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**FM 16-5**

**DEPARTMENT OF THE ARMY FIELD MANUAL**

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**THE  
CHAPLAIN**



**HEADQUARTERS, DEPARTMENT OF THE ARMY  
AUGUST 1964**

FIELD MANUAL }  
No. 16-5

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, D.C., 27 August 1964

**THE CHAPLAIN**

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## CHAPTER 1

### INTRODUCTION

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#### 1. Purpose and Scope

*a.* This manual contains basic information on the mission, status, functions, and relationships of chaplains in the United States Army. It outlines the duties of the chaplain and sets forth characteristics of chaplain assignment and situations.

*b.* The material contained herein provides a basis of training for chaplains in garrison and in the field. It is applicable to peacetime operations as well as to limited war, either nuclear or nonnuclear, and general war.

*c.* Users of this manual are encouraged to submit recommended changes or comments for improvement. Each change or comment should be keyed to the specific page, paragraph, and line and supported by a reason in order to insure understanding and complete evaluation. Correspondence should be forwarded to the Director, U. S. Army Combat Developments Command Chaplain Agency, Fort Lee, Va. 23801.

#### 2. Responsibility for the Religious Program

The commander is responsible for the religious life, morals, and morale of the command (AR 165-15). The chaplain is a member of the special staff and acts as adviser and consultant to the commander in all matters related to religion, morals, and morale as affected by religion in the command. The chaplain assists the commander and his staff to integrate the principles of good moral conduct and citizenship into the training program and the total life of the command (AR 600-30).

#### 3. Status and Mission

The chaplain is a clergyman in uniform. He represents religion which teaches fortitude, reverence, and justice as well as kindness, sympathy, and humility. The duties of the chaplain as a religious and spiritual leader are es-

tablished by law and the ecclesiastical usages which pertain to his profession as a clergyman. The mission of the chaplain is to promote religion and morality in the Army and to minister to the spiritual and moral needs of military personnel, their dependents, and authorized civilians. He has a leading role in the deliberate and systematic cultivation of moral and spiritual forces in the Army. Our nation was founded on principles that are rooted in religion. The Army, pledged to the defense of the nation, must be a stronghold of those principles. A spiritual sense of obligation to duty, together with native bravery and thorough training, will produce the best type of soldier in the American tradition. The chaplain will stimulate and guide the growth of the spiritual and moral sense of obligation to enable the soldier to be a faithful citizen and a devoted defender of the nation.

#### 4. Functions

In carrying out his mission in the Army, the chaplain—

*a.* Acts as adviser and consultant to the commander and his staff in all matters which pertain to religion, morals, and morale as affected by religion of the command.

*b.* Provides opportunities for worship, public and private, consistent with the religious beliefs, customs, and practices of the military personnel, their dependents, and authorized civilians.

*c.* Provides for the proper and appropriate administration of rites, sacraments, and/or ordinances.

*d.* Provides religious education and instruction consonant with the desires of the individual concerned.

*e.* Provides character guidance instruction.

*f.* Provides pastoral care such as counseling, spiritual guidance, visitation of the sick and

the incarcerated, and making pastoral visits to barracks, quarters, training, and recreational areas.

*g.* Cooperates with religious groups and welfare agencies in civilian communities.

*h.* Plans and provides a program of cultural and social activities consistent with the religious need of the command.

*i.* Satisfies religious obligations established by ecclesiastical authorities to insure maintenance of denominational indorsement.

## **5. Allocation and Assignment of Chaplains**

Assignment and distribution of chaplains is effected in the U. S. Army by Headquarters, Department of the Army. Bulk allocations and individual assignments are made on the basis of authorizations contained in Tables of Organization and Equipment, Tables of Distribution, and augmentations thereto. Chaplains allotted to oversea commands receive their specific assignment from the headquarters of the oversea command. In accordance with AR 165-15, chaplains may not be assigned secular duties.

## **6. Appointment of Chaplains**

Chaplains may be appointed in one of the three components of the United States Army,

the Regular Army, the U. S. Army Reserve, and the National Guard of the United States (Title 10 U.S.C., sections 3441, 3444, and 3445). Temporary appointment of chaplains in the Army may be made without specification of component during time of war or emergency declared by Congress or the President. Qualifications for appointment in the Regular Army are found in AR 601-126. Qualifications for appointment in the U. S. Army Reserve, either as a chaplain or as a second lieutenant for assignment to the Staff Specialist Branch, are outlined in AR 140-100. Eligibility requirements for appointment in the chaplains branch in the National Guard, when not on active duty, are set forth in National Guard Bureau regulations. In general, the same requirements for appointment in the U. S. Army Reserve apply as for appointment in the National Guard.

## **7. Communications Pertaining to Professional Matters**

Free exchange of communication concerning professional or related matters between chaplains at all levels of command without recourse to military channels is authorized by AR 165-15. On other than purely personal matters, such communications directed to the Chief of Chaplains are forwarded through supervisory chaplains.

## CHAPTER 2

## RELATIONSHIP OF CHAPLAINS

## Section I. MILITARY

**8. Relationship to Commanders**

*a.* The chaplain should realize early in his career that his relationship to his commander is a most important factor in the success of his religious program. By Army Regulation, the commander is responsible for the religious life, morals, and morale within the command even as he is for strictly military affairs (AR 165-15). Although the commander does not exercise the same control over the details of divine services as he does over drill, training, and other purely military aspects of the command, the manner in which the chaplain's program is carried out will be of concern to him, because of the contribution it makes to the total life of the command. The chaplain, as soon as practicable after his arrival in a command, should seek a personal interview with the commander, in order to become familiar with his plans and policies. On occasions of this kind, nothing more strongly commends the chaplain in the eyes of the commander than an open mind and a desire to profit by the suggestions of the commander. A chaplain can be helped or hindered in his work by the degree of cordial understanding which he develops with his commanding officer. A commander is generally willing to give the chaplain the benefit of knowledge gained through long years of experience and acquaintance with many chaplains, and the chaplain should be equally receptive of his counsel and guidance.

*b.* FM 101-5 defines the relationship of the chaplain as a staff officer to commanders of subordinate units in this way, "If it appears that orders of the higher commander have been misunderstood, he furnishes the subordinate commander or his staff such additional information as is necessary to assist the subordinate

commander in comprehending the exact desires of his superior."

*c.* The attitude of the chaplain towards all commanders whether his own or those of adjacent units should be one of friendly cooperation. He should stand ready to assist them in the discharge of their responsibility to promote the religious life of their command (AR 165-15).

**9. Staff Officer**

*a.* The duties of a chaplain as a staff officer are outlined in FM 101-5. The chaplain consults other staff officers for required technical information and assistance, and displays initiative in recommending policies and making available to them his specialized knowledge in the field of religion, morals, and morale. Friendly reciprocal relationships in all phases of the organization's life and work are essential. The chaplain who performs his portion of the common task well and who refrains from encroaching on the fields of other staff sections promotes efficiency and gains the respect of his associates. The strength and vitality of the chaplain's influence as a staff officer centers on his status as a representative of religion and will depend upon his personal and professional integrity.

*b.* Chaplains are addressed as "chaplain" (AR 165-15) and identify themselves by this title in all official communications pertaining to their status as military officers, or relating to their performance of duty as staff officers. This does not preclude the use of ecclesiastical or academic titles in those cases where a social or pastor-parishioner relationship is involved.

**10. Relationship to Troops**

*a.* The chaplain must never lose sight of the fact that the first quality of leadership is re-

spect, consideration, and courtesy toward those with whom he serves. The use of the official title "Chaplain" helps to emphasize the pastoral care which he exercises. The chaplain should always be impartial, firm, and exemplary in his dealings and relations with all. Through unselfish service he will earn the respect and loyalty of his men. It should be readily said of all chaplains by their associates that "He is the Chaplain." The chaplain must never lose sight of his military position or social station within the military, but he must be equally careful to emphasize his professional and spiritual responsibility for all military personnel.

b. The chaplain makes informal visits wherever men are gathered for work or play. He is a frequent visitor to training areas, day-rooms, messhalls, maneuver areas, and combat positions. He takes every opportunity to make personal contact with individuals and small groups. Such activity results in a broader area of service for the chaplain and provides encouragement for religious practice by the men.

c. Chaplains assigned to units or installations should spend a minimum of fifty percent of their duty time each week with troops.

### 11. Relationship to Dependents

Though his first responsibility is to military personnel, the chaplain must exercise care and solicitude for their dependents. The chaplain calls at the homes of personnel who reside within or near the military reservation to encourage attendance at religious services, to comfort the afflicted, and to extend spiritual care and fellowship.

### 12. Relationship to Other Chaplains

a. The relationships of chaplains to one another are characterized by understanding, mutual respect, and fraternal charity. Differences in religious beliefs and practices do not exclude a mutual, cooperative effort to repre-

sent religion in the military community. The dignity and dedicated character of the chaplain's calling dictate that he provide to all an example of wisdom and the love of God and his fellow man. When two or more chaplains are assigned to the same headquarters or operating in the same chapel or area, some division of labor is logical and wise. Religious services of the three major faiths are conducted or arranged for by chaplains, so far as conditions permit. Cordial interest in the services conducted by brother chaplains is the desired attitude in every chaplain. This insures a properly planned program for the most advantageous use of the chapel and leads to the sincere cooperation which will strengthen the friendly tie among chaplains and enhance their place in the respect and confidence of the men.

b. Where there are several chaplains assigned to a headquarters, there is only one staff chaplain, usually the senior in rank. The staff chaplain should be consulted by subordinate chaplains on all aspects of the chaplain program which demand action through the unit staff or the commander. By virtue of his position and experience the staff chaplain will advise and guide his colleagues as well as communicate the wishes and desires of his commander to chaplains of subordinate units.

c. Although by law (Sec. 3581, Title 10, U. S. Code), chaplains may not exercise command in the technical sense they may exercise supervision and operational control over installations, activities, and individuals (para. 5d, AR 600-20). This type of control is limited to the Chief of Chaplains and the Commandant of the Chaplain School, and to supervisory chaplains with respect to their own section, branch, or division. Chaplains should not use rank, or solely depend on command channels, in accomplishing their mutual tasks but should endeavor to exercise the ideal form of leadership which inherently elicits respect and cordial cooperation.

## Section II. SOCIAL RELATIONSHIPS

### 13. Social Customs

Numerous customs have grown up in the military service and have come to be considered almost as binding as a formal regulation. This

is because long experience has shown these customs to be closely related to discipline and *esprit de corps*. Chaplains should learn these customs so thoroughly that they will observe

them as spontaneously as they observe the conventions of civil life. Among these customs are the forms of courtesy usually observed in military relationships. Consideration for others, and the desire to spare unnecessary embarrassment, are the essence of courtesy in military, as in civilian life. Military courtesy prepares the way for cordial cooperation, and reflects directly on the self-respect of the soldier and his pride of organization. The chaplain, like all officers, should be courteous in spirit as well as in form in all his relations with his superiors and other officers. Sincere

courtesy toward subordinates is even more important. Failure on the part of a chaplain to extend the usual courtesies such as social calls, the use of correct title in military address, and the rendering of the salute, marks him as being indifferent or careless and may be interpreted in a manner to cause him deep regret. The usual military courtesies are explained in FM 21-13. Every chaplain should be familiar with these and make their observance his universal practice (AR 600-20, AR 600-25, AR 600-50, AR 670-5, AR 672-5-1, AR 840-10, and FM 22-5).

### Section III. ECCLESIASTICAL RELATIONSHIPS

#### 14. Status

The chaplain in the Army represents a recognized religious denomination. His ecclesiastical status obliges him to observe the rules and regulations of his denomination and to maintain an active and continuing membership in his church.

