaplain's Board, a detailed interview by an active duty chaplain, and a favorable recommendation by the Chief of Chaplains' Accession/Selection Board. Upon appointment, chaplains represent their denominational faith group and serve as officers in the U.S. Army.

b. The process for appointment in the USAR and ARNG is the same as that for active duty chaplains. Application packets can be obtained by writing to the Commanding General, ARPERCEN, ATTN: DARP-ZCH, 9700 Page Blvd, St. Louis, MO 63132-5260.

2-2. Accession/Selection Board.

a. In accordance with AR 135-100, the Chief of Chaplains annually issues a Memorandum of Instructions (MOI) and approves a board membership for the Accession/Selection Board. The MOI details appropriate statutory, regulatory, and functional branch requirements by which board members must operate throughout the fiscal year. Should any of these requirements change, the MOI is revised appropriately.

b. The Director of Personnel and Ecclesiastical Relations normally serves as both the chairman and voting member of the Accession/Selection Board. Other officers in the Personnel Directorate serve as voting members with the Chief of the Accessions Branch also serving as recorder. Board membership usually includes the USAR and ARNG advisors to the Chief of Chaplains. The ARNG advisor has voting authority only for ARNG applications.

c. The Accession/Selection Board only recommends appointments to the U.S. Army Chaplaincy. Actual appointments are the business of the respective appointment directorates in the Army Reserve Personnel Center (ARPERCEN) in St. Louis, MO and the National Guard Personnel Center (NGPERCEN) in Washington, D.C.

d. If an application for appointment in the U.S. Army Chaplaincy is disapproved by the Accession/Selection Board, the applicant may reapply one calendar year later. Earlier reconsideration is granted when some new and substantial information is provided that gives board members new insight into the qualifications of the applicant.

2-3. Chaplain Candidates.

a. Theology students enrolled in full time seminaries accredited by the Association of Theological Schools or listed in the Directory of Post-Secondary Institutions may apply for appointment in the Staff Specialist Branch of the U.S. Army. Though processed in the same way as applications for appointment into the Chaplaincy, candidate applications require only a "letter of approval" from the denominational endorsing agency and do not require the interview by an active duty chaplain. Applications may be submitted up to six months prior to the actual start date of a seminary program. However, appointment still requires a baccalaureate degree.

b. Once a USAR application for the Chaplain Candidate program has been approved by the Accession/Selection Board, the actual appointment and management of a Staff Specialist is handled by the Assistant Staff Chaplain, ARPERCEN, St. Louis, MO. ARNG approved applicants are appointed and managed by the State Area Command (STARC) Chaplains in their respective states.

2-4. Recruiting.

a. Though comprehensive in application, the Army chaplain recruiting effort is aimed primarily at accessioning priests, ministers, and rabbis of critically short faith groups and ethnic minorities. Achieving a stronger representation of female ministers is an equally high priority for chaplain recruiters.

b. The U.S. Forces Command (FORSCOM) Staff Chaplain and the various Continental U.S. Army (CONUSA) Staff Chaplains have overall responsibility for the chaplain recruiting program. All U.S. Army

chaplains, however, share in the recruiting effort.

c. Due to critical faith shortages, the Secretary of the Army has approved a special chaplain recruiting program. This program is managed for the Chief of Chaplains by the Director of the U.S. Army Chaplaincy Services Support Agency (USACSSA) in Washington, DC. Close cooperation is maintained in this recruiting effort between the Director of USACSSA, the Forces Command (FORSCOM) Staff Chaplain, and the various Continental U.S. Army (CONUSA) staff chaplains.

d. Qualified clergy up to the age of 40 are eligible for accession , in any component. Waivers may be granted for critically short faith groups and for prior service, commissioned officers.

2-5. Permanent Grade, Date of Rank, and Year Group.

a. All newly appointed chaplains are commissioned in one of the Reserve Components (RC), either the USAR or the ARNG. In a non-active duty status, their permanent grade and date of rank (DOR) is established in accordance with AR 135-100. For those chaplains with no prior commissioned service, commissioning is as a First Lieutenant (1LT) with zero years time in grade (TIG). This initial grade recognizes and compensates them for the Seminary education and professional training required for appointment, but acquired at personal expense. It is a statutory compensation called "constructive credit." Non-active duty chaplains with prior commissioned service are reappointed in the highest grade previously held.

b. AR 624-100, para 6-7, establishes rules for determining the DOR of chaplains entering active duty. Chaplains who enter active

duty with no prior commissioned service, are commissioned as 1LTs with a DOR that reflects 18 months TIG. Both this grade and TIG recognize and compensate the new chaplain appointee for the required three years of theological and professional training. Chaplains with prior commissioned service as either Chaplain candidates or some other branch of service and a grade not exceeding 1LT will enter active duty as 1LTs with at least 18 months TIG. Other chaplains with prior commissioned service will enter active duty at their previously held grade and a maximum of three years TIG.

c. Personnel in the DOR section, PERSCOM, adjudicate the DOR of all newly appointed, active duty chaplains. Their determination is based on information provided by ARPERCEN, NGPERCEN, and/or the local Personnel Service Companies/Centers (PSCs) where new chaplains complete their initial in-processing. It is imperative that newly appointed chaplains insure documents showing any prior active service (Reserve, National Guard, or Active Duty) are included on their microfiched Official Military Personnel File (OMPF) and provided in hard copy to the personnel clerks of their in-processing PSC. These documents along with the PERSCOM mailing address are included on the initial active duty orders for all newly appointed chaplains.

d. Since a chaplain's entry grade compensates for both seminary training and pastoral experience, some chaplains with no prior active service, Reserve or otherwise, may enter active duty as Captains. By law, all chaplains are given three years constructive credit for their theological and professional training. Chaplains having seven or more years of pastoral experience at the time of their entry onto active duty (EAD) are further compensated with a fourth year of

constructive credit and the appropriate entry grade of Captain.

e. With the exception of shortage faith groups, chaplains in the grades of Major and above will not be accessed to active duty. This Chief of Chaplains' policy maximizes the opportunity for those already serving on active duty to earn promotion in the higher grades. It also recognizes the significant competitive difference in the active duty and Reserve/National Guard promotion systems.

f. Chaplains who suspect their dates of rank are incorrect should work through the local PSC to request adjudication of their DOR. This request should include such pertinent documents as orders to active duty, records of prior active duty (DOD 214), summaries of Reserve retirement points (DARP Form 249 or the more recent computerized printout), and NG Forms 4, 21 or 22. The request with these kinds of documentation should be sent to: Commander, PERSCOM, ATTN: TAPC-MSP-D, Alexandria, VA 22332-0400. Courtesy copies should also be sent to OCCH for chaplain personnel managers to assist in tracking the request. These copies must be mailed to HQDA, DACH-PER, Washington, DC 20310-2700.

g. OPMD officers are managed by year groups assigned to them based on the dates at which they should have entered active duty in the grade of 2LT. Since they are subsequently managed by these year groups, some formula is required of chaplains by which they are tracked in relative comparison and standing with their OPMD counterparts. Defining such a formula, however, is a bit complicated. As can be seen by the previous discussion, chaplains enter active duty in a variety of ways and with a multiplicity of grade and TIG determinations. Essentially, chaplains must have year

groups that are commensurate with the years in which they would have entered active duty as 2LTs had they have been OPMD officers. For Chaplain (1LTs), this process merely requires subtracting the three years constructive service credit from their EAD date. For Chaplain (CPTs) with no prior active federal commissioned service (AFSC), but with seven or more years pastoral experience, the process requires subtracting the four years constructive service credit from their EAD date. To determine the year groups of those chaplains who EAD as Captains with some period of TIG up to the maximum three years, the process simply requires subtracting the four years currently needed to acquire the grade of Captain plus any applicable TIG from the EAD date. The same methodology applies to shortage faith group chaplains accessed onto active duty in grades above Captain. Since chaplains do not manage by year groups, a more precise methodology is not required. The afore-described process is sufficiently complicated.

h. Chaplains who believe their year group determination to be incorrect should request a review by officer division personnel in their local PSC or by OCCH chaplain personnel managers when a local determination cannot be achieved.

2-8. References.

a. AR 135-100, Appointment of Commissioned and Warrant Officers of the Army.

b. AR 135-210, Order to Active Duty as an Individual During Peacetime.

c. AR 165-1, Chaplain Activities in the United States Army.

d. AR 624-100, Promotion of Officers on Active Duty.

e. Directory of Post-Secondary Institutions, ed. by Susan Broyles, Vol 1.

f. DOD Directive 1304.19, Accession of Chaplains for the Military Services.

CHAPTER 3

CAREER STATUS

3-1. General. In accordance with AR 135-210, chaplains enter active duty for an initial, three-year, Obligated Volunteer (OBV) tour. Since 1 June 1984, however, their total Reserve or National Guard commitment is eight years. At the completion of the (OBV) active duty period, chaplains may release from active duty and return to an active Reserve or National Guard status, apply for a Short Term Extension (STE), or apply for Voluntary Indefinite (VI) status.

3-2. Extension of OBV. Under the provisions of AR 135-215, chaplains may request an extension of their three-year OBV tour. These requests may be made for personal reasons, but approval is governed by the current needs of the service. Requests for extension of the OBV status should be submitted through and endorsed by the unit commander and supervisory, installation, and major command (MACOM) chaplains to HQDA, ATTN: DACH-PER, Washington, DC 20310-2700.

3-3. Voluntary Indefinite (VI) Status.

a. Upon completion of 24 months of active service in their initial obligated tour of active duty and in accordance with AR 135-215, chaplains may apply for Voluntary Indefinite (VI) status. Every six months, the Chief of Chaplains convenes a Chaplain VI

Selection Board to consider the files of all chaplains who have applied for VI since the last board. By conducting VI boards every six months, OCCH provides applicants the maximum amount of time to accumulate enough Officer Evaluation Reports (OERs) for board members to make valid judgments about the quality of ministry and service provided by the applicants. Guided by an approved MOI, the Board selects only those chaplains considered by a majority of the board membership to be "best qualified" for continued service on active duty in a VI status. The total number of selectees is determined by the number of chaplains needed in the Army Chaplaincy to meet its mission and to remain within budgeted grade ceilings.

b. Interested chaplains must apply for VI by submitting a memorandum requesting consideration through and with endorsements from their immediate commander and their supervisory, installation, and MACOM chaplains to HQDA, ATTN: DACH-PER, Washington, DC 20310-2700. In addition, these applicants must request their denominational endorsing agency provide DACH-PER with a new endorsement for VI status.

c. Results of a VI board are usually released within two weeks of the board convene date. Once the Chief of Chaplains approves a board's decision, memorandums of non-selection are express-mailed to the installation or major organizational command chaplain for immediate chaplain and command notification. As soon as all non-selectees are personally notified, memorandums of selection with acceptance forms are mailed to those chaplains selected for VI. VI status is not effected until both the acceptance form and the new denominational endorsement are received by HQDA, DACH-PER.

d. Every effort is made to ensure parity and equity for all VI applicants. The Chief of Chaplains' VI board membership is the broadest blend of active duty, Reserve Component, male and female, ethnic and grade representation possible. To maintain consistency with other branches and to ensure integrity with the law, the MOI is submitted to The Judge Advocate General (TJAG) for a thorough pre-board review.

e. Chaplains non-selected for VI status may request a "relook board" if they determine some significant document (such as an OER) was missing from their file or some other substantive error existed in their file at the time of the Board's convene date. Generally, the same rules given in AR 624-100 for reconsideration by an Army promotion board apply to the Chaplain VI relook process.

f. As an adjunct function of the VI board, records of all sixth year VI category chaplains are screened to determine if the Chief of Chaplains should submit their names to the Department of the Army Active Duty Board (DAADB) for elimination as required by AR 635-100. This board considers release of officers from active duty (REFRAD) for moral or professional dereliction, or when their degree of efficiency and performance of duty significantly declines, or the needs of the service require such action. Eliminations are discussed further in Chapter 11, Separations and Discharges.

3-4. Regular Army Status.

a. Since the Defense Officer Personnel Management Act (DOPMA) of September 1981, the policy of the Chief of Chaplains has been to offer automatic integration into Regular Army (RA) at the time of

selection for promotion to Major. Within a few days of a DOD approved and released Chaplain (Major) promotion list, promotion selectees are notified in writing by chaplain personnel managers of their opportunity for RA integration. With rare exception, chaplains declining RA are released from active duty to the Reserve Components not later than 90 days from the date of the OCCH memorandum offering RA integration. Such action is in keeping with the intent of the law and AR 601-100. Because of the shortages in some faith groups, however, the Chaplaincy must access and retain on active duty some field grade Reserve Component chaplains.

b. Chaplains who have at least five years continuous active duty since their most recent EAD, may apply for RA status. As with VI, the Chief of Chaplains establishes an MOI and convenes a board to review annually applications and make recommendations for RA status. Upon completion of the Board's activity, applicants are notified by the Chief of Chaplains of their selection or non-selection. Those selected are provided an acceptance form that must be completed and returned to OCCH within 90 days of the dated memorandum offering RA integration. As before, declination of RA status results in the release from active duty to the Reserve Components.

c. A new ecclesiastical endorsement is required for a Regular Army appointment and must be sent by the endorsing agency directly to HQDA, ATTN: DACH-PER, Washington, DC 20310-2700. This endorsement must be requested at the time of application for early consideration for RA integration or as soon as notification is received of selection for promotion to Major and automatic integration to RA. The RA oath of office cannot be executed until this endorsement has

been received by OCCH. Applicants should inform the Director of Personnel when an ecclesiastical endorsement has been requested.

d. Applicants not selected for early appointment in the Regular Army may reapply after one year. It is usually to their advantage, however, to wait before reapplying until a possible selection for promotion to Major and automatic integration or until evaluation reports reflect a decided improvement in performance of duty. The Director of Personnel will provide any advice or assistance required by chaplains considering reapplying for a Regular Army appointment.