#### 15. Ecclesiastical Indorsement

A principal requirement to qualify for appointment as a chaplain in any component of the Army is an ecclesiastical indorsement. This indorsement is submitted by the applicant's denomination to the Office of the Chief of Chaplains. The withdrawal of a chaplain's ecclesiastical indorsement by the denomination which he represents is basis for action by the Adjutant General's Office to terminate his commission and separate him from the service.

#### 16. Denominational Activities

*a.* The chaplain should maintain close and friendly ties with his church organization both local and general. Under the provisions of AR 630-20, a chaplain may attend conferences and meetings of his denomination or engage in spiritual exercises, e.g., a religious retreat, sponsored by his denomination. Commanders may grant administrative absence at no expense to the Government for such purposes. In keeping with the provisions of AR 630-20,

a report may be rendered. Chaplains are encouraged to participate in these activities to maintain the high esteem in which they are held by their denomination and to keep their spiritual life and church relationship at the highest level.

*b.* In order to maintain their own personal and professional fitness, and to enrich their spiritual ministry, each chaplain should be authorized a minimum of one-half day a month for personal spiritual exercises such as retreats and days of recollection. In addition, each chaplain is authorized to participate in a spiritual retreat of some type for an extended period not to exceed 10 days annually (para. 11, AR 630-20). Such a period of administrative absence is not in addition to but includes the period of administrative absence referred to in the preceding subparagraph.

*c.* Many denominations require their chaplains on active duty to submit periodic reports of their religious activities to include records of individual pastoral acts. These reports are recognized as essential to the proper relationship between a chaplain and his indorsing denomination and as such are the responsibility of each chaplain concerned. Compliance with these denominational requests must not in any way violate existing security regulations or restrictions on disclosure of information to unauthorized persons.

### Section IV. COMMUNITY RELATIONS

#### 17. Civic and Community Relationship

To assist in providing a complete religious ministry for the command to which he is as-

signed, it is desirable that the chaplain, with the consent and permission of his commander, contact the clergy and other leaders in the

nearby communities. The fostering of cordial relationships with local religious representatives and leaders of allied activities and civic organizations can open the way to opportunities for religious, social, and cultural development of military personnel within the nearby communities.

*a. Veterans Organizations.* Veterans organizations will provide the chaplain with the friendship and assistance he may require in his work.

*b. Civic Organizations.* The chaplain can profit from contacts and good relationships with various civic groups. These may include Parent-Teacher's Associations, business and professional groups, and fraternal orders. In all community activities undertaken with the consent of the commanding officer, an increased mutual understanding and a heightened respect of civilian and military for each other may be fostered.

*c. Charitable and Welfare Organizations.* This type of community organization, and legal agencies as well, may be of assistance to the chaplain in furthering his work and his position of influence.

*d. Religious Organizations.* While maintenance of liaison with officials in civilian churches and other religious organizations is encouraged and directed by paragraph 5a (8), AR 165-15, this should not be interpreted as a requirement, nor a general authorization, to conduct worship services in civilian churches or synagogues. The chaplain's primary responsibility for religious services is to military personnel on military reservations. The fulfillment of this responsibility should limit the conduct of worship services by invitation in civilian churches or synagogues to occasions of high holy days, the Sunday of Armed Forces Week, and patriotic functions which promote a healthy military-civilian relationship. In no instance should an Army chaplain on extended active duty be assigned as a pastor of a civilian controlled church or synagogue.

## 18. Publicity

A wise and judicious use of a publicity media in the local community can benefit both the

community and the Army. The chaplain sponsors many activities which are of interest to the civilian public. Some activities may be of national interest and others of local interest only. It is the desire of the Chief of Chaplains that pictures and newsworthy items concerning chaplains, which reflect credit upon the Army and Chaplain's Branch, be released through the Public Information Officer for appropriate publicity. Clippings and/or copies with proper releases, in the case of pictures, are mailed to the Chief of Chaplains, Department of the Army, Washington, D. C. The reporting of joint religious services with civilians, outstanding religious activities on the part of military personnel in a civilian community, and participation by chaplains in newsworthy events are appropriate publicity items.

## 19. Summary

There is no phase of the life of the soldier in which the chaplain does not show an interest and proper concern. Experienced chaplains emphasize the plea that the parent, the minister, priest or rabbi, and friends of a young man who has entered the Army, correspond with the chaplain and the soldier to indicate their continuing concern in his welfare. The chaplain, from experience, knows that the civilian church can assist him in his ministry by interest in their young members whom they send to the military service. From the time the young soldier enters the Army, it is the responsibility of the chaplain to make every effort to assist the soldier to render a creditable service to the Army. He should be returned to civilian life, upon the conclusion of his tour of duty, strengthened in his religious outlook, more devoted as a citizen, and even more faithful to the flag he has served. For this reason, the chaplain must be interested in the civilian community wherein the soldier will spend much of his off-duty time. He must be equally solicitous that the civilian community has a proper respect and regard for the soldier and that the soldier merits respect in the civilian community for the uniform which he wears.

## CHAPTER 3

### THE CHAPLAIN PROGRAM

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#### Section I. RELIGIOUS SERVICES AND MINISTRATION

#### 20. General

The general provisions pertaining to the professional duties of chaplains are found in AR 165-15. These duties are analogous to those performed in any parish or community modified by conditions and exigencies of military life. These chaplain functions comprise the chaplain's program and are classified into four broad areas: Religious Services and Ministration; Religious Education; Pastoral Care and Counseling; and Character Guidance Instruction.

#### 21. Worship Services

a. The chaplain is required by law to conduct appropriate public religious services for the command to which he is assigned. These services will be conducted at times and places approved by the organization commander. Normally, the chaplain will submit to the commander for approval a plan for religious services which includes time and place. Such planning will also include for approval services to be conducted by the chaplain for adjacent units. Plans for the conduct of such services outside of the parent unit must be approved by both commanders, the chaplain's commanding officer, as well as the commanding officer of the receiving unit.

b. No chaplain is required to conduct or participate in any service, rite, or sacrament contrary to the requirements of his denomination.

#### 22. Types of Services

##### a. *Sunday/Sabbath Worship Services.*

- (1) Sunday and the Sabbath are recognized by law as the days on which regular religious worship services are to be conducted by chaplains. Only

such exigencies as combat or a duty mission, which would make services impractical, excuse the chaplain from conducting scheduled worship on these traditional religious days. Section III, AR 165-15, outlines the responsibility of commanding officers for religious services including the designation of place, time, and the providing of total religious coverage for the command. Military duty and labor will be reduced to the measure of strict necessity, and athletics and recreational activities will be scheduled so that military personnel may be free to attend such religious services as they may desire. See AR 165-15.

- (2) Protestant chaplains are required to conduct a general service of worship which is acceptable and meaningful to the maximum number of Protestant personnel in the command.
- (3) Protestant denominational services are a secondary responsibility of chaplains but are encouraged for those denominations which require them by Church law to be conducted by their chaplains.

b. *Weekday Services.* Whenever practicable, services should be conducted on weekdays as well as on Sundays. Such services as Vespers, Prayer Meetings, Masses, Novenas, and Benedictions will be arranged by chaplains in accordance with local needs. To insure their effectiveness, these services should not conflict with the training program.

##### c. *Field Services.*

- (1) Chaplains recognize that the field is the normal environment for Army worship both in training and in com-

bat. To familiarize themselves and their congregations with field services, unit chaplains should conduct services under field conditions whenever conditions make such services necessary or feasible.

- (2) The proper recognition of both chapel and field services should result in a minimum of one Sunday/Sabbath service and one weekday service each week by each chaplain serving troops.

### 23. Sacraments, Ordinances, Rites

AR 165-15 provides that chaplains will perform services and administer sacraments, ordinances, and/or rites in accordance with the practices of his denomination.

*a. Holy Communion/The Lord's Supper.* The same provisions which apply to the conduct of regular worship services apply to the communion service. In order to meet the religious needs of the military community, opportunity will be provided for the receiving of holy communion. When the regulations of the chaplain's denomination or his own conscientious practice restrict him in the administration of the communion, he is advised to make known to the congregation attending the service the conditions under which he can administer the sacrament. When limitations are imposed upon any chaplain, he should exercise every effort to provide for required services through other chaplains or duly qualified civilian clergymen.

*b. Baptisms.* Baptism is administered in accordance with the denominational laws which govern the chaplain's ministerial practice. All baptisms are reported to the Chief of Chaplains on DA Form 16-5 in accordance with provisions of AR 165-20. Certificates of baptism (DA Form 16-3) may be procured as items of issue through Adjutant General publications channels.

*c. Confirmations.* Where confirmation is administered by a denomination, the rite is performed in accordance with the church's laws and restricted to the chaplains of the churches concerned. Confirmations are not reported to the Chief of Chaplains, but are included in the appropriate section of the quarterly Religious and Character Guidance Activities Report (DA Form 16-1).

#### *d. Marriages.*

- (1) The chaplain in the solemnization of marriage must comply with the denominational practices of his church, directives concerning military personnel issued by competent military authority (see AR 600-240), and the civil law of the place where the marriage occurs. In localities where the law requires a civil ceremony, the religious ceremony may not take place until the civil ceremony has been accomplished. Certificates of marriage (DA Form 16-2) may be procured as items of issue through Adjutant General publications channels. A record of each marriage performed is submitted to the Chief of Chaplains on DA Form 16-6 in accordance with provisions of AR 165-20.
- (2) Marriages in foreign countries at oversea stations are accomplished in accordance with Army and State Department policy as well as the general stipulations in (1) above.

*e. Funerals.* AR 165-15 requires chaplains to conduct or arrange for appropriate burial services at the interment of deceased members of the military service, active and retired, and for deceased members of their families upon request. The chaplain is responsible for the religious portion of the service, but should understand the military procedures well enough that he does not detract from its military or religious significance. Detailed instructions for conducting military funerals are found in AR 600-25, FM 22-5, DA Pamphlet 21-38, and Sound Film Strip 16-125, "How to Conduct a Military Funeral."

*f. Circumcision.* Circumcision is performed in accordance with the practices of the Jewish faith. Circumcisions are not reported to the Chief of Chaplains, but are included in the appropriate section of the Religious and Character Guidance Activities Report (DA Form 16-1).

### 24. Special Religious Observances

*a. Holy Days.* On certain days of the year, which are recognized by his denomination as having spiritual significance, the chaplain con-

ducts appropriate religious services. Authorization for participation of military personnel is found in AR 165-15. All denominations to some extent observe days set aside by religious customs, traditions, tenets, or law. Certain of these days for Roman Catholics are called Holy Days and carry the same obligation of attending Mass as do Sundays. The Holy Days of the Jewish Faith are supported by centuries of traditional observance, and the majority of Jewish personnel will desire to attend religious service on these days. In accordance with their practices, Protestant denominations likewise observe certain special days of the Christian calendar.

*b. Spiritual Retreats and Preaching Missions.* Opportunities are provided at various times in the year by missions, retreats, or religious emphasis weeks to cultivate a more intense awareness of the individual's responsibility to God and the place that God should hold in the life of the individual. These exercises are generally planned on installation or organization level and are conducted with the assistance of guest preachers. They are undertaken only with the consent of the installation or organization commander. To meet the need for the deepening of the spiritual life in overseas areas, religious retreat facilities are made available under command auspices in major theaters. Payment for services rendered in retreats, missions, and for periods of religious emphasis may be programmed out of appropriated chaplain activity funds (AR 1-11-FY and CPR A-9). When nonappropriated funds are utilized, payment will be governed by the provisions of AR 230-5, AR 230-10, and AR 230-36.

## 25. Denominational Coverage

*a.* The chaplain seeks to provide opportunity for each member of the command to receive the ministrations of his own religious faith in such a way and on such occasions as his denomination requires. If special denominational services are required by denominational law, the chaplain of those denominations serving in the army must, in conscience, make the necessary arrangements for members of his own group in the area.

*b.* Because of the nature of military service, it may not always be possible to provide spe-

cial denominational services for those who "desire" them. The press of time, difficulty of securing leaders, and the small size of the group often may tempt the chaplain to discourage the denominational service. However, such circumstances do not excuse the chaplain from providing every worship opportunity that is required by denominational law for members of the command.

*c.* The services for the majority of the command, i.e., Roman Catholic Mass and the general Protestant service, will have the traditional hours of Sunday service at their disposal.

## 26. Auxiliary Chaplains

*a.* To the extent possible, the chaplain will accomplish religious coverage through his own personal services. Because of other duties, his own conscience, the rules of his church, or the fact that his ministrations may not be adequate or acceptable to certain groups, the chaplain is authorized within the limits of law, regulations, and directives, to enlist the ministry of others in the accomplishment of this mission. In order of preference, such assistance might come from (1) military chaplains of nearby units or other services secured with the concurrence of their commanders (AR 165-15); (2) civilian clergymen including authorized auxiliary chaplains (AR 165-35) and clergy services by contract (AR 1-11-FY); (3) non-Chaplain military personnel; and (4) qualified civilian laymen. The ministry of all auxiliaries will be accomplished under the supervision of the chaplain. This supervision includes a careful check of the credentials of the auxiliary to conduct services, securing approval of the commander for use of the assisting clergymen or lay representatives, orientation of auxiliary chaplains to customs and procedures of the military community, and providing necessary facilities for the performance of their duties. Provisions for the employment and payment of civilian clergymen for religious services are contained in AR 1-11-FY, AR 165-35, AR 230-10, and AR 230-36.

*b.* Care should be exercised in choosing fully qualified religious ministers for conducting formal worship services. Where necessity demands, lay leaders may be used to conduct devotions for groups of their particular

religious beliefs, provided they have the indorsement of their religious denomination in writing and are closely supervised by the supervisory chaplain. Denominational services under the direction of civilian denominational agencies divorced from post chaplain supervision are not permitted on military installations. Members of the laity are not to be expected, or requested, to conduct formal religious worship services at military installations. This is the role of the ecclesiastically indorsed clergyman.

## 27. Religious Census

In order to provide for the religious needs of all personnel, the chaplain requires information of the denominational representation of his command. The chaplain may take a religious census of his organization by obtaining, through the personnel officer, the religious preference entered upon each individual's qualification card, DA Form 24 (Service Record) for enlisted personnel and DA Form 66 (Officer Qualification Record) for officer personnel. He may also obtain this information directly from the individual in an initial interview. The chaplain maintains this information as a current file in his office. When properly approved by the commander, a religious census of dependents and authorized civilians under the care of the chaplain is authorized. Where large groups are involved, this census may be accomplished effectively by cooperation of all chaplains concerned.

## 28. Denominational Guidelines

The chaplain's spiritual authority to preach in public, to conduct religious services, to perform ecclesiastical rites, and to administer sacraments and ordinances is obtained in the ordination or commission given him by his church. The ritual and rules of his denomination are consequently his guide in these matters.

a. The chaplain conducts such services, rites, and sacraments as his denomination requires.

b. The chaplain may not be required to conduct any service, rite, or sacrament contrary to the laws and practices of his denomination.

c. The chaplain may officiate jointly in a religious service with a chaplain or civilian clergyman of another denomination, unless forbidden by laws and practices of his own de-

nomination. Freedom of worship in our democratic way of life is recognized by the military establishment.

d. Each chaplain will exercise care and objectivity in selecting religious literature for display and distribution in chapel and day-room literature racks. While each chaplain is free to distribute publications which teach positively the doctrines of his denomination, he must be careful to screen out attacks on the beliefs and practices of other religious groups. Chaplains must also insure that literature foreign to this concept is not introduced into literature displays by others.

## 29. Attendance at Religious Services

Attendance at public religious services conducted by the chaplain will be open to all military personnel, dependents of military personnel, civilians living on military post, and persons authorized to visit the post. AR 165-15 authorizes commanders to excuse from duty personnel desiring to attend services, provided no serious interference with military training or duty is occasioned. This provision pertains to special religious services on or off post as well as regular Sunday, Sabbath, and weekday services. In accordance with our traditional concepts of freedom of religion, AR 165-15 prohibits commanders from requiring compulsory attendance at religious services.

## 30. Dress for Religious Services

Chaplains are authorized to wear vestments when conducting religious services (AR 165-15). Business suits or other nonclerical civilian attire are not considered vestments. In those instances where vestments are not utilized by the chaplain, the proper military uniform is worn when conducting religious services. The chaplain's scarf may be worn as a part of the vestment or the uniform of the chaplain while he is conducting religious services. Sunday/Sabbath is a duty day for chaplains assigned to troop units or installations, and the uniform should be worn going to and from the place of religious services.

## 31. Publicity

Effective publicity is as essential in the chaplain's religious program as it is in civilian

church. Some of the media available to chaplains are as follows:

a. Schedule of religious services as approved by the commander and announced by official media.

b. Tactful announcements prepared by the chaplain and distributed and posted in appropriate places.

c. The sounding of "Church Call" on posts and in units.

d. The display of the chaplain's flag on maneuvers and in the field to mark the location of religious services.

e. Rotation among units or organizations of responsibility for specific duties which con-

tribute to the service such as ushering, providing special music, etc., may stimulate attendance. Such participation must not be allowed to assume the appearance of compulsory attendance.

## 32. Patriotic Ceremonies

Patriotic ceremonies are customarily held on days of national significance such as Memorial Day, Independence Day, Thanksgiving, anniversaries of victories of arms, etc. These ceremonies may include the religious elements of invocation and benediction. However, they are not worship services and care should be exercised to exclude any emphasis which is strictly denominational in order to permit tri-faith participation when appropriate and possible.

## Section II. RELIGIOUS EDUCATION

### 33. General

The chaplain has a responsibility to provide all personnel of the command the opportunity to grow in the spiritual life and to increase their knowledge of God. He does this by means of group and/or individual religious instruction. Many proved and established devices are available to assist him in this phase of his responsibility. Sabbath/Sunday or Catechism Classes, weekday study groups or prayer meetings, vacation religious schools, religious films, societies, fellowship and endeavor groups, and other allied activities provide occasions for religious instruction. The chaplain will exercise personal ingenuity and zeal to make the most of them.

### 34. Sunday/Sabbath Schools

The Sunday/Sabbath or Catechetical School is the core and heart of a good religious education program. It starts with the children at the earliest ages and includes the adult groups. Techniques, procedures, and organizational plans to meet respective needs in this field are now best presented by the Unified Curricula. The released time program for religious instruction for public school children, which is in effect in many communities, can be conducted along the lines of the more familiar Sunday School program.

a. *The Unified Curricula.* An Army-wide

program of religious education has been approved by the Chief of Chaplains. Programs have been developed for the three faiths by representatives of those faiths to provide a progressive curriculum for religious instruction throughout the Army. The Protestant portion of the program is called "The Unified Protestant Sunday School Curriculum for Armed Forces." The Catholic portion is called "Our Way to God" and the Jewish portion, "Religious School Curriculum for Jews in the Armed Forces." Information regarding the three portions of the program may be obtained through the Office, Chief of Chaplains or the denominational sources involved.

b. *Facilities.* Religious education facilities throughout the Army are being expanded to meet the needs of the religious education program. It is the responsibility of the Installation Chaplain to plan, program, and budget for those facilities which will be connected with the Chapel Center (AR 415-31).

c. *Organization of the Religious School.* Staff and faculty for religious schools generally will be recruited from the officers, enlisted men, wives of civilian or military personnel, or other civilian personnel available. Those recruited for this purpose should have an interest in the program and should be willing to accept training and supervision. It is the responsibility of the chaplain to conduct a teacher training pro-

gram to qualify and assist his teachers in the effective and faithful performance of their task. In larger establishments, a chaplain may be assigned to primary duty as Director of Religious Education to provide general supervision and assistance to all denominations. Other large installations have hired a trained civilian Director of Religious Education. See also paragraph 59.

*d.* All religious education activities conducted on an installation are coordinated by and under the general supervision of the installation chaplain.

### 35. Study Groups

Study groups are organized by the chaplain for the purpose of study, devotion, and prayer. The organization, program, and schedules of these group meetings will depend upon the objective for which they are formed. Some study or devotional meetings are scheduled as periods of intensive study, and are held each evening over a designated period of time. These meetings are useful in training teachers for the Sunday or Sabbath School and developing lay leaders for the chapel activity. Such meetings may be held once or twice, or even more times a week, over a longer period of time to cover a prescribed course of study. A desirable result of such group meetings should be an intensification of the individual's religious life and an increased fellowship among the participants.

### 36. Vacation Religious School

Vacation religious schools are usually held during the summer to complement the religious education program conducted throughout the year. They provide a purposeful opportunity for additional instruction, and the integration of religious principles into the life of the individual or group. The summer or vacation religious school is conducted in a relaxed manner, and combines recreation with study. The chaplain will discover that the time given to the careful planning and conduct of a vacation religious school returns rich dividends. Planning for the school involves: the setting of goals, the development of a program, tactful publicity, the ordering of materials, the recruitment and

training of workers, and personal preparation by the chaplain in prayer and study.

### 37. Religious Films

The use of religious films can be of great assistance in carrying out a religious education program. The chaplain must be familiar with sources of suitable films. Rental charges may be paid from the Chaplains' Fund. An extensive series of religious films is available for use by religious groups from U. S. Army Audio-Visual Communications Centers both in the United States and overseas. These and other films may be secured through usual requisitioning procedures. Regular announcements are made by supervising chaplains of the availability of films and the manner in which they can be obtained. Schedules may be established for the distribution of these films in an Army area or oversea command to provide effective utilization throughout the Army or theater. The chaplain using films on the schedule must return them to the film library on the date indicated.

### 38. Group Activities

The chaplain must develop certain group activities to assist him in his work.

*a.* The choir and the altar guild are very necessary elements in his program. Assistance for these activities may sometimes be recruited from other male and/or female societies conducted as part of the chaplains' program.

*b.* In many assignments the chaplain may have the pastoral care of large numbers of dependents of military personnel. He may find it necessary and extremely helpful at such times to give thought to organizing the teenage group, providing them with social and religious-recreational activities which may assist the young people to develop a pattern of useful and productive living. In this phase of his educational program, as in all his activities, the chaplain must ever remember that his primary mission is to promote religion and morality within the Army community.

*c.* Other groups may be organized under the supervision of the installation chaplain to further the religious life of the command.

## Section III. PASTORAL CARE AND COUNSELING

**39. General**

The chaplain is the pastor and the shepherd of the souls entrusted to his care. He should come to the Army well schooled by his church and disposed by his prayer and discipline to fulfill the demands of his calling and to be sensitive in his generous response to individual need. The chaplain assigned to a post or troop unit should be available in his office or other suitable place a minimum of one evening each week for pastoral counseling.

**40. Visitations**

Army regulations (AR 165-15) establish the responsibility for an extensive visitation program. If his personnel are sick or in prison, the chaplain will visit them. When men are at work, the chaplain will visit them. He will share their hardships in combat. Though he is commissioned as an officer, custom of the service places no restriction on pastoral visitations. His troops should know him thus as truly having a care for them.

**41. Interviews**

People will come to the chaplain with their cares and their problems, because they expect to find in him a friend they can trust and from whom they may confidently seek help and guidance. The chaplain will guard carefully all matters given to him in confidence and will never violate, through weakness or the invitation of another, the trust that has been reposed in him. Even more than is expected of the rest of the men, he must guard his conversation.