3-5. Extension Beyond Mandatory Retirement (MRD).

a. The Chaplaincy has for some time experienced a critical shortage of Roman Catholic priests. As this shortage continues, the denominational mix necessary for providing the maximum free exercise of religion requires the extension of reserve component priests beyond mandatory retirement (MRD). Future shortages of other faith groups or chaplain specialties may require additional extensions. However, impending force reductions obviously limit the number of extensions the branch structure can sustain.

b. Reserve component chaplains wanting to extend beyond their MRD must submit an application in memorandum format through their chain of command, including their installation and/or MACOM chaplains, to HQDA, ATTN: DACH-PER, Washington, D.C. 20310-2700. Upon receipt, these requests will be boarded by the Chief of Chaplains' Advisory Board. If approved, a Chief of Chaplains' endorsement will be attached to the request and forwarded through the Deputy Chief of Staff for Personnel (DCSPER) and the Chief of Staff,

U.S. Army for decision by the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA, M&RA). Disapproved requests are obviously returned without further action, requiring the mandatory retirement. All requests for extension beyond MRD should be submitted as exceptions to AR 635-100 and should not be for any period of time exceeding three years.

3-6. Retire/Recall. For the same shortage faith group reasons, Regular Army chaplains approaching their MRD may request voluntary retirement and recall to active duty. The format and procedures are exactly the same as those for extension beyond MRD. Only the subject changes. If approved for recall, however, chaplains should note that their official retirement removes them from promotion consideration.

3-7. References.

- a. AR 10-55, United States Army Chaplain Board.
- b. AR 135-210, Order to Active Duty as Individuals During Peacetime.
- c. AR 135-215, Officer Periods of Service on Active Duty.
- d. AR 350-100, Officer Active Duty Service Obligations.
- e. AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army.
- f. AR 635-100, Officer Personnel.

CHAPTER 4

PROFESSIONAL DEVELOPMENT

4-1. General. Chaplain professional development is an intentional, systematic process of strengthening personal and professional skills, attributes and abilities essential to ministry in the U.S. Army. It is a career process accomplished primarily through a balanced program of assignments and training.

4-2. Chaplain Professional Development Plan (PDP).

a. The Chief of Chaplains Policy Number 10 formalizes the professional development process into a chaplain unique, Professional Development Plan (PDP). Essential elements of this plan are detailed in Chapter 11, Ar 165-1. It features--

(1) Rotational assignments that progress to higher levels of responsibility or professionally broadening experiences.

(2) Professional education, to include fully-funded officer civilian education programs, military professional programs, short courses, resident and nonresident instruction, and individual study.

(3) The officer evaluation system.

(4) The officer promotion system.

(5) The education and training programs of denominational faith groups.

b. Recommended changes to the chaplain PDP should be sent to HQDA, ATTN: DACH-PEA, Washington, DC 20310-2700.

4-3. Responsibilities for Chaplain Professional Development.

a. The Chief of Chaplains participates actively in the chaplain professional development process. With the maximum feedback from chaplains in the field and the advice and assistance of his staff, he establishes basic policies for the PDP, provides personnel management counseling, makes chaplain assignments, and provides opportunities for professional education and training.

b. Immediate commanders and supervisory chaplains also participate in the professional development process. By filling authorized positions with chaplains of the appropriate grade, training, and experience, they guarantee maximum opportunities for individual growth and development. Through active supervision, correction, and counseling, they foster a day-to-day, work environment that is helpful, mutually supportive, and encouraging. Given this assistance, chaplains learn how to provide comprehensive ministry while simultaneously learning how to survive on the battlefield and be successful officers in the U.S. Army.

c. Ultimately, however, individual chaplains must take responsibility for their own professional development. They must demonstrate an authentic commitment to ministry, a high degree of excellence in duty performance, and the potential for increasing responsibility. They must periodically assess their strengths and weaknesses, maximize local resources for personal and professional development, and communicate clearly their preferences for advanced education and training. Only then can chaplain personnel managers begin to blend the professional designs of the individual with the ministry needs of the Chaplaincy.

d. Chaplains must also ensure that a current Officer Assignment Preference Statement (DA Form 483) is in their Career Management Individual File (CMIF) at OCCH. Though the computerized portion of this form is summarized on the Officer Record Brief (ORB), the original, hard copy is placed in the assignments section of the CMIF. The written portion must be precise and to the point. Chaplains should submit new preference forms as often as necessary to update their preferences for professional development and assignment. (See section 5-4 for additional information on DA Form 483.)

4-4. Development of General Managerial Skills.

a. Despite special interests in professional development, chaplains must develop generic managerial skills and abilities. These skills are important for all levels of chaplain ministry, but are imperative for positions of higher responsibility. Supervisory, consultative, and communicative skills, decision-making abilities, and problem-solving techniques, are just some of the critical attributes required of chaplain supervisors and staff. The ability to write clearly, succinctly, and in the active voice is a skill of equal importance. All career oriented chaplains must intentionally refine and develop these kinds of generic managerial abilities.

b. Though most chaplains prefer command and supervisory staff chaplain positions, the number of these positions is quite limited. Therefore, it is imperative that chaplains always keep their focus on providing quality ministry in the positions to which they are assigned. Chaplain promotion history shows that the quality of performance in a position is just as important as the position.

c. To the extent possible, however, chaplains should avoid being assigned to repetitive positions and duties which do not broaden their experience. As suggested in section 1-6 (c), such career management is particularly important for those chaplains in trained specialities. They should seek alternating assignments in other fields of ministry. It is essential that chaplains discuss with their commanders and supervisory chaplains the necessity of developing a variety of skills. This is not to suggest that speciality skills should be minimized, rather, that they should be enhanced and developed in balance with other fields of ministry.

4-5. References.

- a. AR 165-1: Chaplain Activities in the U.S. Army.
- b. Chief of Chaplains' Policy No. 10, Chaplain Professional Training.
- c. DA Pam 600-3, Commissioned Officer Professional Development and Utilization.

CHAPTER 5

ASSIGNMENT MANAGEMENT

5-1. General.

a. Chaplain assignments are made by the Director of Personnel to meet the ministry needs of the U.S. Army. Though personal preferences are important, they cannot and do not dictate final assignment decisions. Assignments are driven by required and authorized positions documented in Tables of Distribution and Allowances (TDA) or Tables of Organization and Equipment (TOE). These documents specify by line number the grade, and in some cases, the gender of chaplain requirements. When Army educational codes or position requirements codes do not otherwise specify, experience and levels of military training are implied. Filling these chaplain authorizations while maintaining faith group balance and assignment parity is a delicate, but critical mission of chaplain personnel managers.

b. U.S. Army assignment priorities are driven by the Department of the Army Master Priority List (DAMPL). This list takes into account personnel budget constraints and the effects of personnel in a transient, holding, or school (THS) status, and prioritizes units and/or geographic areas for personnel distribution. The policy of the Chief of Chaplains is to comply with these priorities to the maximum extent possible and still meet the ministry needs of the U.S. Army.

5-2. Chaplain Assignment Priorities:

- a. Assign chaplains in accordance with the DAMPL.
- b. Stabilize chaplains in accordance with ARs 165-1, 351-1, 614-30, 614-100, and 621-1.
- c. Using the assignment authority given the Chief of Chaplains by ARs 614-30 and 614-100, maintain faith group balance and minority representation (to include gender) throughout the U.S. Army.
- d. Ensure chaplain attendance at branch schools as required by ARs 351-1 and 621-1.
- e. In accordance with AR 614-30, maintain overseas tour equity within the Chaplain Branch.
- f. Approve requests for extension of foreign service tours as authorized by AR 614-30.
- g. Approve and action requests for assignments to alleviate extreme family problems (Compassionate Reassignments) as authorized by AR 614-100.
- h. Assign chaplains selected by the Army Education Requirement's System (AERS) for fully funded officer educational programs to AERS validated positions as directed by AR 351-1 and AR 621-1.
- i. Assign Command and General Staff College (CGSC) chaplain graduates to Military Education Level 4 (MEL 4) positions identified in the Chief of Chaplains' Policy Memorandum Number 21.
- j. Assign Army War College (AWC) chaplain graduates to appropriate MEL 1 or equivalent level positions.
- k. To the extent possible, assign chaplains to duty positions and locations consistent with their individual preferences, to include terminal duty locations as encouraged in AR 614-100.

5-3. Stabilized, CONUS Tours.

a. Policies and procedures governing stabilized tour lengths in the Continental United States (CONUS) are covered in AR 614-5. Chaplains in their initial, Obligated Volunteer (OBV) assignment, can expect to remain on station until they have requested and been approved for a short term extension (STE) of active duty or Voluntary Indefinite (VI) status. Except for this initial assignment, chaplains can expect a four-year, stabilized assignment tour at CONUS installations. At times, however, selections for school, promotions, high priority overseas requirements, and demands for faith group balance necessitate shorter periods of stabilization.

b. Permanent change of station (PCS) moves are limited and must be used only for reasons of military necessity or equitable treatment of members in the Branch. Budgetary constraints simply prohibit nonessential transfers. The number of "operational" category moves (transfers between CONUS installations) is particularly limited and, as a consequence, is carefully rationed and monitored by HQDA. This means that chaplains who have reached their retirement eligibility cannot be assured of a PCS move from one CONUS installation to another CONUS installation for their terminal assignment.

c. Except for HQDA limitations on the number of "rotational" (overseas) category moves, OCONUS requirements are filled at or near 100% authorization. TDA-heavy CONUS installations, therefore, are the primary "bill payers" for any shortfall. To the extent possible, these "bill paying" positions are filled by new chaplain accessions, chaplains coming out of civilian or military educational or training programs, and chaplains returning from OCONUS assignments.

d. "Training" category moves include any PCS for the purpose of attending a course at the U.S. Army Chaplain Center and School (USACHCS), a fully funded civilian school, CGSC, or an equivalent course of instruction. These transfers are normally made in conjunction with the completion of a standard tour of duty.

5-4. Assignment Preferences.

a. The Officer Assignment Preference Statement (DA Form 483) is one of the more important pieces of information used by the Personnel Division when preparing assignments. It is extremely important that chaplains submit an updated 483 any time they want to stipulate assignment preferences and at least one year prior to their next anticipated PCS.

b. The DA Form 483 is divided into two sections: (1) an automated personal data and assignment preference sheet, and (2) a hand written, comments sheet. Both sections are important. The automated section is computer summarized at PERSCOM and, in accordance with AR 640-2-1, data transferred to Section X of the Officer Record Brief. It is subsequently returned in hard copy to OCCH for filing in the chaplain's Career Management Individual File (CMIF). The comments section is also filed in the CMIF and should contain clear, succinct statements of assignment preferences along with vital information chaplain personnel managers will need when making subsequent assignments. Examples of information pertinent to the comments section are career/professional development preferences, school age children concerns, perceived competencies, retirement plans, and joint domicile considerations. A special section on the

reverse side of the comments sheet is provided for information concerning exceptional family members (EFM). Failure to include this information, when applicable, is a violation of AR 614-203. It is information that is extremely important to the assignment process and the special needs of the exceptional family member.

5-5. Exceptional Family Member Program (EFMP).

a. An exceptional family member (EFM) is one with any physical, emotional, educational, developmental, or intellectual disorder that limits the individual's ability to engage in normal pursuits with peers and which requires special treatment, therapy, education, training, or counseling. Chaplains who have an EFM remain eligible for worldwide deployment. Though every consideration is given to the EFM need, enrollment in the EFMP does not guarantee command sponsored OCONUS assignments. When Army Medical Department and DOD Dependent Schools cannot provide adequate services for the EFM, some assignments may require unaccompanied, hardship tours.

b. As stated above, EFM information is required by AR 614-203. It enables chaplain personnel managers to coordinate adequate support with gaining commands.

5-6. Married Army Couples Program (MACP).

a. Chaplains who are married to other service members, must enroll in the MACP. In accordance with ARs 614-30 and 614-100, only those couples in the program will automatically be considered for joint domicile assignments. Enrollment is accomplished through a Standard Installation/Division Personnel System (SIDPERS) transaction

originated at the local Personnel Service Company/Center (PSC).