**42. Privileged Communications**

a. AR 165-15 defines the official protection the chaplain enjoys in privileged communications. The Manual of Courts-Martial provides that *any communication* made to a chaplain in his capacity as a clergyman or spiritual confidant, or as a formal act of religion, by a person subject to military law, will be recognized as a privileged communication.

b. Unless this privilege is expressly waived by the individual concerned, the chaplain will not be required to disclose information received

in this manner to an investigating officer, courts-martial, court of inquiry, or board of officers, nor in other proceedings where the testimony of the chaplain is otherwise competent and admissible. This right of "privileged communication" applies to written as well as oral communications.

**43. Referrals**

The chaplain, when personally unable to provide the help required, should refer the person to the appropriate agency which can assist him, such as the American Red Cross, Army Emergency Relief, Army Relief Society, Legal Assistance Officer, Inspector General, or the Mental Health Consultation Service. He should maintain close liaison with those agencies, both in the Army and the civilian community, which can assist him in the pastoral care of his people. He should be on his guard against the all too human tendency to refer to others what he might well do himself. However, he will increase his effectiveness by directing his callers, when necessary, to offices of specialized help.

**44. Counseling**

a. Counseling has been developed as an exact and precise technique, and much has been written of the different theories and the use of each in given circumstances. For the chaplain, counseling is an extension of his pastoral care, his willingness to listen to the problems and cares of his people and to share with them his knowledge and experience in the hope of helping them. Comprehensive discussion of these principles and techniques are found in DA Pamphlet 16-60, The Chaplain as a Counselor. Some chaplains develop greater counseling ability than others, but all chaplains acquire, and are called upon to use, some skill in this important aspect of the pastoral ministry. Personal problems may become intolerable of solution without outside aid. As a counselor, the chaplain must be sure of the principles that make life meaningful. He must possess virtues that permit him to assist others in troubled places and lead them back to safety.

b. Under the provisions of AR 633-56, the chaplain has a specific responsibility for coun-

seling an enlisted person charged with a serious offense before a court-martial or a criminal offense before a foreign court. For details see AR 633-56, Notification to Parents,

Spouse or Guardian when Trial by Court-Martial or Foreign Court Appears Probable. The counseling referred to is required whether or not the enlisted person is in confinement.

## Section IV. CHARACTER GUIDANCE

### 45. General

The Character Guidance Program is outlined in AR 600-30 and FM 16-100. Materials to support it are contained in DA Pamphlets 16-5 through 16-12. The theme of the program DUTY—HONOR—COUNTRY is enshrined in the military tradition of the United States. The citizen is required to do his duty, to live in honor, and to serve his country. The aim of the Character Guidance Program is to develop in the individual a sense of personal, moral responsibility. It undergirds and supports the moral principles and objectives of the Code of Conduct and a recognition of the responsibilities and opportunities inherent in military service. To this end, formal instruction is given in the Army on certain basic principles out of which an individual may develop in his life real values and an acceptable standard of conduct. The guidance emphasis of the program is its insistence on the application of those principles to the various activities of the soldier's life. The Commanding Officer is primarily responsible for the Character Guidance Program. However, the chaplain should enthusiastically accept his responsibility as staff adviser in areas of religion and morality and should make his instructions effective. He diminishes the effect of his contribution, however, if he fails to encourage the support and coordination of all the command in implementing the guidance aspect of the program. Not only the Commander, but the Provost Marshal, the Special Services Officer, The Inspector General, The Judge Advocate General, the Surgeon, the Information Officer, and Personnel Officer,

as well as the chaplain, are vitally interested in maintaining high moral standards and stamina in the troops.

### 46. Character Guidance Councils

The chaplain may serve as a member of the Character Guidance Council at unit, installation, or command level along with other appropriate officers in accordance with AR 600-30.

### 47. Character Guidance Instruction

Character guidance instruction is a training responsibility in the Army and is scheduled at regular intervals. The chaplain normally is the principal instructor in the command character guidance program of instruction. His preparation will involve study and knowledge of the assigned topic, development of an adequate lesson plan, use of training aids and illustrations, and such other steps as may be necessary to make his presentation interesting and effective. It is the responsibility of a supervisory chaplain to insure that the chaplain's participation in the training program meets the requirements of the training officer and the standards for all Army instruction. The supervisory chaplain will require each chaplain under his supervision—

a. To be thoroughly conversant with the principles and methods of Army instruction (FM 21-6).

b. To audit character guidance instruction given by other chaplains when practicable.

c. To attend periodic training and/or briefing conferences held by the supervisory chaplain.

## Section V. CIVILIAN COMMUNITY ACTIVITIES

### 48. General

The chaplain should play an effective role in all the activities of the civilian community

which can contribute to the success of his work. He will be guided in this important phase of his program by the principles set forth in paragraphs 17-19.

## Section VI. ADMINISTRATIVE ACTIVITIES

**49. General**

The chaplain's program of necessity involves a certain amount of administrative activity in support of his professional duties. At all levels of command, from the separate battalion to Department of the Army, the chaplain is designated as a staff officer. In the lower levels of command, administrative duties will require only a relatively small part of the time of the chaplain. At higher levels, administration may constitute the chaplain's major responsibility. Regardless of the amount of time devoted to this activity, administrative responsibilities must be meticulously and promptly discharged by the chaplain. Whether it is preparing required reports, writing a single letter, or making an involved staff study; thoroughness, care, and efficiency should characterize the administrative work of the chaplain. In the field of administration, the chaplain should know and carefully follow—

- a. The staff organization of the Army and of his own command.
- b. The SOP's of his own headquarters.
- c. Basic regulations applying to Army administration.
- d. His own professional responsibilities as outlined in Army Regulations, Service Regulations, Circulars, FM's, and TM's.
- e. Staff procedures within which he must work to accomplish his primary mission. See FM 101-5.

**50. Office Organization**

Whether in garrison or the field, the chaplain should have a base of operations. Commanders are required to set aside a suitable place where the chaplain can perform his duties properly (AR 165-15). Normally, in garrison, chaplains will have an office in, or adjacent to, the chapel building. Here the chaplain will maintain files of correspondence, rosters of personnel active in various phases of the religious program, and memorandum receipts for property and equipment issued to him. A complete and current standing operating procedure, including emergency plans for the chaplain section, should be maintained. The continuity of the chaplain's work at a station depends upon

the records, files, and property inventory which he may leave for his successor. Classified material will be carefully handled according to instructions (AR 380-5). To make himself readily available to his people, the chaplain should schedule office hours during the week when the troops are free to visit him.

**51. Correspondence**

AR 340-15 also sets out the general procedures to be used in all correspondence. This normally will include letters to families of military personnel, civilian churches and clergymen, and letters of condolence and sympathy. Letters of condolence or sympathy should be sent through channels not later than 24 hours after notification of the death of a service member is sent to The Adjutant General. In no case, should such a letter be forwarded direct to the next of kin or should such letters precede the notification of The Adjutant General. The following are guidelines for letters of condolence:

- a. Letters should present factual and accurate information and should be written with becoming formality and consideration for the family. Only known facts are to be reported.
- b. The full name, service number, and organization of the subject deceased person should be given.
- c. The description and date of the death as shown on the official report will be followed in writing the letter.
- d. Gruesome and distressing details or derogatory remarks, needless to say, will be omitted.
- e. Security requirements will be carefully observed.
- f. Comment which might be or become a specific basis for a claim against the Government, any agency, or individual, or indication of failure in responsibility, will be avoided.
- g. Appropriate expressions of condolence and/or sympathy are to be included, along with the details of any memorial service which may have been conducted, and information of any sentimental and personal nature which may be of comfort to the family.
- h. Where a line of duty investigation is pending, such as in a case of homicide or sui-

cide, avoid mentioning circumstances involved, if possible.

## 52. Reports and Records

All Active Army chaplains, reserve component chaplains on active duty for training, auxiliary chaplains, and authorized civilian clergymen prepare religious and character guidance activities reports (DA Form 16-1) as required by the commander. These reports are consolidated at major command headquarters in accordance with AR 165-20 and forwarded to the Chief of Chaplains. Specific instructions to meet particular requirements are issued by major command headquarters. Instructions for the preparation or records of baptism (DA Form 16-5), marriage (DA Form 16-6) and funerals (DA Form 16-7) are included in AR 165-20. The chaplain may be required to prepare other reports by local or higher command directives.

## 53. Supply Responsibilities

*a. General.* Chaplains obtain required chaplain and chapel equipment and supplies in accordance with existing regulations, authorizations, and procedures. Major command chaplains provide information and guidance for subordinate unit and installation chaplains on current requisitioning and procurement procedures, particularly in those modifications and exceptions applicable to their commands. Staff chaplains at all echelons provide advice, assistance, and training in supply responsibilities, to include authorized allowances, budgeting, requisitioning and procurement procedures, maintenance and disposition responsibilities. Policies and procedures regarding chaplain and chapel equipment and supplies are formulated by Department of the Army based on recommendations of the Chief of Chaplains. In general, chaplain responsibilities in supply and equipment are contained in AR 711-16, AR 715-30, AR 725-50, AR 735-5, AR 735-35, AR 750-428, and TA 50-922. Special instructions, technical information and guidance of interest to chaplains on supply authorizations and procedures are disseminated, as necessary, to major command chaplains by the Chief of Chaplains. Major command chaplains forward this information to subordinate chaplains as inclosures to their periodic Chaplain Guidelines.

*b. Requisitioning and Issuing.*

- (1) Authorized equipment and supplies for chaplains and chapels are listed in the following documents together with other pertinent unit Tables of Allowances (TA) and Tables of Organization and Equipment (TOE):

TA 10-100	Allowances of Quartermaster expendable supplies.
TA 10-100-40	Allowances of Quartermaster expendable stationery and office supplies.
TA 50-913	Office type furniture and equipment.
TA 20-12	Quartermaster equipment: allowances for flags, tentage, etc.
TA 50-922	Chaplain and chapel facilities (nonexpendable).
TA 50-989	Allowances of expendable supplies for chaplains and chapel facilities.

- (2) Department of Army Supply Manuals contain lists of standard ecclesiastical items, their Federal stock numbers, descriptive data and unit of issue. They are—

SM 10-1-C6-15-SL,	General Supplies, FSC Group 77 Musical Instruments.
SM 10-1-C6-21-SL,	General Supplies, FSC Group 99, Miscellaneous
SM 10-C8345-SL,	Clothing and Textile Material FSC Class 8345, Flags and Pennants.

- (3) Expendable and nonexpendable standard ecclesiastical items are requisitioned in accordance with AR 725-50. Many of these items are centrally funded by the Chief of Chaplains, and others have been decentralized for local purchase by posts, camps, and stations for their own consumption. Decentralized items are the funding responsibility of the using installation. From time to time, the Chief of Chaplains provides guidance for ecclesiastical material, listing those items centrally funded with appropriate fund codes, and those items de-

centralized for local purchase. Nonexpendable standard ecclesiastical items are listed in TA 50-922. Expendable standard ecclesiastical items are listed in TA 50-989.

- (4) Nonexpendable nonstandard items, items in excess of authorized allowances, and unauthorized items are normally programmed and funded for by the using installation and obtained through local procurement procedures in accordance with the provisions of TA 50-922, change 3, AR 715-30 and AR 725-50. TA 50-922 includes commercial nontype classified items authorized for local procurement.
- (5) Expendable quartermaster supplies are listed in TA 10-100 and TA 10-100-40. These items normally are issued through Self Service Supply Centers to installation chaplains/unit chaplains at post, camps, and stations, against quarterly fund quotas approved by the installation/unit commander. Chaplains must provide the commander with realistic estimates of their annual requirements for self-service supply items.
- (6) Tables of Organization and Equipment (TOE) are guides which constitute a basic organizational structure of personnel and equipment that is most suitable for combat use by like units on a worldwide basis. Essential chaplain equipment is included in the TOE of every unit authorized a chaplain, and is issued to the chaplain by the unit supply officer. This nonexpendable TOE equipment is part of the chaplain's prescribed load. Since a unit must have its authorized prescribed load in order to be combat ready, the chaplain should be familiar with the equipment provisions of the TOE of his unit, requisition his equipment and/or take the necessary step to insure its rapid availability. Expendable items of chaplain supply for TOE units are listed in Table of Allowances (TA) 50-989 and TA 10-100.