Separate transactions are required for each spouse.

b. Chaplains who are recently married may request an initial joint domicile assignment not later than 60 days from the date of the assignment. Valid needs for both service members must exist at the location requested and both members must be otherwise eligible for assignment before this initial request will be honored.

c. Chaplains must serve a minimum of 12 months before being reassigned for purposes of joint domicile. Those chaplains with more than 12 months but less than 24 months time-on-station (TOS) may be permissively reassigned at no cost to the government. Such requests are not authorized from CONUS to OCONUS and vice-versa.

d. As exceptions to policy, requests will also be considered to join or accompany a spouse in another military service.

5-7. COHORT and MFO Organizations.

a. Cohesion, Operational Readiness and Training (COHORT) is a Chief of Staff, Army initiative to increase stability within combat arms units and to enhance cohesion and combat effectiveness within the U.S. Army. Chaplains may spend 18 months with a COHORT battalion sized unit bound for Europe, Panama, Alaska, or Hawaii and deploy with that unit for another 18 months. Chaplains completing these mandatory COHORT periods, may be reassigned to other units within the country of assignment.

b. Multi-National Force Organizations (MFOs) also deploy and rotate as units. Chaplains assigned to these units cannot be reassigned during the period 6 months before and 6 months following

the 180 day rotation period. This rotational service is reflected on the Officer Record Brief, but does not substitute for an OCONUS assignment. To the maximum extent possible, however, the MFO assignment will prevent an unaccompanied, hardship follow-on assignment.

5-8. Overseas Availability Rosters.

a. In November of each year, the Chaplain personnel division publishes an Overseas Availability Roster listing those chaplains available for overseas assignment within the next 18 months. This roster enables chaplains to anticipate, plan, and prepare for possible overseas duty. It includes those chaplains projected for release from active duty or mandatory retirement, but who still remain eligible for unaccompanied overseas tours.

b. Deletions from the Overseas Availability Roster may be requested in accordance with AR 614-100. Chaplains planning to request voluntarily retirement or release from active duty should work through their local PSC to notify chaplain personnel managers in OUCH of their intentions as soon after the roster's release as possible. Failure to make this notification could result in the denial of the request or necessitate retirement in lieu of PCS orders.

c. Chaplains in an Obligated Volunteer (OBV) status are not included on the overseas availability roster. Approval of applications for Voluntary Indefinite (VI) status by CONUS based chaplains constitutes an immediate overseas availability.

5-9. Assignment Instructions.

a. Assignment instructions are issued by chaplain personnel managers through the Officer Distribution and Assignment System (ODAS) in the form of a Request for Orders (RFO). Copies of the RFO are forwarded to the losing and gaining Major Commands (MACOMs), the local PSC, the unit of assignment, and the individual chaplain. RFO instructions vary in detail, but as a minimum, include the basic information required to initiate assignment orders. These orders are processed by officer personnel managers in the local PSC.

b. The goal of chaplain personnel managers in OCCH is to initiate an RFO at least six months prior to the programmed report date. Circumstances may require last minute notifications and create unexpected delays in the issuance of an RFO, but every effort is made to keep these kinds of short-fuse responses to a minimum.

c. Upon receipt of official assignment orders, chaplains must contact local transportation personnel to arrange for movement of family members and household goods. For overseas assignments, these arrangements also include information about concurrent travel, hold baggage, and the shipment of automobiles. Response to requests for concurrent travel should be received from the overseas gaining command within 45 days of application.

d. Chaplains being reassigned to an accompanied overseas command must also apply for family member passports. These applications require certified (embossed stamp or seal) birth certificates issued by the registrar from the state in which individual family members were born. Failure to make timely applications or to comply with federal requirements can cause unnecessary delays in family travel.

5-10. Unaccompanied Assignments and Home Basing/Station of Choice.

a. Chaplains may, at their request or for reasons of military necessity, be assigned to overseas commands where family members cannot be accommodated. In accordance with AR 614-100, these predominantly 12-month assignments afford chaplains the possibility of a "home-base" or "station of choice" follow-on assignment. "Home-basing" allows chaplains to return to the CONUS installation they are leaving. Chaplains wanting a different CONUS installation from the one they are leaving, may choose a new "station of choice." Since either of these options promotes family stability, chaplain personnel managers will make every effort to accommodate choices.

b. When chaplains opt for the Chaplains Officer Advanced Course (CHOAC) as their follow-on assignment, it normally becomes their "station of choice." Their subsequent assignment may or may not be one for which they have an expressed interest. In other words, CHOAC becomes the "guaranteed" follow-on assignment.

c. As a general rule, company grade, short tour follow-on chaplain assignment preferences are the easiest to "guarantee." Accommodating field grade preferences, however, is significantly more difficult. Chaplains must recognize that systemic requirements become more precise at the higher grades and work with chaplain personnel managers in identifying acceptable follow-on assignments.

d. When chaplains are being assigned to overseas, unaccompanied tours, notification of the senior staff chaplain at the installation nearest family members is encouraged. Such notification provides a ministry of pastoral care, support, and inclusion for the chaplain's family during the absence.

5-11. Compassionate Reassignments.

a. In accordance with AR 614-100 and for reasons of extreme hardship, chaplains may request consideration for reassignment. Approval of such requests is based on the same regulatory guidance chaplains frequently apply in their ministry of assistance to soldiers and their families. The hardship must be temporary in nature and resolvable within a period of normally one year, at the completion of which, worldwide assignment and deployment are again possible. All other means of resolving the hardship must have been exhausted and the chaplain's presence remains the one, viable solution. Normal leave, correspondence, or power of attorney will not resolve the hardship. When family medical issues drive the request, a physician's statement detailing the nature of the illness, treatment plan, and prognosis must be included with the application. Supporting statements from family and friends are also encouraged.

b. Applications for compassionate reassignment must be submitted in accordance with Chapter 6, AR 614-100, with supporting documentation through the appropriate staff chaplain and command channels to HQDA, ATTN: DACH-PEA, Washington, DC 20310-2700.

5-12. Hardship Discharge/Release from Active Duty.

a. Chaplains who have an extreme hardship that cannot be resolved within the one year period required for a compassionate reassignment, may need to pursue a hardship discharge or release from active duty (REFRAD). Whenever these circumstances occur, chaplain personnel managers will assist in expediting the discharge and, when appropriate, support reassignment to the reserve components.

b. Requests for hardship discharge or REFRAD should be submitted in accordance with Chapter 3, AR 635-100 with supporting documentation through the appropriate staff chaplain and command channels to HQDA, ATTN: DACH-PER, Washington, DC 20310-2700.

5-13. Retirement/Terminal Tour Assignments.

a. With the adverse impact of force reductions and the limited number of field grade positions in some locations, granting requests for retirement/terminal assignments becomes extremely difficult. To the maximum extent possible, however, the Chief of Chaplains does approve such retirement requests. Recognizing these conflicting realities, then, interested chaplains should submit their requests for terminal assignment in accordance with ARs 614-100 and 635-100 to HQDA, ATTN: DACH-PER, Washington, DC 20310-2700.

b. Chaplains within 42 months of their mandatory retirement date (MRD) will only be given long tour, overseas assignments with their consent and/or to meet faith group requirements. Unless specifically requested as a terminal assignment or a requirement exists to meet a national emergency, Chaplains with less than 18 months to their MRD will not be placed on a short tour.

5-14. References.

- a. AR 165-1, Chaplain Activities in the U.S. Army.
- b. AR 351-1, Individual Military Education and Training.
- c. AR 600-75, Exceptional Family Member Program.
- d. AR 614-5, Stabilization of Tours.
- e. AR 614-6, PCS Policy.

- f. AR 614-30, Overseas Service.
- g. AR 614-100, Officer Assignment Policies, Details, and Transfers.
- h. AR 614-110, Assignment of Airborne Officers and Processing Volunteers for Training.
- i. AR 614-185, Requisition and Assignment Instructions for Officers.
- j. AR 621-1, Training of Military Personnel at Civilian Institutions.
- k. AR 635-100, Officer Personnel.
- l. AR 640-2-1, Personnel Qualification Records.

CHAPTER 6

MILITARY TRAINING

6-1. General.

a. The diverse backgrounds and levels of civilian experience with which chaplains enter active duty are amplified by the diversity in military experience and career development. Military training for chaplains, then, is designed to instill that common body of knowledge and skills required of Army chaplains to provide an effective ministry at the various levels of command and survive on the modern battlefield. It includes the Chaplain Officer Basic Course (CHOBC), individual and unit common task training, the Chaplain Officer Advanced Course (CHOAC), Combined Arms and Services Staff School (CAS³), skill identifier training, Command and General Staff College (CGSC), select functional courses, and the Army War College (AWC).

b. All military training for chaplains is conducted in accordance with the Army Training Plan, TRADOC policies and directives, Chief of Chaplains' guidance, and the Unit Ministry Team Training Strategy (UMTTS). The UMTTS is a recently produced document that comprehensively discusses military training for chaplains and chaplain assistants. Consequently, the following discussion of the subject is merely a brief summary.

6-2. Chaplain Candidate Course. The Chaplain Candidate Course is an introduction to ministry in the military environment. It is designed for seminary students and may, at the student's discretion, include the first two phases of the Chaplain Officer Basic Course (CHOBC).

6-3. Chaplain Officer Basic Course (CHOBC).

a. A significant percentage of chaplains enter active duty with little or no pre-commission training. Therefore, CHOBC is designed to meet the basic Military Qualification Standards (MQS) and to prepare newly commissioned chaplains for an effective ministry as clergy and staff officers at the battalion level. It builds on professional ministerial skills acquired in civilian institutions and begins the transition to life and work in the military environment.

b. CHOBC is divided into three phases. Phases I and II are usually completed in residence at the U.S. Army Chaplain Center and School (USACHCS), Ft. Monmouth, New Jersey. These two phases begin the transition to the military, include the MQS skills required of newly commissioned officers, and results in branch qualification. Graduates of CHOBC Phases I and II are awarded the Military Education Level 7 (MEL 7).

c. Phase III sustainment training occurs in the initial unit of assignment and refines those skills required of the battalion level chaplain. It is monitored, supervised, and formally documented in memorandum format to USACHCS by the installation Chaplain Training Manager and the unit supervisory chaplain.

6-4. Common Task Training.

a. Common task training is training in those individual and collective skills required for the battlefield. It is that vital focus which brings the chaplain and chaplain assistant together as a Unit Ministry Team (UMT) to prepare for the performance of ministry in war. With the exclusion of weapons training, battalion and

brigade chaplains are required to attend common task training and to be tested no less than annually.

b. The Individual Training Evaluation Program (ITEP) is the umbrella program that standardizes individual training and evaluation in units and organizations throughout the Army. Though this training is designed for enlisted soldiers and, therefore, chaplain assistants, chaplains must also familiarize themselves with ITEP skills and ensure chaplain assistants are trained to Common Task Test (CTT) standards. By virtue of this supervision, they too gain experience and training critical to survival on the battlefield.

c. A task list of MQS II skills applicable to company grade chaplains has been sent to each installation Chaplain Training Manager. A second list for field grade chaplains will be provided as soon as the MQS III manual is completed. These tasks are critical to ministry in combat and must be reflected in UMT training plans.

d. Collective training is the training of teams and units in the combat critical collective tasks required for specific units. For the UMT, this means training together as it intends to perform in combat. Using Army Training and Evaluation Program (ARTEP) scenarios provided by Major Command (MACOM) staff chaplains and USACHCS, chaplains and chaplain assistants are evaluated in their proficiency to perform critical UMT collective tasks.

e. Additional integration and sustainment training for chaplains is provided through installation workshops, MACOM training schools, Clinical Pastoral Education (CPE) centers, DACH sponsored short courses, hospital short courses, family life centers, and mobilization exercises.

6-5. Additional Skill Identifier (ASI) Training. The primary Specialty Skill Identifier (SSI) for chaplains is 56A. Throughout their career, however, chaplains receive Additional Skill Identifier (ASI) training. In accordance with AR 611-101, this training is identified by a number and letter code that is subsequently recorded in Section I, "Assignment Information" of the Officer Record Brief (ORB). Though some discussion of military ASI training is presented below, a more comprehensive discussion of chaplain unique ASI training is presented in Chapter 7, "Specialized Ministries."