- (7) Except for TOE allowances and expendable office supplies, each unit chaplain submits to the installation chaplain an itemized estimate of his equipment and supply requirement for the target fiscal year. This includes equipment and supplies authorized in appropriate tables of allowances and items in excess of authorized allowances. TOE allowances and expendable office supplies are requisitioned and accounted for through the parent unit.
- (8) The installation chaplain consolidates unit chaplain requirements, establishes priorities, and prepares the necessary annual or supplementary budget to meet the total chaplain activities requirements within the overall budget ceiling of the installation. Equipment and supplies requisitioned or procured for use of chaplains and in chapel facilities are received and inspected by the local accountable property officer. The property officer will issue these items direct to the installation chaplain in accordance with the provisions of AR 711-16 and AR 735-5.

*c. Maintenance.*

- (1) All chaplains are directly responsible for public property entrusted to their care and safekeeping in accordance with AR 735-35. The installation or supervisory chaplain should periodically inspect chapels and equipment to detect potential or existing deficiencies and to take action to prevent or correct them.
- (2) Chaplain enlisted assistants are instructed in the proper care and handling of ecclesiastical equipment. In no case should these items be used for any purpose other than that for which they were intended. Abrasives are not used on metal ware. All metal ecclesiastical items should be wrapped in cloth when not in use, and clean soft gloves used when handling them.
- (3) AR 750-428 provides the policy and procedures for maintenance of electric organs. The senior chaplain in

each chapel is responsible for user maintenance. The installation chaplain exercises supervision over the use and care of organs installed in the chapels for which he has responsibility.

- (4) A maintenance guide should be developed for each chapel showing types of cleaning and polishing material to be used on furnishings in that chapel and a schedule of maintenance to be performed.

*d. Disposition of Excess Property.* All property excess to the requirements of an installation is reported in accordance with instructions provided in AR 755- series as implemented by current directives. Installation chaplains should make certain that property disposal officers understand and are following the procedures for the sale, donation, or transfer of items of religious significance to appropriate religious organizations.

#### 54. Miscellaneous Chaplain Equipment and Supply

There are many other items of supply and equipment required by chaplains. Some of them are listed below with requisition sources and procedures.

*a. Adjutant General Publications.*

- (1) DA Pamphlets 16- series and miscellaneous publications such as: Armed Forces Hymnal, Jewish Prayer Book, My Sunday Missal, and New Testament listed in DA Pamphlet 310-1.
- (2) Certificates of Marriage (DA Form 16-2); Certificates of Baptism (DA Form 16-3; Records of Baptisms (DA Form 16-5); Records of Marriages (DA Form 16-6); and Records of Funerals (DA Form 16-7) listed in DA Pamphlet 310-2.
- (3) DA Character Guidance posters listed in DA Pamphlet 310-1.
- (4) Graphic Training Aids (Flip Charts) listed in DA Pamphlet 310-5.

*b. Character Guidance Films, Transparencies, and Slides.* Films in support of the character guidance discussion topics as listed in DA Pamphlet 108-1; GTA's (slides) as listed in DA Pamphlet 108-1; and GTA's (trans-

parencies) as listed in DA Pamphlet 310-5 may be secured through the local U. S. Army Audio-Visual Communications Centers.

*c. Armed Forces Unified Curricula.* Authority to purchase the Armed Forces Unified Curricula from appropriated funds for utilization in all U. S. Army religious education schools is provided in change 3, AR 715-30 and TA 50-989.

*d. Religious Publications.* Religious publications are authorized for display and distribution in chapel and dayroom literature racks. Such material should be secured as required by the chaplain through the various denominational chaplain's commissions or purchased from appropriated or nonappropriated funds. Requisitioning objectives are not established for this type of material. While each chaplain is free to distribute publications which teach positively the doctrines of his denomination, he must be careful to screen out attacks on the beliefs and practices of other religious groups.

*e. Vestments.* Vestments, including pulpit robes, are not authorized for procurement from appropriated funds. Wearing of ecclesiastical vestments by military chaplains when conducting religious services is not a mandatory requirement in the Armed Forces. Chaplains are authorized to follow the practice of their denominations and wear vestments for religious services in lieu of the military uniform.

*f. Sacred Items.* Sacred items, such as the ciborium, chalice, paten, pyx, ostensorium, Torah, and sacred vestments, governed by liturgical law and consecrated to divine worship, which are required for conduct of religious services in chapels and chapel facilities, are not authorized for purchase from appropriated funds. The rite of consecration imprints an indelible mark on these items by reason of which they may never be transferred to common use. To insure the proper care and custody of sacred items, purchase should be made from the appropriate nonappropriated chaplains' funds.

*g. Donated Items.* Items received by donation for an installation, organization, or unit are accounted for in accordance with AR 230-36, Chaplains' Funds. No property may be accepted by a chaplain on loan.

## CHAPTER 4

### THE INSTALLATION CHAPLAIN

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#### Section I. GENERAL

##### 55. The U. S. Army Garrison

To provide religious coverage for Army garrisons in the United States, chaplains are assigned to garrisons on the basis of Tables of Distribution. Information concerning the responsibility for and details of preparation of Tables of Distribution is found in AR 310-41, AR 310-42, and AR 310-43. Garrison chaplains have been generally known as installation chaplains. The senior among the group is commonly designated the Installation Chaplain. The following paragraphs suggest procedures which he will observe and programs which he will develop, in accomplishing his mission.

##### 56. Guidelines for the Installation Chaplain

The installation chaplain has an assignment involving a combination of administrative and professional responsibilities. As the staff chaplain of the commander, the installation chaplain is responsible for the supervision of the entire religious program of the installation. The discharge of this responsibility involves—organization of his section, the assignment of clearly defined duties to each member of his section, the establishment of required administrative procedures, organizational and functional charts, and the maintenance of an up-to-date chaplain SOP and emergency plans for the installation chaplain section. In planning and implementing the religious program, the installation chaplain should know and observe correct procedures. Much will depend on his personal initiative, imagination, and insight into the nature and scope of his responsibilities. By demonstrating dependability, integrity, and zeal, by showing interest in the whole mission of the command, and by displaying a correct knowledge and careful prac-

tice of proper staff procedures, the chaplain will merit the confidence and support of his commander.

##### 57. Relationship

*a.* The installation chaplain is the pastor to the commander, but abuse of the pastoral relationship to gain favorable command action is an abuse of privilege. It is not likely to impress the commander favorably and is certain to make an unfavorable impression on other staff officers, who have no parallel approach to the commander.

*b.* The staff chaplain on the next higher level of command has technical supervision over the installation chaplain. The installation chaplain keeps his supervisory chaplain informed of all changes and developments at installation level that may be of interest to him. Matters which require command action, changes in policy, or which involve the interests of other staff sections must be put into command channels. However, the installation chaplain may seek advice and guidance of his supervisory chaplain on such matters through technical channels.

*c.* By technical channels (i.e., direct personal letter) the installation chaplain also has ready access to the Chief of Chaplains (AR 165-15). However, in matters which concern the supervisory chaplain, the installation chaplain will send any technical communication to the Chief of Chaplains through the supervisory chaplain.

*d.* Chaplains assigned to units commanded by the Installation Commander come under the technical supervision of the installation chaplain. The installation chaplain cannot require the chaplain of a lodger unit to perform duties outside his own unit without having first

obtained permission of the chaplain's unit commander.

e. Closely related to the installation chaplain's contracts with unit chaplains is his

relationship to unit commanders. A spirit of cooperation and service should characterize the installation chaplain's relationship with lodger units.

## Section II. RESPONSIBILITIES

### 58. Religious Coverage

The installation chaplain in supervising the religious program of the command will coordinate the professional activities of all chaplains assigned to the installation.

a. The installation chaplain will be concerned with religious coverage for smaller religious groups which have a distinct requirement by Church Law and practice. In most cases, a central service will serve the needs of all members of such groups for the entire installation. In the arrangement of such services, the post chaplain normally will do the following:

- (1) Determine the religious law and practice of the group.
- (2) Secure a suitable facility according to the needs of the group.
- (3) Secure leadership for the group, if this is required, from military chaplains, civilian clergy, or qualified lay personnel.
- (4) Request transportation to a civilian church, if this is the most feasible way of meeting the need for a service.
- (5) Obtain appropriate publicity for the service.
- (6) Assist men who require it to obtain permission of their commanders to be absent from duty to attend the scheduled service.

b. To provide complete religious coverage, he will plan a program to cover all units at the installations which do not have assigned chaplains. This may be done by assigning individual chaplains responsibility for the religious coverage of all units within a designated geographical area of the installation. Such a program would be coordinated with the commanders of the units concerned and with other chaplains in the area. If sufficient chaplains were available, they might be designated to provide coverage for specific units.

When a unit has an assigned chaplain, he will make arrangements for religious coverage of the unit. However, the installation chaplain will be interested in knowing that this is being done and may be called upon to render needed assistance.

### 59. Religious Education

The installation chaplain is responsible for establishing, coordinating, and supervising the religious education program at the installation. He programs and budgets for equipment, materials, and, where required, religious education directors. He secures adequate facilities such as classroom space, religious-social facilities, and transportation in order to establish one or more Sunday Schools, depending upon the size and geographical arrangement of the installation. When practical, Sunday Schools should also be established in the areas of separate organizations. The installation chaplain plans, organizes, and coordinates a program of teacher procurement and training in order to provide sufficient departments and teachers to meet the most modern and effective religious education standards. The goal for the teacher-student load should be less than 20 students per teacher. Denominational Sunday Schools may be established for military or authorized civilians and their dependents of a particular denomination.

### 60. Character Guidance Instruction

The installation chaplain will coordinate with the training officer in supervising character guidance instruction for all installation units. Generally, he need not be concerned with providing character guidance instruction for lodger units unless these units do not have assigned chaplains. The installation chaplain will inspect character guidance instruction for which the installation commander is responsible, and will recommend necessary corrective action in cases of deficiency or recognize out-

standing performance. In the discharge of this responsibility, the chaplain should check the following:

- a. The suitability of the location provided.
- b. The suitability of the time schedule.
- c. The percentage of unit strength in attendance, including reasons for low attendance.
- d. Attitude and control of those in charge of the group.
- e. Appearance and attitude of the instructor.
- f. Quality of the instruction, including use of proper instructional methods, training aids, maintaining of attention, etc.

## 61. Personnel

a. The installation chaplain must know the chaplain authorizations for the installation and all installation units. He will make appropriate recommendations concerning chaplain spaces in any revision of the TD (DA Pam 20-551). In coordination with the personnel officer, he will take action to fill chaplain vacancies suitably. He may inform his supervisory chaplain through technical channels of any special requirements or qualifications which would affect the choice of a man to fill the vacancy. He also plans, implements, and supervises monthly, or as required, training sessions for chaplains under his supervision.

b. The installation chaplain makes recommendations concerning the assignment, transfer, or promotion of enlisted assistants within installation units. He also plans, implements, and supervises training sessions to improve the proficiency and knowledge of enlisted chaplain assistants.