6-6. Airborne, Ranger, and Special Forces Training.

a. Chaplains assigned, or on orders, to units requiring Airborne, Ranger, or Special Forces training may apply for the appropriate skills training that will provide them soldier rapport and enable them to participate in all aspects of their unit's mission. Applicants should remember, however, that the minimum physical requirements listed in AR 611-7 are designed for the average 19 year-old soldier. The physical demands on the average 35 year-old chaplain are significantly greater. Supervisory and installation chaplains must ensure that all chaplains applying for for these training events are in the very best state of physical conditioning.

b. Airborne Training is a three-week course taught at Fort Benning, Georgia. Its purpose is to qualify volunteers in the use of the parachute as a means of deployment. Leadership and confidence are attributes refined in this mentally and physically demanding course. Chaplains successfully completing this training are awarded the Airborne Badge and the ASI 5P.

c. Ranger training is a physically demanding eight-week, two-day course open to male volunteers. Its purpose is to develop the leadership and training skills of small unit leaders in a realistic tactical environment under mental and physical stress. It is conducted in four parts: (1) 18 days at Fort Benning, Georgia, (2) 16 days in the mountains of northern Georgia, (3) 6 days at Dugway Proving Grounds, Utah, and (4) 16 days at Eglin Air Force Base, Florida. Chaplains successfully completing this course are awarded the coveted Ranger Tab and the ASI 5R.

d. On 9 April 1987, the Secretary of Army approved the establishment of the Special Forces (SF) Branch. This branch is a non-accession, volunteer, and all male organization. When coordinated by the command, chaplains assigned to SF units may attend the Special Operations Detachment Officer Qualification Course (Q Course) at Fort Bragg, North Carolina. Upon graduation, chaplains are awarded the coveted U.S. Army Special Forces Tab and given the privilege of wearing the Green Beret bearing the flash of their unit of assignment.

e. Chaplain applications for these kinds of special skills training should be coordinated with installation chaplain training managers and submitted in accordance with Chapter 7, AR 351-1 to HQDA, ATTN: DACH-PEA, Washington, DC 20310. Airborne, and to some extent, Ranger training are normally acquired enroute to a respective Airborne or Ranger assignment. The SF "Q" Course is a relatively new event for chaplains and is usually made possible by the SF unit to which individual chaplains are assigned. Airborne and Ranger training are often supported in this same fashion.

6-7. Chaplain Officer Advance Course (CHOAC).

a. CHOAC provides training in skills required for brigade-level supervisory, administrative, managerial, and pastoral duties. It features the refinement of leadership skills and mentoring abilities in the tactical environment. Garrison duties and responsibilities, however, receive equal emphasis along with a continued focus on the development of counseling skills in the multi-cultural environment. Homiletics, ethical decisionmaking, and computer literacy are other vital features of this career level training.

b. Chaplains become eligible for CHOAC in their fourth year of active duty. Since chaplains frequently enter active duty as Captains with three or four years time in grade, they may be selected for promotion to Major before actually attending CHOAC. Obviously, then, successful completion of CHOAC is not a requirement for promotion to the grade of Major.

c. Attendance at CHOAC normally coincides with the completion of a normal CONUS or OCONUS tour of duty. Since the course is six months long, the assignment is a Permanent Change of Station (PCS). Approximately two months prior to this PCS, chaplains are notified in writing as to their projected follow-on assignment. However, chaplains must not make housing arrangements and preposition their families at new locations on the basis of "projected" assignments. Such decisions result in family distress and financial loss.

d. In some cases, chaplains may be eligible for advanced course constructive/equivalent credit. Eligibility requirements are outlined in Chapter 3, AR 351-1. Determinations are made by a DA centralized selection board.

e. Military Education Level 6 (MEL 6) is awarded to chaplains who successfully complete CHOAC or who receive approval for constructive credit from the DA centralized selection board.

6-8. Combined Arms Services and Staff School (CAS³).

a. Building on the officer advanced course, CAS³ trains officers to function as staff officers at battalion-, brigade-, and division-level organizations. Though chaplain advanced course graduates already have significant staff experience at the battalion-level, the value of CAS³ at higher levels of command remains such that the school is a requirement for all chaplains.

b. As chaplains complete CHOAC, they are automatically enrolled in CAS³. The 140-hour prerequisite nonresident phase materials are given students before graduation. These materials must be completed within 18 months of issuance. Following the completion of nonresident materials, chaplains coordinate with their commanders and installation chaplain training managers to request a quota for the eight-week, four-day resident phase at Ft. Leavenworth, Kansas. This request is made telephonically or electronically to the applicable MACOM staff chaplain who in turn obtains the quota from chaplain personnel managers in OCCH. Attendance instructions follow shortly thereafter. Resident phase CAS³ is normally completed in Temporary Duty (TDY) status. It is DA centrally funded at no cost to the unit.

c. As of this time, completion of CAS³ is not tied to selection for promotion or to any further schooling.

6-9. Command and General Staff College (CGSC).

a. CGSC educates and trains officers for duty as staff officers and field grade commanders at the division and corps level. Chaplains completing resident CGSC are normally assigned to division, corps, MACOM, or DACH staffs. Chaplains completing CGSC through one of the USAR Schools or the correspondence program, are also eligible for these kinds of assignments. Regardless of the means, all CGSC graduates are granted Military Education Level (MEL) 4.

b. Resident CGSC quotas for chaplains are limited and are given to those chaplains ranked at the top of an order of merit list established by a Chief of Chaplains' advisory board. This board, which meets annually, is discussed in Chapter 7, "Specialized Ministries." The prerequisites for resident selection are:

(1) Be an active Army commissioned officer in the grade of Major, or selected for promotion to Major, and not have completed the 14th year of Active Federal Commissioned Service (AFCS) as of 1 October in the convening year of the Command and Staff College Board.

(2) Be a graduate of CHOAC or have credit for attendance.

(3) Have not attended or declined to attend in residence, a CGSC level school.

c. Announcement of chaplain selectees is made simultaneously with OPMD selections, normally in November. Chaplains successfully completing CGSC are awarded Military Education Level (MEL) 4.

d. The importance of CGSC to chaplain ministry cannot be overstated. Knowledge of proper staffing procedures and the ability to use these procedures facilitates staff coordination and action. Knowledge of military doctrine and tactical operations enhances UMT

survivability and ministry to soldiers on the battlefield. As a result, the Chief of Chaplains has issued Policy Number 21 (to be fully implemented on 1 January 1993) identifying certain chaplain positions requiring MEL 4. At the LTC level, these positions are:

All Division Staff Chaplains

DACH-FPDT-PPT

DACH-FPDT-PPE

USAREUR Resources Manager

SHAPE Headquarters Staff Chaplain

21st TAACOM Plans/Operations/Training

EUCOM Headquarters

Headquarters, 1st Army, Training/Resources/Mobilization

Headquarters, 1st Army, Personnel Management/Accounting

Headquarters, 2nd Army, Assistant Staff Chaplain

Headquarters, 3rd Army, Theater Staff Chaplain

Headquarters, 4th Army, Plans/Training

Headquarters, 5th Army, Assistant Staff Chaplain

Headquarters, 6th Army, Training/Mobilization

194th Brigade Staff Chaplain

197th Brigade Staff Chaplain

FORSCOM Military Personnel/Training

FORSCOM Personnel

FORSCOM Force Development

TRADOC Force Structure

AMC Personnel Administrative Officer

AMC Planning and Programs Officer

USACSSA, Chief, Proponency

USACSSA, Chief, Professional Support
III Corps Assistant Chaplain
III Corps Artillery Chaplain
V Corps Assistant Chaplain
VII Corps Assistant Chaplain
XVIII Airborne Corps Assistant Chaplain
Chaplain Service School Instructors:

Academy of Health Services
Logistics Management Center

USACHCS:

Chief, Concepts and Study
Chief, Organization and Materiel
Chief, Proponent Office
Chief, Unit and Individual Training Division
Chief, Logistics and Management Division
Chief, Management System Division

e. Except for Chaplain Service School Instructors (CSSI), MEL 4 is required for the following positions in the grade of Major (CSSIs must be accepted into and working towards completion of CGSC):

All Assistant Division Chaplains
DA Staff (Deputy Chief of Staff for Personnel)
USAREUR Mission Operations
USAREUR Plans/Readiness/Policy
III Corps Assistant Chaplain
V Corps Assistant Chaplain
VII Corps Assistant Chaplain
XVIII Airborne Corps Assistant Chaplain

Chaplain Service School Instructors:

JFK Special Warfare Center and School
Artillery School
Command and General Staff College
School of the Americas
Sergeants Major Academy
Air Defense Artillery School
Soldier Support Center
Military Police School
Armor School
Signal School
Aviation Center and School
Transportation School
Missile Munitions School
Engineer School
Intelligence School

Soldier Support Center, Integrator

USACHCS:

Unit/Individual Training Div., Project Officer (2 each)
Logistics and Management, Instructor/Writer (2 each)
Management System Division, Instructor/Writer (2 each)

e. The obvious implication of these two lists is that CGSC (or one of its MEL 4 producing equivalents) is vital to an effective ministry within upper levels of the U.S. Army. All chaplains are encouraged to acquire CGSC through the resident, USAR, or nonresident program. AR 351-1 lists five CGSC equivalent courses, only one of which--the School of the Americas--normally applies to chaplains:

1. Naval College of Command and Staff.
2. Air Command and Staff College course.
3. Marine Corps Command and Staff course.
4. School of the Americas course.
5. Armed Forces Staff College.

6-10. Division Chaplain Course.

a. The Division Chaplain Course is conducted each year at USACHCS to prepare a select number of high quality individuals to serve as division chaplains. This intensive, two-week course focuses on division level staff issues, chaplain personnel management, long range planning, and Unit Ministry Team (UMT) training. Real world division chaplain scenarios drive the course design. Presentations by division chaplains and division commanders highlight this brief, two-week experience.

b. Selection for the Division Chaplain Course is made by a Chief of Chaplains advisory board that meets once each year. Course eligibility includes those chaplains who are promotable MAJs or LTCs with less than three (3) years time in grade (TIG). Since the number of divisions and the number of course quotas is limited, selection for the Division Chaplain Course is by order of merit. Those chaplains with the balance of experience and the quality of personnel files considered to be "best qualified" for future assignment as division chaplains are placed in an order of merit and nominated by the board for the Division Chaplain Course. Successful completion of the course is reflected in the military education block of the Officer Record Brief (ORB). (This is not an ASI producing course).

c. As the number of divisions decline, fewer chaplains will have the opportunity to serve as division chaplains. Those fortunate enough to have the opportunity, however, will probably have a better chance of promotion to COL. Though the importance of specialized ministries and other than division staff level requirements will continue to result in exceptions, chaplain promotion history overwhelmingly affirms the significance of successfully serving as division chaplains. Chaplains should note, however, that this enhanced promotability is a reflection of the division chaplain selection process and performance of duty in the position.

6-11. Defense Strategy Course (DSC).

a. The Defense Strategy Course (DSC) is a four and one-half month correspondence course offered by the Department of Corresponding Studies, U.S. Army War College. This course examines key issues influencing national security and national military strategy. It includes an overview of geopolitical and international economic forces, sociopolitical considerations, current trends in science and technology, and other concerns vital to the defense of the nation. The DSC does not include a resident phase and does not equate to the resident or two-year, nonresident correspondence course of the U.S. Army War College.

b. Interested chaplains must be field grade, possess MEL 4, not have been selected for an earlier DSC, and not be enrolled in any MEL 1 program. Applications must be submitted in accordance with DA Pam 351-4 and AR 351-1 through appropriate MACOM chaplains to HQDA, ATTN: DACH-PEA, Washington, DC 20310-2700.

6-12. U.S. Army War College.

a. The U.S. Army War College (USAWC) provides professional military education and training in land warfare that is geopolitical, strategic, and joint service in focus. It prepares a select percentage of career officers for senior command and staff positions at the Army and Department of Defense (DOD) level. Successful completion of USAWC is currently the singular way chaplains achieve Military Education Level 1 (MEL 1). Though OPMD officers achieve MEL 1 by means of Senior Service College Fellowships and attendance at any of the Senior Service Colleges listed in AR 351-1, the predominantly joint service and international focus of these programs pretty much eliminates participation by chaplains.

b. Chaplain selection for USAWC is a DA Senior Service College (SSC) Selection Board process. The Board meets annually and considers all chaplains in the grades of LTC and COL with MEL 4 and at least 16, but not more than 23, years of Active Federal Commissioned Service (AFCS) as of 1 October, the academic year. An order of merit list (OML) is established by the board from which chaplain nominees are determined. Since the Chaplaincy normally receives four (4) resident and four (4) nonresident quotas for USAWC, the top four chaplains on the OML are nominated for the resident course while the next four chaplains on the OML are nominated for the nonresident course. Once approved, the results of the SSC Selection Board are announced in an Army-wide selection list. Should any chaplain nominee decline nomination or be deferred one year, the next chaplain on the OML is nominated for the appropriate course.

c. Selection for, and completion of, the two-year USAWC Corresponding Studies Course is considered equivalent to USAWC resident course. Graduates of both programs are awarded MEL 1.

6-13. Installation Chaplains Course.

a. The Installation Chaplains Course is a two-week, intensive course design for chaplains designated as first time installation staff chaplains. The design includes education and training in automation, budgeting, long range planning, chaplain training management, personnel, and installation staff coordination. Presentations by the Chief of Chaplains and functioning installation chaplains highlight this brief course design.

b. Selection for this course is based on assignment to an installation-level, staff chaplain position. Nominations are coordinated by MACOM staff chaplains. Successful completion of the course is reflected in the military education block of the ORB. This course is not an ASI producing program.

6-14. Army Height and Weight Standards. As with all Army officers, chaplains selected or applying for attendance at any course of military education or training must meet the physical fitness and weight standards outlined in AR 350-15 and AR 600-9.

6-15. References.

- a. AR 165-1, Chaplain Activities in the United States Army.
- b. AR 350-15, The Army Physical Fitness Program.
- c. AR 351-1, Individual Military Education and Training.