## 62. Training

In accordance with AR 165-15, the installation chaplain will plan, coordinate, and supervise a training program for the chaplains and chaplain's enlisted assistants.

a. The installation chaplain will hold periodic meetings of all chaplains of installation units to discuss various aspects of the chaplain program. At these meetings, prepared papers could be given on subjects of common interest. Briefing sessions and critiques of character guidance instruction will be held. A program of on-the-job training, with personal supervision, will be developed for chaplains newly activated.

b. Reserve chaplains assigned for short active duty tours will receive training under supervision and not be used simply as temporary substitutes. In certain areas, the installation chaplain may also be expected to coordinate Supplemental Summer Training for Reserve and National Guard Chaplains. For this activity the Army will assign him specific guidelines and obligations.

c. The installation chaplain should also encourage chaplains to participate in religious retreats or conferences of their church as a means of heightening their effectiveness and deepening their spiritual life.

d. The training of chaplain's enlisted assistants may follow the lines set out in the program under which they initially qualify for their MOS. This will include—

- (1) Reading assignments in regulations and manuals on the chaplain's program, property and funds, and other related fields.
- (2) Attendance at installation schools for clerk-typist training.
- (3) Attendance at training sessions for film projectionist.
- (4) On-the-job training under experienced assistants.
- (5) Study of current SOP of the chaplain's section and applicable policy directives of the installation.

## 63. Logistics

The installation chaplain has staff responsibility for supervising the use and maintenance of chapels and equipment, the appearance of chapels, and for insuring that chaplains and chapels are provided with authorized equipment. He recommends the assignment of chapels to specific units. He periodically inspects supplies and equipment to insure that they are adequate, properly used and maintained, and replaced as they fall below standards of usability. In the discharge of this logistic support responsibility, the office of the installation chaplain may be designated an activity, under the provisions of AR 735-35, to account for installation property authorized for chaplains and chapels. Further details on chaplain supply responsibility are contained in paragraphs 53 and 54.

#### 64. Public Relations

In time of peace, when the need and function of a large Army are not as obvious as in wartime, civilian relationships assume increased importance. Because of the chaplain's church relationships, his training and experience in meeting people and in public speaking, the commander will frequently call on him for activities in this field. See AR 165-15, and paragraph 17 of this manual.

#### 65. Central Planning Board

The installation chaplain should be a member of the Central Planning Board of the installa-

tion. This provides him early information on plans for construction so that plans for proper chapel construction may be included in the first stages of overall planning.

#### 66. Lodger Units

The term lodger unit is used to identify a unit physically located on an installation but not commanded by the installation commander. Lodger units are logistically supported by the installation. The installation chaplain will establish and maintain liaison with the lodger unit and make every effort to cooperate with them and integrate their program into the overall religious program of the installation.

### Section III. THE OPERATING PROGRAM

#### 67. Funds

*a. Appropriated Funds.* The bulk of the funds supporting the installation chaplain program are obtained from appropriated chaplain activity account funds authorized by the commander for the support of the religious activity. The use of these funds is dealt with in paragraph 68.

*b. Welfare Funds (nonappropriated).* The installation chaplain should be a member of the central post fund council. This fund is intended to be spent for purposes beneficial to the personnel of a post (AR 230-10). It often provides funds for specific expenditures in support of the operational phases of the post religious program when such funds are not otherwise available. Before requesting welfare funds, however, the installation chaplain should prepare estimates and justification of the requirement for such funds.

*c. Chaplains' Funds (nonappropriated).* Chaplains' funds are established to support and promote the moral, spiritual, and social activities relative to the religious program of the command. Chaplains' funds should be utilized primarily to support local religious and related activities. Normally, the installation chaplain is responsible for a consolidated post chaplain fund. AR 230-36 contains the basic policies, principles, and accounting procedures governing chaplains' funds. In addition to being familiar with current regulations on funds and fund property accounting, the installation chap-

lain should also plan, program, and budget his fund assets on an annual basis. Such planning provides the chapel congregation(s) with definite projected goals, encourages a stewardship responsibility, and insures a systematic and efficient utilization of chaplain funds.

#### 68. Programing and Budgeting

##### *a. General.*

- (1) The chaplain program operates within the framework of the army program system (AR 1-11-FY, AR 11-45, AR 11-46, AR 37-1). The post or installation is normally the unit for which program goals are established. The program goal is the standard established by a major command as the desired level of accomplishment. Within the army management structure there are several management programs which are identified by activity accounts. Operation and Maintenance of Facilities (OMF) is one of the major program and budget segments of the army management structure. The local welfare program comes within the OMF structure. The personnel officer is normally the program director of the local welfare program. There are three activities included in the local welfare program: The chaplain activities; the command information activities; and the special services activities. The staff officer charged

with each of these activities is called an activity director.

- (2) The chaplain activity is further subdivided into the following activity accounts: religious services; religious education; pastoral activities; and character guidance instruction. These are the four broad areas of the chaplain program. Money is allocated to chaplain activities on the basis of requirements. Certain performance factors have been developed to determine an equitable method of relating goals and accomplishments to costs. The commander now has a management structure of activities, each of which has certain performance factors by which he can determine how much money it will require to accomplish his specific annual goals.

*b. Program Development.* There are four phases in programing. The first, called development, includes partial planning, setting of goals, and the preparation of documents. The installation chaplain plans a program and a budget to support that program.

- (1) He must plan and estimate thoroughly for such chaplain activity account requirements as—expendable and non-expendable supplies, printing and equipment; replacement chapel furnishings; auxiliary chaplains and contract clergymen; schools, training conferences, and workshops requiring chaplain TDY and travel; retreats and other special activities; secretarial help; religious education supplies, equipment and directors; supplies and support for the music program; and the costs of supporting similar religious programs on subposts and satellite installations or activities.
- (2) In addition to the chaplain activity account, there are other army programs with activity accounts in which the installation chaplain has an interest. He coordinates with the director of these programs in order to insure inclusion of chaplain and chapel requirements in those programs that are appropriate. They include—

- (a) *Training activities*—costs for TDY and travel related to service schools and special courses.
  - (b) *Engineer maintenance and repair*—normally this item is automatically budgeted for by the post engineer. However, planning and coordination is maintained with the post logistics officer and the post engineer in order to insure chapel repairs, renovations when required, and approved alterations out of engineer activity account funds.
  - (c) *Custodial services*—provides for custodial and janitorial services performed as an R&U activity in accordance with AR 420-81.
  - (d) *Alterations and minor construction*—(AR 415-35, AR 420-10).
  - (e) *Self-service supply centers.*
  - (f) *Armywide activities (Chief of Chaplains specialized services)*—costs for replacement and repair of permanent type religious equipment.
- (3) The Chief of Chaplains, as well as the staff chaplains at major command headquarters, influence the setting of local goals by inserting into the annual program guidance documents certain approved requirements to be accomplished. These requirements might include a goal of 25 percent attendance at religious services, or 20 percent completion of chapel renovation.
  - (4) The installation chaplain submits his program and budget requirements to the program director for the post morale and welfare program.

*c. Program Funding.* The second phase of programing, called funding, is the matching of funds with goals. Since there is never enough money to accomplish all that the Army desires to accomplish, local commanders have to prune their programs, set priorities, and even eliminate projects. Generally, since the chaplain portion of the local installation funding program is not a very large percentage, the installation chaplain will be allocated sufficient funds to support his approved program, provided he

has programed timely, wisely, realistically, and properly. He now has a funded program.

*d. Program Execution.* The third phase of programing is called execution and is simply the funded program put into operation. This means continuous review of accomplishments, expending of funds in accordance with the program by fiscal quarters, and reprograming when required. It may also mean planned readiness to adjust to unprogramed cuts or to exploit any unprogramed additional funds.

*e. Program Review and Analysis.* This fourth phase of programing is a study of the results. The present reporting system for religious activities, using the DA Form 16-1, Religious and Character Guidance Activities report, was devised to assist in measuring chaplain's accomplishments. The installation chaplain is responsible, in most instances, for the first consolidation of the post unit and subordinate unit reports. During the processing of these reports into one command consolidated report, the installation chaplain determines whether or not established goals have been met. He must then analyze the report to determine the reasons for failure to meet the goals or for exceeding the goals. Deviations from programed goals often indicate trends in the moral and religious life of the command which may result in disciplinary or morale problems, and may require immediate command action. Frequently deviations below programed goals indicate areas where greater chaplain effort is required; while deviations above programed goals may indicate an imbalance of chaplain efforts, seasonal religious interests, or goals that are too low. The installation commander is continuously informed of the progress and problems of the religious program. The installation chaplain also keeps his supervisory chaplain currently

informed so that he, in turn, can program more effectively.

## 69. Required Reports

The required religious and character guidance activities report (DA Form 16-1), prepared by all chaplains assigned to installation or subordinate installation units, is processed through command channels to the installation chaplain's office. As the activity director of the installation religious activities, the installation chaplain consolidates the subordinate unit reports. He reviews the reports for reporting accuracy and analyzes them to determine the degree of accomplishment measured against programed goals for the reporting period. The installation chaplain must insure that every activity has been reported and that chaplains going on leave, to school, or reassignment, prepare reports for the period of time they participated in the installation religious program. Normally the installation chaplain prepares the installation command religious and character guidance activities report which is forwarded to the next higher administrative headquarters. Attached to the report should be status reports on chapel facilities and a brief account of nonappropriated fund expenditures during the reporting period. The installation chaplain also prepares, and may be called on to present, the chaplain portion of the commander's briefing by the staff, and he provides input for the commander's quarterly review and analysis report, when appropriate. The religious and character guidance activities report (DA Form 16-1) provides the installation commander, the installation chaplain, and the staff chaplain at higher headquarters with the information required in order to program and budget adequately for an overall effective chaplain support operation.

## Section IV. FACILITIES

### 70. Chapels, Chapel Facilities, and Religious Education Facilities

*a. General.* The commander will provide equipment, facilities, and transportation to enable chaplains to perform their duties effectively. The senior chaplain using a chapel, chapel facility, or religious education facility is responsible for all Government property pertain-

ing thereto, including the building itself. When a chapel is closed, the responsible chaplain transfers responsibility for custody of building and fixtures to the post engineer. The maintenance of chapel, chapel facility, or religious education facility and permanent fixtures is the responsibility of the engineer (AR 420-10). Custodial services for chapels will ordinarily

be provided from R&U funds (AR 420-81). Housekeeping functions, such as heating and maintenance of grounds in other chapels, may be the responsibility of the using organization. Structural changes in chapel buildings are the responsibility of the installation commander (AR 420-10). Chaplains will not solicit funds outside the military service for chapels on military installations except in cases specifically authorized by the Secretary of the Army.

*b. Permanent Facilities.* Approval by the installation planning board is the first necessary step to make construction of a chapel facility a part of permanent post construction program. The type of chapel construction requested will be based on AR 415-31 and the planned total installation population. Separate buildings are not normally authorized where the total population is less than 300.

*c. Equipment and Furnishings.* Appropriated funds are the principal source for refurbishing and equipping chapels. Installation chaplains should continually revise and keep current the program for chapel maintenance and furniture replacement. A correct procedure in setting up a chapel equipment program would involve—ascertaining life expectancy of the item or facility; determining what items need replacement; and including requirements in the overall installation chapel five-year program. Non-appropriated funds may be used for obtaining supplies, equipment, and services not provided through appropriated funds (AR 230-36).

*d. Designation.* A chapel, chapel facility, or religious education facility constructed with public funds is designated by its location, by a number, or letter, or by the name of the installation or unit using the building. Such buildings may not be named for any person, either living or deceased; nor for any other military or civilian unit which does not presently occupy the area; nor should they be designated by any name or term having a denominational connotation.