- d. AR 600-9, The Army Weight Control Program.
- e. AR 614-110, Assignment of Airborne Officers and Processing Volunteers for Training.
- f. Chief of Chaplains' Policy Number 17, Command and General Staff College.
- g. Chief of Chaplains' Policy Number 21, Intermediate Level Military Education (MEL 4) Qualification for Selected Duty Assignments.
- h. DA Pam 351-4, Army For. Schools Catalog.
- i. DA Pam 600-3, Officer P. fessional Development and Utilization.
- j. FM 16-1, Religious Support Doctrine: The Chaplain and Chaplain Assistant.
- k. FM 16-X, The Unit Ministry Team Training Strategy (Draft).

CHAPTER 7

SPECIALIZED MINISTRIES

7-1. General.

a. During their normal career progression, many chaplains receive advanced education and training in skills required for specialized ministries. Among these ministries are clinical pastoral education, family life counseling, confinement facility and hospital care, ethics training, and resources management. A more comprehensive listing is provided in section 7-7.

b. Advanced education and training in these kinds of specialized ministries serves a dual purpose. First, it obviously develops functional skills within chaplains that exceed the limits of their Seminary training and civilian, pastoral experience for specific, specialized purposes. Secondly, it provides knowledge, skills, and abilities in religious support that enhance the more traditional unit and staff ministries.

7-2. Advisory Selection Board.

a. Chaplains who receive specialized training are selected by a Chief of Chaplains' Advisory Selection Board. A different board membership convenes each year, and in accordance with an established Memorandum of Instructions (MOI), reviews the files of all chaplains in the zone of eligibility. The zone is announced not later than 60 days before the board's normal convene date. Eligible chaplains must be between their sixth (6th) and thirteenth (13th) years (14th for CSC) of Active Federal Commissioned Service (AFCS), Regular Army or

Voluntary Indefinite (VI), branch qualified (or scheduled for CHOAC), available for rotation the next FY, and able to qualify for a secret security clearance. They must also reflect the aptitude for further schooling and meet the Army height and weight standards.

b. After careful consideration of all eligibles, the board establishes an order of merit list (OML) for those chaplains considered by the majority of the board membership to be "best qualified" for training in specialized ministries. This list serves as a primary management tool for distributing the limited number of training opportunities. For example, the top seven (7) chaplains on the OML who are promotable captains or above become the Branch nominees for Command and Staff College. The next 30-35 chaplains on the OML become the nominees for Family Life training, Clinical Pastoral Education (CPE), or fully funded officer education. (In the near future, a separate board may be used to select chaplains for the Fully Funded Civilian Education Program).

c. When chaplain OML selectees have pre-applied for education and training in a specific area of specialized ministry, their expressed interests are given the widest consideration. The needs of the Army Chaplaincy, however, must dictate final determinations. In order to take advantage of their selection for specialized training, chaplains should remain flexible and open to all possibilities.

d. Applications for fully funded civilian education should be submitted in accordance with Paragraph 3-4, AR 621-1 on DA Form 1618-R (Application for Detail as Student Officer at a Civilian Educational Institution or at Training With Industry). See paragraph 7-7 for a list of specialties other than CPE and family life.

7-3. Clinical Pastoral Education (CPE).

a. One of the most important specialties in which chaplains are trained is Clinical Pastoral Education (CPE). With its intense focus on introspection in the provision of pastoral care, CPE fosters the personal, practical, and theological understanding of ministry that academia fails to achieve. It provides the best training possible for ministry to hospital patients and the kinds of mass casualties expected on the modern battlefield. Graduates leave this experience with a better understanding of themselves and the theology that motivates their ministry. They have a new sense of self confidence and a renewed commitment to pastoral care.

b. Because of the value in CPE, the Army Chaplaincy in concert with the American Association of Clinical Pastoral Education, has established three separate CPE programs. One of these programs is conducted at Brooke Army Medical Center (BAMC), Fort Sam Houston, Texas. A second program is conducted at Walter Reed Army Medical Center (WRAMC), Washington, D.C. Both the BAMC and WRAMC programs feature basic and advanced level, hospital centered CPE. The Walter Reed program also provides CPE supervisory training. Fort Benning, Georgia is home for the community model CPE program where chaplains receive basic and advanced level training in hospital, confinement facility, and family life ministries. Chaplains successfully completing either of these three programs are given appropriate, three-year utilization assignments.

c. Chaplains wanting to apply for CPE should submit their applications on forms supplied each year through the Chief of Chaplains' Newsletter.

7-4. Family Life Training.

a. As a consequence of their long and rich heritage of caring for soldiers and their families, chaplains have become increasingly important to commanders in the promotion of family health. To meet this demand, the Army Chaplaincy has established a master's degree program in family counseling with Kansas State University. While courses are taken from the University, chaplains receive their practical training and supervision from a military chaplain supervisor at Fort Riley, Kansas. This chaplain supervisor is certified in marriage and family therapy.

b. The Kansas State program features education and training in family dynamics, family systems, and family counseling skills. Chaplains who successfully complete this program are expected to fulfill a three-year utilization tour in which they serve as family counselors, directors of family life centers, and family life trainers for other Army chaplains.

c. Chaplains wanting to apply for this program should submit their applications on forms supplied each year through the Chief of Chaplains' Newsletter.

7-5. Chaplain Classification System (SSI/ASI).

a. AR 611-101 establishes the U.S. Army's commissioned Officer Specialty Classification System. It defines a concept of dual specialties for all Army officers except those in the Special Branches (AMEDD, JAG, and CHAPLAIN). Although chaplains are not developed and managed under this dual specialty concept, the Specialty Skill Identifier (SSI) and Additional Skill Identifier

(ASI) codes are applicable to both chaplains and the positions they fill. These skill identifiers enable chaplain personnel managers to assign chaplains with individual competencies and special skills to meet the maximum ministry needs of the U.S. Army. In addition, they provide sound professional development patterns for Army chaplains.

b. The primary Specialty Skill Identifier for chaplains is SSI 56A (Command and Unit Chaplain). This skill identifier is given to every chaplain at the time of appointment into the Chaplaincy. SSI 56D (Clinical Pastoral Education Supervisor) is the only other SSI in the 56 series. Chaplains with this unique SSI have been specially trained and have met the accreditation requirements of the Association of Clinical Pastoral Education to serve as CPE supervisors. Because of the significant cost effective training they provide other chaplains, these 56D chaplains are frequently managed as though they had no other SSI. For a good portion of their career, they serve as CPE supervisors.

c. Chaplains with some time and experience in the Chaplaincy, may have one or several ASIs. A listing of the most common chaplain ASIs follows:

- 5P Airborne
- 5R Ranger
- 7B Pastoral Counselor: Alcohol and Drug Abuse
- 7C Confinement Ministries
- 7D Staff and Parish Development Ministries
- 7E Chaplain Training Manager
- 7F Pastoral Coordinator
- 7J Religious Education Ministries

- 7K Marriage and Family Ministries
- 7L Manpower and Force Development
- 7M Chaplain Resources Manager
- 7N Service School Instructor
- 7P Mass Media Ministries
- 7R Hospital Ministries

d. Primary SSIs and all ASIs are documented in Section I of the Officer Record Brief (ORB). All requests for adding ASIs to the ORB should be submitted through command channels in accordance with Paragraph 1-30, AR 611-101. These requests should include comments and/or recommendations from the Command Staff Chaplain, contain certificates of completed training, and state the length of qualifying service.

7-6. Classification of Chaplain Positions.

a. Chaplain positions are identified by position requirement codes (PRC). These codes are nine digit numbers that include the Specialty Skill Identifier (SSI), a possible secondary skill identifier, and two Additional Skill Identifiers (ASIs). PRCs appear in the assignment history section of the Officer Record Brief (ORB). Since the ORB is used by promotion boards, the completeness of PRC data is an important factor in identifying skills obtained in succeeding chaplain assignments. It is critical, then, that these PRCs accurately identify positions occupied.

b. A more detailed discussion of PRCs can be found in AR 611-101.

7-7. Army Education Requirements System (AERS) Codes. The following list includes Army Education Requirements System (AERS) codes most applicable to the U.S. Army Chaplaincy:

- ACA Religious Education
- ACB Pastoral Counseling
- AFC Homiletics and Communication
- AGB Motion Picture Production
- AKX Journalism
- ALX Ethics/Philosophy
- BAM Comptrollership/Chaplain Resources Management
- BAO Equal Opportunity
- BAP Personnel Management
- BBM Church Management
- EAB Cultural Foundations
- EEB Educational Technology
- EEX General Education
- EPD Social Psychology
- EPK Educational Psychology
- EPM Industrial Psychology
- EPX Psychology

7-8. References.

- a. AR 165-1, Chaplain Activities in the United States Army.
- b. AR 350-15, The Army Physical Fitness Program.
- c. AR 351-1, Individual Military Education and Training.
- d. AR 600-9, The Army Weight Control Program.

e. AR 611-1, Military Occupation Classification Structure Development and Implementation.

f. AR 611-101, Commissioned Officer Classification System.

g. AR 621-1, Training of Military Personnel at Civilian Institutions.

h. AR 621-108, Military Personnel Requirements for Civilian Education.

i. Chief of Chaplains' Policy Number 11, Family Life Centers.

j. Chief of Chaplains' Policy Number 20, Clinical Pastoral Education.

CHAPTER 8

PERSONNEL FILES

8-1. General. As with all officers, three separate personnel files are maintained for Army chaplains. The Official Military Personnel File (OMPF) is maintained and managed by the U.S. Army Total Personnel Command (PERSCOM) in Alexandria, Virginia. The Career Management Individual File (CMIF) is maintained and managed by the Personnel Division in the Office of the Chief of Chaplains. The Military Personnel Records Jacket (MPRJ) is maintained and managed by the military personnel officer at the the installation of assignment.

8-2. The Official Military Personnel File (OMPF).

a. The OMPF consists of two basic sections: (1) a service section, and (2) a performance section. The service ("s") section is on microfiche and contains such documents as appointment papers, oaths of office, active duty orders, and promotion orders. Computations of service, academic transcripts, and reports of annual medical examinations are other documents found in this section.

b. All academic and officer evaluation reports are microfiched sequentially on the performance ("p") section of the OMPF. If delayed, however, or replaced by photocopies accepted at PERSCOM in lieu of lost originals, these reports are microfiched and marked appropriately, "out of order." Current PERSCOM policy requires at least three (3) "out of order" reports before the "p" section of the OMPF will be sequentially ordered on a new microfiche. When appeals of AERs or OERs are denied, official documents denying these appeals

are also filed in the "p" section of the OMPF. Until 15 January 1990, this section included almost all individual letters of commendation and certificates of appreciation. After this date, however, only those letters and certificates signed by a Service Chief of Staff or higher are placed in the OMPF. It is in this section that award documents and microfiched copies of military photos are filed.

c. A third and restricted ("r") section of the OMPF is maintained and managed by PERSCOM as appropriate. This section includes records of administrative, investigative, and UCMJ actions. It also includes complete transcripts of appeals on AERs and OERs, and corrections to the military record. This part of the OMPF is restricted and is not seen by other individuals, including selection board members, without the approval of the PERSCOM Commander.

d. Because the "s" and "p" sections of the OMPF are used by selection boards and PERSCOM for a variety of personnel actions, chaplains should review their OMPF as often as possible, and at least once before any scheduled selection board. Copies of the OMPF can be obtained by writing to Commander, PERSCOM, ATTN: TAPC-MSP-R, Alexandria, VA 22332-0400. AR 640-10 lists all documents authorized for inclusion in the OMPF and will greatly facilitate the review of individual files.

8-3. The Career Management Individual File (CMIF).

a. In addition to the original, hard copy documents contained on the microfiched OMPF, the CMIF also contains copies of the latest ORB, assignment records, original photos, chaplain correspondence.

and other career management data. It is this file that chaplain personnel managers use to make assignments, education, and training decisions. Chief of Chaplain advisory boards also use the CMIF when making selections for advanced civil schooling and the division chaplains course.

b. When chaplains separate from active duty and return to one of the Reserve Components (RCs), their CMIFs are forwarded in accordance with AR 340-18-7 to the applicable RC. CMIFs of chaplains who retire are maintained in OCCH for a period of one year and subsequently destroyed. The CMIFs of chaplains leaving active duty with no follow on to the RCs are retained in OCCH for a period of five years and subsequently destroyed. Each of these actions is completed in accordance with Chief of Chaplains policy and regulatory guidance.

c. Chaplains are encouraged to review their CMIF and talk with chaplain personnel managers whenever they are in the Washington, D.C. area. Though no appointment is required, a courtesy call to OCCH is highly recommended.

8-4. The Military Personnel Records Jacket (MPRJ).

a. The MPRJ is the field personnel file maintained and managed by the military personnel officer at the installation of assignment. It contains emergency notification data and other basic information needed by commanders and local personnel managers. The MPRJ is also used to keep changes in the Officer Record Brief (ORB) during annual reviews of the OMPF. It is usually hand carried by chaplains when making a permanent change of station. Military personnel officers of gaining commands always have chaplains review and update their MPRJs.