*e. Utilization.*

- (1) Chapels are to be used solely for religious and allied purposes. Chapels built with public funds are available for use by all denominations represented in the command and are not designated for exclusive use of any

one denomination. At times when formal religious services are not scheduled, the chapels should be available for private prayer and meditation. Religious symbols and items of equipment having denominational significance should be so installed that they may be removed or covered when not in use by the denomination or group concerned.

- (2) Chapel facilities are considered temporary rooms or buildings set aside primarily for religious worship, prayer, study, meditation, and discussion. They should not be used for other purposes during the time they are designated as chapel facilities.
- (3) Religious education facilities which have been constructed under the Chief of Chaplains religious education program are used solely for religious-social or religious-educational activities within the installation chaplain's program. Use of such religious educational facilities by other community, social, or educational groups are coordinated by the installation chaplain to avoid any conflict with the installation religious-educational or chapel program. Priority for use of such rooms or facilities is given to the installation chaplain's religious activities. Rooms or facilities should not be pre-empted by any agency or group on a permanent basis.
- (4) The use of military chapels or chapel facilities by civilian agencies should be permitted only for the purpose of providing religious services for military personnel and their families when such services are not readily available off post. Such use, however, should be temporary in nature and completely coordinated with the installation chaplain's program.
- (5) The schedule of chapel and chapel facility use is coordinated by the installation chaplain to insure maximum utilization of the buildings. Using chaplains of all units, organizations, and denominations should have ample

time and opportunity for an adequate program of religious and allied activities. When required, the installation commander may allocate auxiliary buildings or rooms for educational, cultural, or social activities which are a part of the total religious program.

## 71. Organs

The proper use and care of field and installed organs is the responsibility of the chaplain. The use of electronic organs should be limited to qualified personnel and the organ should be locked when not in use. The policy and procedure for the maintenance of electric organs is contained in AR 750-428. The installation chaplain coordinates with the installation logistics officer for assistance when it becomes necessary to move an electric organ from one chapel facility to another. Since such moves may at times require the citation of funds from the chaplain activity account, they should be kept to a minimum. Reed organs must be kept dry and free from dust. Field maintenance is performed in accordance with TM 10-

750 by the using chaplain. The policy and procedure for their repair is contained in AR 750-428.

## 72. Transportation

Chaplains assigned to the installation, or to units which do not have organic transportation will be furnished transportation from the post motor pool. The installation chaplain, in coordination with the transportation officer, will survey the need for vehicles on permanent dispatch to chaplains. He will submit requests and justification for such vehicles and will exercise staff supervision over their use. Additional on-post transportation for individual chaplains will be on a one-trip dispatch basis in accordance with post transportation policy. The installation chaplain will screen and coordinate chaplain requests for off-post dispatch of vehicles. He will request, and exercise staff supervision over the use of buses for chaplain activities as authorized in AR 58-1. Chaplains assigned to units which have organic transportation normally will be furnished necessary transportation by their unit.

## CHAPTER 5

## THE CHAPLAIN IN SPECIAL ASSIGNMENTS

## Section I. PERSONNEL CENTER

**73. General**

Personnel centers are Table of Distribution units. The chaplain authorization for each center will be contained in the TD and will vary with the size of the center (DA Pam 20-552). The two operations in a personnel center in which chaplains will be most active will be the Reception Center and the Transfer Station.

**74. The Reception Center (AR 612-10)**

A reception center is a place where newly inducted personnel and recruits are examined, classified, equipped, immunized, and assigned. The reception center is often the first contact which men coming directly from civilian life have with the Army. Normally, an inductee will not remain in the reception center longer than three or four days. The chaplain's program at a reception center usually includes—

*a. Orientation and Interview.* These are an integral part of the overall program of orientation given to the new men as soon as possible after their arrival at the reception center. The chaplain should never permit this activity to become routine. The men are new and impressionable. This is their first contact with an Army Chaplain. He can influence their attitude toward religious activity and chaplains in a way that may well last throughout their military career. In this interview, the chaplain might indicate his position as a volunteer in the army, speak of his insignia and his usual location, the service he is prepared to offer soldiers, and the opportunities that the chapel program offers the soldier for worship, education, and personal growth. He might describe the services offered by the chaplain to the men during their stay in the reception center and will speak briefly of the opportunities inherent in their Army service.

*b. Religious Services.* A complete program of religious services should be offered. The permanent congregation will be made up of the cadre of the personnel center and may be small, but the spirit engendered by a complete religious program will permeate the activity of the center and beneficially affect the work.

*c. Counseling.* Sometimes, men passing through a reception center have problems attendant upon their separation from home. The chaplain will be on the lookout for such men and go out of his way to furnish guidance. The chaplain will make it clear that they are welcome to come to him and will counsel them as best he can in the short time he has with them concerning the ultimate adjustment of their situation.

*d. Pastoral Care of Cadre.* The chaplain of a personnel center has the responsibilities of a unit chaplain towards permanent party personnel of the center. His program for the transients will not excuse neglect of the permanent party and their dependents.

**75. The Transfer Station (AR 635-61)**

A transfer center is an activity established to effect the transfer of personnel to the Army reserve or the separation of personnel from the military service. It is similar to a reception center in that it is composed of a relatively small permanent party and an ever-changing group of men reassigned or being separated. The chaplain's program at a transfer station will be similar to that in the reception center, but will be geared to the needs of men contemplating either reassignment or separation. An orientation by the chaplain is usually included in the processing schedule at a transfer station. In this orientation, the chaplain's remarks will be appropriate to the occasion and helpful to the individual.

## Section II. THE CONFINEMENT FACILITY

**76. General**

The chaplain in a confinement facility is concerned with soldiers whose violations of military law have been serious enough to bring about confinement. Prisoners in confinement should always be recognized as a collection of individual cases rather than a group. The chaplain, primarily concerned with individuals and their spiritual welfare, will find in a confinement facility abundant opportunity for the fulfillment of his primary concern as a chaplain and clergyman. He should be the foremost exponent of rehabilitation and should be familiar with the following information:

*a. Types of Confinement Facility.*

- (1) *Post stockade.* A post stockade is a confinement facility located on a military installation. It is used for prisoners awaiting trial and for prisoners who have been sentenced to short periods of confinement.
- (2) *Disciplinary barracks.* A disciplinary barracks is the designation of the United States Army Disciplinary Barracks, Fort Leavenworth, Kans., established by an Act of Congress or Branch United States Disciplinary Barracks established as needed by the Secretary of the Army. Usually only Army and Air Force prisoners who have been sentenced by a general court-martial are confined here.
- (3) *Federal institutions.* Any penal or corrective institution under the jurisdiction of the Attorney General of the United States such as the Federal Correctional Institution, Ashland, Ky.; Federal Reformatory, Chillicothe, Ohio; and United States Penitentiary, Atlanta, Ga. Military prisoners may be transferred to these institutions. Chaplain services are provided by the civilian chaplains assigned to the institution.
- (4) *Rehabilitation training center.* A rehabilitation training center is a major confinement facility with the principal mission of retraining military prisoners for restoration to duty. Such

institutions are particularly active during times of national emergency as a means of conservation of manpower. They seek to return to duty as large a percentage of prisoners as possible.

- (5) *Hospital prisoner ward.* A portion of a hospital set aside for the confinement of military prisoners while undergoing medical treatment is known as a hospital prisoner ward. The ward is operated by medical personnel in all matters pertaining to medical care and treatment and operates under the direction of the confinement officer in all matters relating to the security of the facility and the custody and control of the prisoners confined therein. Chaplain coverage is usually provided by the hospital chaplain.

*b. Organization of a Confinement Facility.* In addition to the normal military positions of commander, executive officer and staff, a confinement facility such as a disciplinary barracks may have a number of officers concerned solely with correctional functions. Among these, and in addition to the chaplain, would be—

- (1) *Supervisor of prisoners.* This officer is given the responsibility for general supervision of prisoner custody, control, and activities.
- (2) *Classification officer.* This officer is concerned with the assembling and presenting of data to classification boards for their use in determining the prisoner programs as to custody, quarters, academic, vocational and military training. His duties include work assignment, special programs, and the rendering of recommendations for disposition through restoration to honorable duty, remission of sentence, and parole or transfer to another confinement facility.
- (3) *Education and training officer.* He is primarily concerned with the education and vocational training of prisoners.

- (4) *Medical personnel.* These people assist in the classification, rehabilitation, diagnosis, and treatment of prisoner personnel as required.
- (5) *Employment personnel.* These people are responsible for the work program of the prisoners. The administration of a post stockade may not have all or any of the above assigned positions, but in effect, the same effort is made. The installation commander has responsibility for the post stockade. He usually delegates immediate authority for its operation to an officer called the confinement officer who directly commands the operation of the stockade under the staff supervision of the installation provost marshal.

c. *Classification of Prisoners.* See AR 633-5. Prisoners are classified as to their status: detained, officer, adjudged, or sentenced. A prisoner brassard is worn on the clothing, so that this classification can be determined on sight. Prisoners may also be classified for administrative purposes in accordance with the degree of custodial supervision required—minimum, medium, and maximum.

d. *Prison Functions and Terms.*

- (1) *Abatement of sentence.* Abatement of sentence is commonly referred to as time off for good behavior. Each prisoner, by his own conduct, may reduce the length of time he will serve in confinement and be given a conditional release.
- (2) *Clemency.* Clemency is the outright reduction of sentence or modification of punishment as a result of a review of the case. Each prisoner's case is reviewed annually for clemency or other considerations.
- (3) *Parole.* Parole is a form of conditional release from confinement where a prisoner serves a part of his sentence under supervision in a civilian community. Neither parole nor a conditional release is a reduction of the sentence.
- (4) *Close confinement.* The confinement of prisoners away from the main pris-

oner group in special quarters, under constant custodial supervision for administrative or disciplinary reasons.

- (5) *Disciplinary segregation.* Close confinement of prisoners as a method of discipline against misconduct or infractions of rules or regulations of the confinement facility.
- (6) *Administrative segregation.* Close confinement of prisoners for purposes of control, safekeeping, prevention of injuries to the prisoners or others, or for other administrative purposes.
- (7) *Rehabilitation.* The word summarizes the desired end of confinement. The Army policy is—

Army confinement facilities will be operated on the basis of providing corrective treatment for prisoners rather than punitive confinement. Corrective treatment includes necessary provisions for administration, housing, feeding, clothing, medical and religious services, and custody and control measures. It also includes programs consisting of vocational, academic, and military training, useful work, counseling, individual and group therapy, and recreation. The ultimate goal of the correctional treatment program administered in Army confinement facilities is to return as many prisoners as possible to honorable military duty, and when circumstances preclude this disposition, to return the individuals to civilian life as useful citizens.

## 77. Assignment of Chaplains to Confinement Facilities

Chaplains are assigned to disciplinary barracks in accordance with authorized tables of distribution. Chaplains are appointed to post stockades by the installation commander, and this assignment may be an additional duty but will be confirmed in a written order. AR 210-181 requires the appointment of a chaplain for even the smallest confinement facility.

## 78. The Chaplain's Program in a Confinement Facility

Although planned primarily for the prisoners, the chaplain's program must include the staff of the installation.

*a.* The providing of worship facilities for religious services in a confinement facility is the responsibility of the commander, AR 165-15. In his religious services, the chaplain need not remind his congregation of their status as prisoners. His efforts should be characterized by love, maturity, and devout spiritual guidance. Provisions for custody of prisoners will be arranged by the confinement officer. Care should be exercised toward the place of worship in a confinement facility to insure dignity, cleanliness, attractiveness, and the equipment required to create an atmosphere of worship. In particular cases where individual prisoners may not be permitted to attend a chapel service, the chaplain may be able to provide a special ministry.