8-5. Annual Audit of Officer Record Brief (ORB).

a. The Officer Record Brief (ORB) is an extremely important personnel management tool. On a single computerized page, it contains a significant amount of information on personal education and training, assignment history, height and weight status, latest photo, physical exam, OER data, and skill qualifications. As a result, it is used by chaplain personnel managers in making assignments and other important career decisions. Promotion selection boards also rely on the ORB for a snapshot of individual and career data.

b. Through procedures established by local Personnel Service Companies/Centers (PSCs), chaplains annually audit their ORBs. This audit usually takes place during birth months. If not contacted by the local PSC, chaplains should take the initiative and request the audit. Because the ORB is computerized and part of an enormous, automated personnel system, it is frequently in error and must be corrected.

c. Since the ORB is used by promotion selection boards and can frequently be in error, chaplains in the zone of consideration are automatically notified by their local PSCs to audit a hard copy, promotion ORB. Chaplains in the zone should ensure this audit occurs and forward the corrected copy of the ORB through their local PSC to the DA Secretariat, PERSCOM. A photocopy of this corrected ORB should also be sent to the chaplain personnel manager responsible for promotion boards at HQDA, ATTN: DACH-PER, Washington, D.C. 20310-2700.

8-6. Official Military Photographs.

a. AR 640-30 establishes the requirements for full-length photographs to be included in official military personnel files. Since these photographs give strong visual impressions and are used by chaplain personnel managers, Chief of Chaplain advisory boards, Volunteer Indefinite boards, and promotion selection boards, chaplains should update their official photographs as often as necessary. Awards, promotions, and regulatory schedules are the primary reasons for updating these photographs.

b. Though official photographs are forwarded by the local PSC to PERSCOM, they are officially filed in hard copy at OCCH in the CMIF. They are forwarded to OCCH by PERSCOM and subsequently provided to promotion selection and academic boards by chaplain personnel managers. Therefore, chaplains should insure that a current photograph is on file in the CMIF.

8-7. References.

- a. AR 340-18-7, Maintenance and Disposition of Military Personnel Functional Files.
- b. AR 640-2-1, Personnel Qualification Records.
- c. AR 640-10, Individual Military Personnel Records.
- d. AR 640-30, Photographs for Military Personnel Files.
- e. AR 670-1, Wear and Appearance of Army Uniforms and Insignia.
- f. AR 672-5-1, Military Awards.
- g. DA Pam 640-1, Officers' Guide to the Officer Record Brief.

CHAPTER 9

OFFICER EVALUATION SYSTEM

9-1. General.

a. The Chaplain Branch fully supports the Officer Evaluation System (OES). This system is the Army's method of evaluating performance and identifying those officers most qualified for advancement to positions of increased responsibility. It also identifies those officers who should be kept on active duty, retained in grade, or eliminated. Assessing potential is a primary function of the OES.

b. In the OES, three kinds of evaluations are given: (1) duty evaluations, (2) academic school evaluations, and (3) DA board evaluations. Since the latter group deals with selection and personnel management systems discussed in other sections of this guide, this chapter focuses on academic and duty evaluations only.

9-2. Academic Evaluation Report (AER).

a. The academic performance of officers in resident and nonresident training at Army service schools is evaluated in accordance with AR 623-1. This assessment of performance is provided as an Academic Evaluation Report (AER). Depending on the nature and purpose of the training being evaluated, one of three versions of DA Form 1059 is required for the AER:

(1) DA Form 1059 (Service School Academic Evaluation Report) is used to report the performance of students attending Army service schools, USAR schools, and schools sponsored by other services.

(2) DA Form 1059-1 (Civilian Institution Academic Evaluation Report) is used to report the performance of students attending courses at civilian educational, medical, or industrial institutions.

(3) DA Form 1059-2 (Senior Service College Academic Evaluation Report) is used to report the performance of students attending any Senior Service College level course.

b. Every effort is made by training personnel to personalize the AER and to provide an assessment of individual performance. Experience shows that these evaluations are not insignificant and do weight career decisions by DA selection and Chief of Chaplain advisory boards. For example, fully funded, advanced civilian schooling opportunities go to those chaplains who are "best qualified," professionally and academically. Since it is the AER that assesses academic acumen and individual commitment to the educational process, it becomes an important discriminator for selection. This does not mean that all chaplains must achieve the top, "exceeds the standards," AER ratings. Those who do, however, enhance the quality of their performance file.

9-3. Officer Evaluation Report (OER).

a. The OER is an important subsystem of the OES and is regulated by AR 623-105. It is the most basic document for determining the quality of the officer corps, and as a consequence, the Chaplaincy. Opportunities for career and leader development are directly related to this report. No other document shapes and directs the rated officer's future like the OER. Consequently, it is the Army's primary personnel management tool.

b. The current OER (DA Form 67-8) features several important enhancements over previous versions. An increased participation by the rated officer in preparing the OER is probably most significant. In addition, a tremendous value and weight has been given to the assessment of the Senior Rater (formerly the Reviewer). Greater emphasis has been placed on measurable, performance objectives and the importance of developing subordinates.

c. To initiate participation in the evaluation process, rated officers (including chaplains) complete an Officer Evaluation Support Form (DA Form 67-8-1). This form requires a rated officer to verify the rating chain, describe and emphasize duty position requirements, and set measurable objectives for the rating period. Information submitted on the 67-8-1 provides the subsequent framework for performance meetings between the rater and the rated officer. The first of these discussions must be accomplished within 30 days after the beginning of each rating period. It is a regulatory requirement and the responsibility of the rated officer. At the completion of the rating period, the rated officer finishes the 67-8-1, specifies the degree to which performance objectives were accomplished, and thereby provides a personal impression of duty performance.

d. Using the 67-8-1 and, eventually, the OER form itself, the OER process is designed to set performance objectives that are both measurable and supportive of the organization's mission. It promotes performance-related discussions and counseling that develop subordinates while assessing their potential for positions of greater responsibility. It encourages communication throughout the chain of command and insures a thorough review of performance.

e. The OER includes several important sections. Part I includes such vital administrative data as the name, Social Security Number (SSN), grade, date of rank, branch, designated specialties, organizational information, dates of the rating period, and other administrative information. In Part II, the rated officer authenticates the administrative data in Part I and the rating chain in Part II. Part III contains the principal duty title and job description taken directly from the rated officers 67-8-1. A performance evaluation of the rated officer's professionalism is featured in PART IV, to include the very visible height and weight information and Army Physical Fitness Test (APFT) results. Parts V, VI, and VII contain the performance and potential evaluations of the rater, intermediate rater (when applicable), and the senior rater.

f. Before authenticating an OER, chaplains should read carefully all administrative data in Part I and verify the accuracy of the rating chain in Part II. Some of the most common mistakes include incorrect branch abbreviations and designated specialties in Part I. Sometimes, the SSN or the rating period is incorrect. Chaplains should also clarify their principal duty position. Too often, the title is simply "chaplain." This generic description is not nearly as specific as "battalion chaplain," "brigade chaplain," "chaplain resources manager," or "family life center chaplain." The duty description may also be too generic, or fail to balance unit duties with the more traditional pastoral duties, and vice-versa. For these reasons, Chaplains must guard against signing blank OER forms. They must remember the importance of the OER and influence its accuracy through their 67-8-1 (support form) and their authenticating review.

g. In view of the chaplain unique duties, Appendix C has been included in AR 623-105 to assist supervisory chaplains and commanders in properly rating chaplains. This appendix describes special chaplain functions, ministry requirements, duty position titles, and performance attributes identified by the Chief of Chaplains that indicate chaplain leadership potential. Some of the most important considerations are the rated chaplain's willingness and ability to work cooperatively with chaplains of other faith groups, educational and supervisory potential, performance of ministry, and commitment to providing soldiers and their families the maximum free exercise of religion.

h. Because there is this branch uniqueness, Appendix C also encourages the inclusion of a supervisory chaplain in the rating chain. When a chaplain is not in the natural chain of command, a senior, supervisory chaplain who is familiar with the rated chaplain's performance may be designated as the intermediate rater. This procedure is permitted as an exception to paragraph 3-8, AR 623-105.

i. The senior rater profile in Part VII of the current OER has obviously become an important discriminator. Chaplains should pay particular attention to their placement in this profile. Generally, a "center-of-mass" rating or above is sufficient for promotion. As reiterated in paragraph "j," however, this promotability may yet depend on the life and language of the OER. Below "center-of-mass" ratings should cause concern. They should compel chaplains to seek appropriate explanations and to consider carefully their future on active duty.

j. Supervisory chaplains and commanders must remember that the Chaplaincy, like OPMD, is extremely competitive, and shall become increasingly so in the days of force reductions. Potential and competence can be shown in a "center-of-mass" and above rating. However, such ratings must also include dynamic statements of specific, measurable performance achievements. Generic platitudes, without supporting specifics, weaken OERs.

k. DA Form 67-8-2 is a total cumulative rating profile for senior raters. It is printed annually and subsequently filed in the performance ("p") section of the senior rater's Official Military Personnel File (OMPF).

9-4. Height and Weight/APFT. In recent years, the height and weight data and Army Physical Fitness Test (APFT) results have become increasingly important discriminators on both AERs and OERs. Failure to meet Army standards in either of these categories can very easily result in non-selection for advanced civil schooling, promotion, or other branch opportunities.

9-5. Chaplain Candidates. Chaplains who supervise chaplain candidates (seminarians) on Active Duty for Training (ADT), must provide a Service School Academic Evaluation Report (DA Form 1059) for each candidate supervised. OERs are not authorized for chaplain candidates who, though commissioned, are in a pre-chaplain, training status.

9-6. AFP/OER Appeals.

a. AERs and OERs may have administrative errors, contain improper characterizations, or record inaccurately a rated officer's potential or performance of duty. The U.S. Army's appeal system provides an impartial process for adjudicating and correcting these kinds of inequities. At the same time, it avoids, without some sufficient cause, impugning the integrity or judgment of the rating officials.

b. Chapter 9 and Appendix N of AR 623-105 detail the appeals process, timing, priorities, and administrative procedures. Chaplains considering an appeal, should read thoroughly and follow carefully the steps outlined in these references. They should pay particular attention to reasons for submitting appeals and the justification required.

c. The success or failure of an appeal depends largely on the support for the argument and evidence substantiating the claim. This evidence may consist of statements, letters, memorandums, reports, documents, or photos. Personal claims of unsubstantiated bias, prejudice, or personality conflict are ordinarily insufficient reason for submitting an appeal. If, however, such abuse is genuine and can be documented, consideration for an appeal is merited.

d. Before deciding to proceed with the appeal process, however, chaplains should discuss their intentions with the officer personnel manager in their local Personnel Service Company/Center (PSC), a representative of the Staff Judge Advocate, and, when possible, their supervisory chaplain. If the appeal is submitted and subsequently

approved, the AER(s) or OER(s) in question will be changed or appropriately corrected. If the appeal is disapproved, however, a memorandum of disapproval is forwarded to the appellant and a copy filed with all other AERs and OERs on the "p" fiche of the OMPF. This memorandum is subsequently seen by any DA selection board, and may only serve to draw attention to the AER or OER in question. It may even raise unnecessary doubts about the character of the appellant.

e. Once an appeal has been received at PERSCOM, it is processed and forwarded to chaplain personnel managers in OCCH for review and for an adjudication of priority. Unless some Chief of Chaplains' policy, chaplain related doctrine, or Army Regulation has been violated or is in question, no evaluative comment results from this review. Chaplain personnel managers seldom have any first-hand knowledge of the circumstances on which the appeal is based. Therefore, a simple verification of the appeal priority is given, and at the request of PERSCOM, returned with a copy of the appellant's most recent Officer Record Brief (ORB) and two copies of the original AER(s) or OER(s) in question. The appeal is then processed for administrative review and action, or given to the DCSPER Officer Special Review Board (OSRB) for decision.

e. Despite the afore-referenced, automatic Branch review of the original appeal, chaplains are encouraged to forward an advanced, courtesy copy to HQDA, ATTN: DACH-PER, Washington, DC, 20310-2700. This copy facilitates an administrative tracking of the appeal.

9-7. References.

- a. AR 600-60, Physical Performance Evaluation System.
- b. AR 623-1, Academic Evaluation Reporting System.
- c. AR 623-105, Officer Evaluation Reporting System.
- d. DA Pam 623-105, The Office Evaluation Reporting System, "In Brief."

CHAPTER 10

PROMOTION SYSTEM

10-1. General.

a. Chaplains are promoted under the Army's centralized officer promotion selection system. This system is regulated by statute (Title 10, United States Code), AR 624-100, and policies established by the Secretary of the Army and the Deputy Chief of Staff for Personnel (DCSPER). It is closely monitored and managed to meet the mission needs of the Army, parallel career development, and enhance the morale and well-being of the officer corps.

b. The basic purpose of the promotion system is to select for promotion those officers who have demonstrated the professional and moral qualifications, integrity, physical fitness, and potential for service in the next higher grade. Ensuring equity and parity is another and equally important function of the system.

c. In close coordination with personnel in DCSPER, the Promotion's Branch, and the DA Secretariat at PERSCOM, chaplain personnel managers ensure every consideration is given to the unique concerns and issues of the Chaplain's Branch and the policies of the Chief of Chaplains. They review fiscal year (FY) budget constraints, adjust appropriately the five-year promotion plan, and establish FY branch requirements. For the Chief of Chaplains approval, they draft promotion board Memorandums of Instruction (MOIs), provide frequent branch analyses, establish zone parameters, nominate chaplains for board membership, review the performance files of promotion eligibles, and brief all DA chaplain promotion selection boards.

10-2. DOPMA and Promotion Opportunity.

a. As of 15 September 1981, the Defense Officer Personnel Management Act (DOPMA), amended Title 10, United States Code, and established a single active duty promotion system for all officers (RA and OTRA). The intent of this act is to make promotions as vacancies occur and within fairly uniform periods of service and promotion opportunities. As a result, eligibility for consideration for promotion is based on a minimum time in grade (TIG) and time in service (TIS). Below-the-zone (BZ) selections above the grade of Captain (CPT) are limited to a maximum of 10% of selectees (15% when authorized by SECDEF). DOPMA goals for promotion opportunity and promotion phase points (i.e., TIS when most officers are promoted) are listed below:

<u>GRADE</u>	<u>OPPORTUNITY*</u>	<u>PHASE POINT**</u>
1LT	Fully Qualified	18 mos TIS
CPT	90%	NLT 2 yrs TIG
MAJ	80%	10 +/- 1 yr
LTC	70%	16 +/- 1 yr
COL	50%	22 +/- 1 yr

* Promotion opportunity is based on the number of officers in the primary zone, often referred to as first time considerations (FTCs). The promotion rate is discussed in section 10-12.

** Constructive service credit for chaplains (discussed in section 2-5) obviously affects the actual phase point for chaplains. For example, a chaplain being promoted to Major at only 8 years of active duty has at least 11 years TIS (8 years active duty + 3 years constructive service credit).

b. Congressional and budgetary constraints, however, ultimately dictate the number of officers, and consequently, the number of chaplains, which may be selected for promotion to each grade in any FY. As budgets are anticipated and Army end strengths established, chaplain personnel managers set actual promotion zones to select the maximum number of chaplains needed by grade to fill authorized and budgeted FY vacancies.

10-3. Promotion Zones (AZ, FTC, BZ).

a. Unlike OPMD managed officers, chaplain promotion zones are established by DOPMA design and anticipated vacancies rather than year group. Though this process may prevent chaplains knowing the exact year they will first be considered for promotion, it does keep the Chaplain's Branch within the intent of DOPMA and pretty much ensures that all selectees will be promoted within the next FY.

b. Once budget and end strength limitations have been established, chaplain personnel managers anticipate grade losses, analyze grade requirements, and apply DOPMA promotion opportunity percentages to determine zone parameters. Since this is an ongoing process that is based both on experience and a five-year promotion plan, it is usually safe to assume that last year's below-the-zone (BZ) parameters will be this year's primary promotion zone/first time considerations (FTCs). Service draw downs may dictate, however, that the zones must be constrained and some chaplains forced into a second BZ consideration.

c. BZ parameters are established by a similar, analytical process. They are based on a best guess of the next FY budget,

anticipated losses, and vacancy analysis. To show the steps of this process, the following hypothetical example is provided:

1991 Chaplain (MAJ) end strength (30 Sep 91):	420
1992 Chaplain (MAJ) anticipated budgeted end strength:	400
1992 Chaplain (MAJ) anticipated losses:	35
1992 Chaplain (MAJ-LTC) anticipated promotions:	25
1992 Chaplain (MAJ) anticipated vacancies	40

The number 40 is reached through simple mathematical calculations: $420 - 400 = 20$ forced reductions; 35 total anticipated losses - 20 forced reductions = 15 net losses; 15 net losses + 25 promoted out = 40 anticipated 1992 vacancies. This analysis results in selecting zone parameters that place approximately 53 eligible chaplains in the FY 1991 BZ, so that 50 of those chaplains (given a possible three BZ selections in FY 1991) become the primary/FTC zone in FY 1992. When the DOPMA promotion opportunity is applied to that FTC number in 1992, 40 Chaplain (CPTs) can be selected for promotion to fill the expected 40 authorized and budgeted vacancies (50 FTC chaplains X 80% promotion opportunity = 40 total selectees).

d. Above-the-zone (AZ) considerations include all chaplains previously considered but not selected, and who have not otherwise been eliminated from active duty. There is no limit to the number of AZ considerations.

e. Once chaplain personnel managers have completed this analysis and determined actual zone parameters, a decision briefing and memorandum is given to the Chief of Chaplains for approval. With this approval, a subsequent memorandum is sent to Promotion's Branch, PERSCOM, authorizing the draft of an official promotion zone message.

f. Promotion zone messages are addressed to all Personnel Service Centers/Companies (PSCs). Officer personnel managers in the PSCs screen the zone against all chaplains within their administrative responsibility, verify eligibility, and make appropriate notifications. PERSCOM's subsequent distribution of hard-copy, promotion Officer Record Briefs (ORBs) to the PSCs for review by chaplains in all zones of promotion consideration, ensures this individual notification. Yet, there are times when all facets of the notification process fail. As a result, chaplain supervisors should anticipate promotion messages and coordinate appropriately with local officer personnel managers. To this end, zone announcements in the Chief of Chaplains' Monthly Newsletter and the Army Times are helpful.

10-4. Promotion Board Membership.

a. Chaplain promotion selection boards are convened at HQDA to recommend chaplains for promotion. These boards follow Secretary of the Army guidance and meet statutory requirements. They consist of at least five active duty list officers in the grade of Major or above who are at least one grade higher than the chaplains being considered. At least one board member must represent the competitive category and/or Army component (RA and OTRA) being considered.

b. Until recently, Chaplain promotion selection boards consisted of five (5) board members, the majority of whom were chaplains. In January 1990, however, the board composition for all special branches was changed by the Army Chief of Staff to eliminate the branch majority representation.

c. The Promotion's Branch, PERSCOM, establishes the requirements for all promotion selection boards. The Chief of Chaplains, however, designates by name those chaplains required of PERSCOM for board membership. Other member requirements for chaplain promotion boards are tasked appropriately by PERSCOM.

10-5. Preparations for a Promotion Board.

a. Based on announced zones, the Promotion's Branch, PERSCOM, provides chaplain personnel managers with a master roster of chaplain eligibles. This list of eligibles is compared with the chaplain personnel list and screened for accuracy. Between the two agencies, every effort is made to ensure that all eligible chaplains are considered.

b. With a complete list of eligibles, Promotion's Branch requests the latest ORBs and copies of the performance ("p") section of the Official Military Personnel File (OMPF/microfiche). They also flag the names of all eligibles with the OER Branch, PERSCOM, to ensure all incoming AERs and OERs on chaplains in the zones of consideration are processed immediately and either placed on the microfiche or hand carried to the DA Secretariat in hard copy for review by the promotion board.

c. Chaplain personnel managers coordinate with the Record's Section, PERSCOM, materials missing from the OMPF that chaplain eligibles send for file inclusion. They also pull current photos from the CMIFs and cross reference the dates of those photos with the dates listed on the ORBs. Every effort is made to ensure that current photos are available for the promotion selection board.

d. In the immediate days before the board convene date, the assigned board clerk from the DA Secretariat, puts together the file folder that will be seen by the members of the promotion selection board. A separate folder is assembled for each chaplain in the zone of consideration. This folder includes a copy of the latest ORB, the "p" section of the OMPF, and the most recent official photo available.

e. Chaplain personnel managers conduct an intense review of each of these folders to ensure that all information is correct on the ORB and that the "p" fiche is as correct and complete as possible. Finding missing AERs, OERs, or other vital documents is a critical objective in this review. Ensuring once again the currency of the official photo is equally important.

f. As a final check on the accuracy and completeness of these folders, another intense review is made by the board recorder assigned from the DA Secretariat.

10-6. Instructions to the Board.

a. On the convene date, board members are briefed on their mission. Their first briefing is presented by the Director of Military Personnel Management, ODCSPER, and is intended to amplify the Memorandum of Instruction (MOI) and the importance of confidentiality. A second briefing by the Chief of the DA Secretariat features general board procedures and the new automated voting process. The OER Branch representative reviews the various sections of the OER and its importance to the decisions of the promotion board.

b. Chaplain personnel managers are last to brief the board. They emphasize the chaplain life cycle, branch unique concerns, and expectations of selectees. It is in this briefing that the importance of chaplain specialties is emphasized and the questions of non-chaplain board members are entertained.

c. A practice voting session completes instructions to the board and familiarizes board members with the procedures they are to follow. The new automated system is detailed and each member afforded the opportunity to individually weight nine different promotion considerations by degree of importance. For example, member number one (1) may weight the importance of performance as 40% of the value of his/her total vote. Military bearing may be 10%; military education and training, 15%; awards and decorations, 5%; and so on, until all nine categories total 100%. As member number one reviews a file, he/she computer scores each of the nine areas of consideration. When the vote is finished, the computer calculates a total score using the percentages assigned before the practice voting began and adds this score to the scores of other board members. Adjustments are allowed during this practice vote.

10-7. Voting the Record.

a. Following the practice vote, board members are sworn in for the actual voting process. They start with First Time Considerations (FTC) and above-the-zone (AZ) records. Using the "best qualified" system, each record is reviewed and computer scored. The amount of time each member spends with a given file varies from a few minutes to as much as 10 minutes. Once a file is computer scored, the member

passes that file to another member and moves on to vote the next file. When every member has computer voted all AZ and FTC records, the computer calculates and summarizes vote totals into an Order of Merit List (OML).

b. The board then begins its consideration and voting of below-the-zone (BZ) records. Once all BZ files have been reviewed and voted using a simple "Yes"/"No" process, those with a "Yes" majority are revoted using the computer scoring system. The final result is another OML that is considered against the AZ/FTC OML. Using the guidance given in the MOI, a maximum of 10% may be selected for promotion from below the zone.

c. Board members move together and begin a review of the AZ and FTC OML to see if the promotable officers satisfy the requirements of the MOI. They then begin the comparison of the two OMLs. If, in the opinion of the majority of the board, the first record in the BZ OML is superior to the last one on the AZ/FTC OML, it displaces the latter record on the recommended promotion list. This process continues until such time as the board has reached its BZ limit and/or the majority board opinion is agreed that all MOI directives have been met.

10-8. Show Cause.

a. During the selection process, the board identifies the files of those chaplains whose performance of duty or conduct may warrant elimination. If more than one file has been identified, a "show cause" list is compiled. A majority of the board members must vote in favor of placing an officer's name on the "show cause" list.

b. The "show cause" list is forwarded to DCSPER with the recommended list, after-action report, and selection statistics. After the Secretary of the Army has reviewed and approved the actions of the board, the "show cause" list is returned to the Commander, PERSCOM for action. Before initiating elimination procedures, the list is forwarded by the Commander, PERSCOM to the Chief of Chaplains for review, comment, and/or action.

c. The Chief of Chaplains may recommend stopping the "show cause" action on any or all of the chaplains on the list, or he may recommend continuing with the action. Unless some unusual circumstances exist to merit stopping the "show cause" action, the Chief of Chaplains will normally allow the process to continue. Individual chaplains are given opportunity to "show cause" as to why they should be retained on active duty. If they can "show cause" to the satisfaction of their command, retention can be recommended.

10-9. Selective Continuation.

a. After the promotion selection board adjourns, a selective continuation board is frequently convened. It is composed of the same board members, but operates from a different MOI. The purpose of this board is to determine if chaplains who have been twice non-selected should remain on active duty. Though these boards select only the "best qualified" chaplains for continuation, the process is primarily intended to retain shortage faith groups.

b. The future of selective continuation boards is questionable. Few reasons will justify its continuance in the face of Reduction in Force (RIF) and Selective Early Retirement Board (SERB) actions.

10-10. Approval and Release of Promotion Lists.

a. As stated above, the "show cause" list, the recommended list, after-action report, and selection statistics are forwarded for review to the DCSPER and ultimately, the Secretary of the Army. Following the Secretary of the Army review, all field grade lists are subsequently forwarded to the Secretary of Defense (SECDEF) for approval. They are simultaneously reproduced and prepositioned throughout the Army for worldwide release on an announced day following SECDEF approval. However, promotions from field grade recommended lists may not begin without Senate confirmation.

b. The "normal" time frame for selection board results to be announced is 90-120 days from the adjourn date of the board. Senate confirmation can take 30-90 days, depending on issues that occupy time usually devoted to "routine" actions.

10-11. Sequencing on Promotion Lists.

a. The Officer Master File (OMF) reflected on the ORB contains several key data elements that determine sequencing on the active duty promotion list. Based on this data, six rules govern seniority on the list:

- (1) Date of rank in current grade.
- (2) Date of rank in previous grade.
- (3) Total Active Federal Commissioned Service (AFCS).
- (4) Date of original appointment.
- (5) Date of birth.
- (6) Last name, alphabetically.

b. Chaplains must be attentive to all items on the ORB and make periodic reviews, correcting any errors. This can be a frustrating, but critical process.

10-12. Promotion Rate.

a. As was discussed in section 10-2 (a), the promotion rate is not to be confused with promotion opportunity. In keeping with DOPMA, promotion opportunity is based on the number of chaplains in the primary promotion zone (FTC). If 50 chaplain (CPTs) are in this zone, a total of 40 can be selected for promotion, and this 40 can come from all three zones: AZ, FTC, BZ.

b. The promotion rate, however, is affected by selections from each of the three zones. If, for example, 25 chaplain (CPTs) are AZ and five (5) are selected, the AZ selection rate is 20%. That number is about 10-15% more than perhaps desired, but a decision made by the promotion board and not personnel managers. If 53 chaplains are BZ and three (3) are selected, the BZ rate is 6%, and well within current Army guidelines (i.e., 5-10%). If 50 chaplains are FTCs the promotion opportunity is a maximum number of 40. With five (5) selections from AZ and three (3) from BZ, only 32 selections remain for FTCs ($40 - 8 = 32$). If 32 are selected, the promotion rate is 64%.

10-13. Promotion Reconsideration.

a. In accordance with AR 624-100, promotion reconsideration is approved for nonselected officers whose records contained a material error when it was considered by a promotion board. "Material error is defined as an error of such substance that had it been corrected

at the time the officer was considered by the board not recommending promotion, it would have resulted in a reasonable chance that the officer would have been recommended for promotion. Reconsideration may also be granted for material information missing from the officer's file when seen by a promotion board. Minor administrative errors on the ORB, however, are not a basis for promotion reconsideration.

b. Examples of requests that may warrant reconsideration are:

(1) One or more evaluation reports seen by a promotion selection board were subsequently altered or deleted from an officer's OMPF.

(2) One or more evaluation reports were missing from the OMPF that should have been seen by a promotion board. These reports must have arrived and been officially processed by the PERSCOM Evaluation Reports Branch by the convene date of the board.

(3) An adverse document belonging to another person had been filed in the OMPF and was seen by the board.

(4) An award of the Silver Star or higher was missing from the OMPF.

c. The Promotion's Branch is authorized to deny promotion reconsideration.

d. The DCSPER Special Review Board (SRB) is the agency that approves requests for promotion reconsideration by a DA Special Selection Board.

e. If promotion reconsideration is granted, the officer's file is reconstructed (with the appropriate corrections) as it was seen by the original selection board. The original MOI is used by the

special selection board. It is provided by the Promotions Branch.

f. In the reconsideration process, the officer's promotion file is compared with a sampling of those officers of the same competitive category who were both recommended and not recommended for promotion by the original board. If the officer is selected for promotion by the special board, he/she receives the same position on the promotion list and the same effective date and date of rank (if applicable) as if selected by the original promotion selection board.

g. The Secretary of Defense is the approving authority for all special selection boards. Senate confirmation, however, is still required for promotion.

h. Officers requesting promotion reconsideration should write to Commander, U.S. Total Army Personnel Command, 200 Stovall Street, ATTN: TAPC-MSP-S, Alexandria, VA 22332-0443.

10-14. References.

- a. AR 350-15, The Army Physical Fitness Program.
- b. AR 600-9, The Army Weight Control Program.
- c. AR 624-100, Change 7: Promotion of Officers on Active Duty.
- f. DA Pam 640-1, The Officer's Guide to the Officer Record Brief.
- e. U.S. Department of the Army, Army Command and Management: Theory and Practice, 1990-1991, pp 19-19 - 19-21.
- f. U.S. Army Total Army Personnel Command, FY 90 OPMD Officer Information Guide, pp 133-169.
- g. DA Pam 640-1, The Officer's Guide to the Officer Record Brief.

CHAPTER 11
SEPARATIONS AND DISCHARGES

11-1. General.

a. Officer separations are governed by AR 635-100. Officer resignations and discharges are governed by AR 635-120. Chaplains desiring a voluntary separation or discharge from active duty must submit their requests in accordance with these regulations to the Commander, PERSCOM through HQDA, ATTN: DACH-PER, Washington, DC 20310-2700. Specific formatting and procedural information is provided in the applicable regulation.

b. Chaplains considering any voluntary separation or discharge should seek the counsel and advice of both their chaplain supervisors and officer personnel managers in their local Personnel Service Center/Company (PSC).

11-2. Service Obligations.

a. Chaplains entering active duty since June 1984, have a total service obligation of eight (8) years. Unless excepted by OCCH or some elimination action, the first three years of this commitment are served in an active duty, obligated volunteer (OBV) status.

b. Chaplains who have completed military or civilian training incur varying service obligations and utilization tour requirements. These additional periods of obligated service are predominantly governed by AR 350-100 and must be satisfied in full before voluntarily separating from active duty.

c. In accordance with AR 614-100, chaplains who have departed one CONUS installation for reassignment to another CONUS installation must complete 12 months time-on-station (TOS) before voluntary separation. AR 614-30 requires the completion of the appropriate tour length for an OCONUS assignment before voluntary separation.

d. Exceptions to service obligations are considered on a case-by-case basis and are normally granted only for reasons of extreme hardship.

11-3. Release From Active Duty (REFRAD).

a. Under the provisions of Chapter 3, AR 635-100, Other than Regular Army (OTRA) chaplains may request release from active duty (REFRAD). Such requests may be occasioned by the disapproval of a request for service extension, personal hardship, attainment of maximum service or age, withdrawal of ecclesiastical endorsement, failure to be selected for promotion, or any number of other personal or professional reasons.

b. Chaplains who have the eight (8) year service commitment discussed in 11-2 (a) and who subsequently receive approval for a request for REFRAD, normally retain their ARNG or USAR status and service obligation.

11-4. Hardship Discharge. (Discussed in Section 5-13).

11-5. Resignations. Under the provisions of AR 635-100, chaplains may tender any one of several resignations. The most common are:
(1) The unqualified resignation, (2) resignation in lieu of

elimination, (3) resignation for the good of the service, (4) resignation for reason of pregnancy, and (5) resignation in lieu of discharge. Because of its significance, a separate section (11-6) is devoted to the unqualified resignation.

11-6. Unqualified Resignation.

a. Under the provisions of Chapter 3, AR 635-120, chaplains may tender an unqualified resignation. This action terminates military service as an officer, regardless of component (RA or OTRA).

b. OTRA chaplains resigning from the Army, must indicate their willingness or unwillingness to accept REFRAD in lieu of resignation. If they desire a complete separation from all components (AD, ARNG, and USAR), they must decline the REFRAD option. This declination, however, may result in the resignation being disapproved. Circumstances surrounding the resignation and the needs of the Army Chaplaincy will obviously dictate final determinations.

c. RA chaplains tendering their resignation must have served three (3) years of active military service subsequent to the date of their appointment. In addition, they must indicate their willingness or unwillingness to accept appointment in the USAR, non-active duty status. As with OTRA officers, the unwillingness to accept such appointment may result in the resignation being disapproved. Again, circumstances and military needs will dictate final decisions.

d. Before an unqualified resignation is approved, chaplains must normally complete all applicable service obligations (e.g., educational). They must also realize that approval usually results in the loss of any opportunity for military retirement.

11-7. Voluntary Retirement.

a. Under the provisions of Chapter 4, AR 635-100, chaplains may request relief from active duty by means of voluntary retirement. They must have completed all qualifying service as established by federal statute and a retirement physical.

b. As with all separations, applications for voluntary retirement must be submitted in the regulatory format through OCCH to PERSCOM. They must include the intended retirement date, desired location, and terminal leave information. To ensure the maximum satisfaction of personal preferences, chaplains should submit their applications for voluntary retirement not earlier than 12 months and not later than 120 days before the desired retirement date. Failure to meet these parameters could result in unnecessary and frustrating delays.

c. Requests for voluntary retirement are normally approved and retirement orders processed in an expeditious manner. Delays are usually caused by medical issues surfaced during the retirement physical requiring additional examination and possible disability board action.

11-8. Mandatory Retirement.

a. Mandatory retirement applies to both RA and OTRA officers who have reached their maximum time in service or maximum service age. Normally, personnel in the PERSCOM retirements section automatically adjudicate this retirement data and place it in the Officer Master File (OMF). The result is a mandatory retirement date (MRD) that subsequently appears in the Service Data section (Section III) of the

ORB. It is not unusual, however, for this normal process to fail and cause short-fuse responses. Chaplains are well advised, then, to know and anticipate their MRD.

b. Mandatory retirement is required for all OTRA chaplains at age 60 or upon reaching 20 years of Active Federal Commissioned Service (AFCS), regardless of grade. RA chaplains reach their MRD at age 62 or at 20 years of AFCS for the grade of Major, 28 years of AFCS for the grade of LTC, and 30 years of AFCS for the grade of COL. (Though federal statutes allow a Major to remain on active duty for 24 years AFCS, current Army policy only allows 20 years AFCS).

c. Chaplains who face mandatory retirement may choose to retire voluntarily. Though there does not seem to be a significant difference in the two, some states authorize temporary unemployment compensation to the officer who is mandatorily retired. Otherwise, the choice seems to be a matter of personal preferences.

11-9. Eliminations.

a. On rare occasions, chaplains may become the subject of an elimination action. This action may be the result of substandard performance of duty, misconduct, moral or professional dereliction, or violating a national security interest. It may be initiated by a General Officer Show Cause Authority (GOSCA) or the Commander, PERSCOM.

b. The initiation letter informs the officer of the factual allegations supporting the recommendation. The officer is then given the opportunity to submit matters in his/her behalf to rebut the allegations and is offered the following options:

- (1) Tender resignation in lieu of elimination.
- (2) Request discharge in lieu of elimination (RA only).
- (3) Apply for retirement in lieu of elimination, if eligible.
- (4) Appear before a board of inquiry to "show cause" for retention.

c. If the officer declines to elect an option, the case is forwarded to the GOSCA to conduct a board of inquiry, or to the Commander, PERSCOM for the appointment of the appropriate GOSCA to conduct the board of inquiry.

d. If the officer elects to appear before a board of inquiry, he/she will be provided counsel, given 30 days to prepare the case, and be allowed full access to and provided copies of records relevant to the case. If the board recommends elimination, the officer will be allowed to submit an appellate brief and statement. If the officer is retained by the board, the case is closed.

e. In cases of substandard performance of duty, an honorable discharge is issued. Chaplains identified for "show cause" by a DA Promotion Selection Board and subsequently recommended for elimination by a board of inquiry is a case where an honorable discharge is appropriate.

f. If the case is based on misconduct, moral or professional dereliction, or some violation of a national security interest, the board of inquiry must recommend a character of discharge.

g. At HQDA, an Army Council of Review Board reviews the case, retains the officer, or recommends the officer be eliminated. If the latter, the case is forwarded with a recommendation for character of

discharge to the Assistant Secretary of the Army who makes the final determination.

h. If the elimination is approved, the officer is separated not later than 14 days (CONUS) or 21 days (OCONUS) after receipt of the notification. The officer may receive separation pay, if eligible.

11-10. Involuntary Officer Separations/DAADB/RIF.

a. As a result of recent legislative changes, both RA and OTRA officers, and as a consequence, chaplains may be involuntary released from active duty through the actions of a Department of the Army Active Duty Board (DAADB). Their release may be for either quantitative or qualitative reasons:

(1) Quantitative reasons are more commonly referred to as Reductions in Force (RIF). They are precipitated by budgetary constraints imposed on the Army by Congress.

(2) Qualitative reasons may be based on unsatisfactory degree of efficiency and manner of performance, misconduct, and/or moral or professional dereliction.

b. DAADB actions may be initiated by the Commander, PERSCOM or a field commander. The proceedings are pretty much the same as described for a board of inquiry in 11-9 above.

c. Chaplains approved for release for unsatisfactory performance are separated 90 days after receipt of written notification. Those to be released for misconduct will only have 14 days before release and may also be recommended for release from their Reserve commissions.

11-11. Selective Early Retirement Board (SERB).

a. With 1990 legislative changes, chaplains (as with all officers) are subject to recurring Selective Early Retirement Boards (SERBs). When precipitated by budgetary constraints, these boards recommend certain chaplains for early retirement:

(1) LTCs who have once failed selection for promotion to the grade of COL and whose names are not on a recommended promotion list

(2) COLs who have served at least two years of active duty in their grade and whose names are not on a recommended list for promotion.

b. Up to 30 percent of the chaplains in the zones of consideration may be selected for early retirement. If approved by the Secretary of the Army (SA), these chaplains will receive personal notification at the highest level of their immediate chain of command practical. They will be offered three retirement choices:

(1) Mandatory retirement not later than the first day of the seventh month beginning after the month the SA approves the board results.

(2) Mandatory retirement on the first day of a chosen month before the first day of the seventh month beginning after the month the SA approves the board results.

(3) Voluntary retirement on the first day of any month up to and including the first day of the seventh month beginning after the month in which the SA approves the board results.

11-12. References.

- a. AR 350-100, Officer Active Duty Service Obligations
- b. AR 600-37, Unfavorable Information.
- c. AR 600-100, Officer Personnel.
- d. AR 605-120, Officer Resignations and Discharges.
- e. U.S. Army Total Army Personnel Command, FY OPMD Officer Information Guide, pp. 107-112 and 116-123.

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