*b.* The confinement facility chaplain has many opportunities to conduct religious education activities, either in groups or with individuals. Prisoners have unoccupied time, and religious education has a definite contribution to make to rehabilitation.

*c.* Character guidance instruction is a part of the training schedule. The regular character guidance instruction will be used but the chaplain should exercise ingenuity to adapt the material to the situation so it will be a challenge to the prisoners to gain beneficial insight and improve themselves.

## 79. Pastoral Care

A soldier in confinement needs the chaplain, but often is most stubborn in his refusal to acknowledge the need. To some extent, this may be due to the association in his mind of the chaplain with the authority that has imposed restriction on him. The chaplain must be sensitive to this fact and proceed confidently in asserting his care as a pastor. The personal concern, courage, and faith of the chaplain should characterize all his dealings with the prisoners who look to him for moral leadership.

*a.* The chaplain should refrain from offering legal advice or opinion to a prisoner, and should

not agree or disagree with him on the on the details of his case.

*b.* The chaplain should never express judgment to a prisoner about the merits of his case or the decision of his courts-martial. If the chaplain discovers reason for thinking that there has been a miscarriage of justice in a case, he should present his findings through proper military channels.

*c.* The chaplain in his pastoral relationship must achieve a happy balance between loyalty to the prisoners as persons, and loyalty to authority between his sense of duty, and his natural inclinations. Privileged communications must be held inviolate, unless the prisoner consents to their disclosure.

*d.* The chaplain must never allow any prisoner to exploit his friendship. He must at all times carefully observe prescribed measures for custody control.

*e.* In correspondence concerning prisoners, the chaplain will be brief, prudent, and just. All correspondence by the chaplain should be undertaken with a view to helping the prisoner and his relatives appreciate the reasons for the confinement imposed and effect the desired rehabilitation. Normally letters to relatives of prisoners will be written only with the consent of the prisoner. In accordance with AR 633-56, there are circumstances when the chaplain may be required to correspond with the prisoner's parents, spouse, or guardian without the consent of the prisoner. For details see AR 633-56, Notification to Parents, Spouse or Guardian when Trial by Court-Martial or Foreign Court Appears Probable. See also paragraph 40, Counseling.

## 80. Administrative Responsibilities

*a.* The chaplain may be asked to make recommendations on behalf of prisoners to clemency or parole boards. He may be invited to express an opinion on the probability of restoration in the case of individual prisoners. It is expected that the chaplain will always be fair, forthright, and honest. Thus, his recommendations and his reports will merit respect and be helpful to prisoners who need and deserve his support and assistance.

*b.* The chaplain will coordinate his program with the staff of the confinement facility to secure the most effective measure of support.

## Section III. THE HOSPITAL

**81. General**

The chaplain should be conversant with the provisions of FM 8-5 and FM 8-10 concerning the types and organization of hospitals and the chaplain authorizations for each. He should also be familiar with DA Pamphlet 16-61, The Chaplain's Ministry to Hospital Patients. When more than one chaplain is assigned, the senior is usually designated as the staff chaplain and the others are authorized in the professional services section of the TOE on TD. Hospital chaplains have responsibility and must exercise care for all persons, staff, and patients connected with the hospital. The chaplain will be acquainted with the particular requirements of his assignment.

*a.* The hospital staff are professional or trained personnel.

*b.* The mission of the hospital takes priority.

*c.* The patient load varies.

*d.* The hospital duty day is 24 hours. Mutual respect between the chaplain and the members of the hospital staff will promote a cordial relationship that will render easy and pleasant coordination on matters of patient care.

**82. Patient Care**

Hospital chaplains are authorized on the basis of the number of patients the hospital is capable of treating, usually stated as bed capacity. This emphasizes that the hospital chaplain's primary responsibility is to provide an adequate religious program for the hospital patients. This responsibility involves providing worship opportunities and pastoral care. Other aspects of the chaplain's program will be provided as the situation permits.

*a.* A complete program of religious services will be provided. The chaplain will secure such aid as may be required to accomplish this goal. If a Jewish chaplain is not assigned to a hospital and a Jewish auxiliary chaplain cannot be obtained, a qualified Jewish layman, military or civilian, may be called for assistance. If the hospital is located on or adjacent to a military installation, a requirement for denominational coverage may be coordinated with the installation chaplain. Chapel services will be scheduled to fit as conveniently as possible

the working schedule of the hospital. In scheduling a service, consideration will be exercised for the particular requirements of the patients as convalescent, ambulatory, wheel chair patients, etc. Ward services or bedside services should be conducted with becoming dignity and privacy. Religious services over the hospital closed circuit radio should be developed to meet the general need for comfort, reassurance, and faith. His program of religious services must be well publicized for maximum effectiveness.

*b.* The hospital chaplain generally finds a ready acceptance as a pastor with patients. They have time to think and talk. Their usual contacts and daily associations are absent. They find themselves in a situation which often is new to them and sometimes disturbing. The chaplain who is interested, prudent, and understanding will be welcomed as a friend and will develop a busy and rewarding ministry in a hospital assignment.

**83. General Guidance**

*a.* The chaplain should establish a regular schedule of ward visits and follow it faithfully. His visit to a ward need not be long unless a particular need presents itself. Always, on entering a ward, the chaplain will contact the nurse, or doctor, in charge. Apart from the courtesy involved this is the most effective way for him to discover any routine circumstance on the ward that may be of particular concern.

*b.* The chaplain will be friendly and make himself generally available to all patients, giving priority to those who require his immediate ministry.

*c.* In his care for the various types of patients, i.e., new patients, seriously ill, preoperative, post operative, psychiatric, etc., the chaplain will be guided by hospital policy, the counsel of doctors on the staff, the spiritual welfare of the patient and his own prayerful judgment.

*d.* The customary hospital courtesies should be carefully observed by the chaplain. He should be quiet, respectful, and thoughtful.

*e.* The chaplain should welcome other chaplains or members of the civilian clergy who may visit the hospital, so their ministry may complement his own. Often they may seek the chaplain in locating the patient they desire to visit.

*f.* In his relations with families and friends of a patient, the chaplain will be discreet, tactful, and friendly.

#### **84. Combat Casualties**

*a.* The principles of pastoral care for casualties in combat are the same as for patients in a hospital. The chaplain should know what he can and cannot do to aid the physical comfort of the patient. His primary concern must be the reassurance and spiritual strength he may bring to the man in pain.

*b.* To further assist the chaplain in the hospital, the ministrations performed by the chaplain at the battalion aid stations, or the clearing station will be indicated by the chaplain checking the appropriate box and entering his signature on the reverse side of the U. S. Field Medical Card (FMC, DD Form 1380).

#### **85. Administrative Duties**

In carrying out his program in a hospital assignment the chaplain will assist and will depend on many people.

*a.* He must work in close cooperation with both the professional and administrative staff of the hospital.

*b.* He must be in contact with various agencies for the benefit of patients, e.g., Red Cross, Social workers, etc.

*c.* He should coordinate with unit chaplains regarding men of their units who are in the hospitals.

*d.* He will communicate with families of patients in matters of particular concern.

*e.* He secures command approval for his use of the hospital closed circuit radio system, use of dayrooms, and other facilities required for his programs.

*f.* He administers character guidance instruction for the members of the hospital detachment.

### **Section IV. THE TRAINING CENTER**

#### **86. General**

The training center introduces the soldier to army training. It is here that the soldier makes his first major adjustments to military life and receives his basic military training. During his basic training, the trainee develops impressions, attitudes, and habits which will largely influence his military career. The training center chaplain through his religious program develops and contributes to the religious habits and practices of the soldier. The chaplain should consider himself as a member of the training team.

#### **87. Chaplain Authorizations**

A training center is generally set up under a table of distribution, and the chaplain positions are authorized therein. The personnel strength of the cadre of the center is based on the number of personnel to be trained at the center. Chaplain authorization for the center is guided by the provisions of DA Pamphlet 20-255. When a number of chaplains are

authorized at a training center, the senior is usually designated as the Training Center Chaplain. All others will be either attached or assigned to the separate training units of the center for duty.

#### **88. Relations with the Installation**

The chaplain in a training center will be guided by the command relationship existing between the center and the installation. If one commander commands both and his staff has a joint responsibility, the senior chaplain may be both installation and training center chaplain. The installation will provide support for the training center. The chaplain will observe the usual command and technical channels in obtaining the support he may require.

#### **89. Training Responsibilities**

The chaplain at a training center should be zealous to make his full contribution to the moral and spiritual development of the trainee.

*a.* In the orientation program the chaplain

should outline the religious program at the center, encourage the men to participate in it, and assure them of his willingness to assist them in making this period a most profitable one in their lives.

*b.* Following the orientation, the chaplain is usually given opportunities for a group interview with the new soldiers. See AR 165-15 and AR 15-120. At this time, the chaplain should request each man to fill out a prepared file card to include such information as name, next of kin, home address, date and place of birth, unit, religious affiliation, education vocation, talents, pastor's name, marital status, leadership experience, and a space in which a personal interview with the chaplain may be requested. The chaplain of the trainee's faith is given this card and may be followed up by personal contact and a letter to next of kin or pastor.

*c.* Character guidance instruction is pre-

scribed for all basic trainees. The chaplain should be well prepared and present his material effectively. The chaplain's instruction in character guidance should be a high point in the training program.

*d.* The training center chaplain may assist in the selection of potential chaplains' enlisted assistants. He will supervise their training in accordance with policies and procedures directed by the Chief of Chaplains and the US-CONARC chaplain.

## **90. Office Hours**

The training cycle is perhaps the busiest, and most completely occupied time in a soldier's life. It is inevitable that the chaplain in a training center will be busy. However, it is important that he schedule regular office periods during off-duty time, i.e., evenings during the week, when the trainee may come to see him for guidance, instruction, and assistance.

## CHAPTER 6

## THE CONUS ARMY CHAPLAIN

## Section I. ORGANIZATION AND RESPONSIBILITIES

**91. Authorization and Assignment**

The personnel strength of the CONUS Army Headquarters is established by table of distribution. Normally, the chaplain section in the headquarters is authorized three chaplains, plus enlisted assistants and civilian clerical help. The CONUS Army chaplain will organize the chaplain section and assign duties to each member of the section to achieve the most effective accomplishment of his mission.

**92. Personnel**

The CONUS Army Chaplain will effect required coordination with appropriate staff officers on all matters pertaining to chaplain personnel. He may confer with the Chief of Chaplains through technical channels on the chaplain problems in the army area. However, he will inform the army personnel officer and direct through channels all matters concerning policy or situations involving command action. In addition he—

*a.* Maintains current rosters of all active duty, reserve, and National Guard chaplains in the CONUS Army area.

*b.* Monitors TD authorizations and manning levels.

*c.* Maintains current roster of all staff specialists (Divinity Students).

*d.* Monitors assignment of enlisted chaplain assistants and maintains current rosters.

*e.* Coordinates the activities of the corps chaplains in all personnel matters affecting USAR chaplains and staff specialists (Divinity Students).

**93. Training**

The CONUS Army Chaplain will direct and supervise a continuing program of branch

training for all chaplains, active duty and reserve components, and for chaplains' enlisted assistants, at training centers, within the Army. This training program will follow training directives and guidelines provided by USCONARC.

*a.* For regular Army chaplains and all other chaplains on extended active duty, the CONUS Army Chaplain will usually plan to—

- (1) Conduct one or more chaplain training conferences a year for installation and supervisory chaplains within the CONUS army area. Plans to secure necessary funds must be made well in advance of scheduling the conference.
- (2) Initiate and supervise on-the-job training for chaplains at unit and installation level. Such training involves—
  - (*a*) Personal conferences of installation and division chaplains with the army chaplain.
  - (*b*) Personal observation and supervision of unit chaplains by their immediate supervisory chaplains.
  - (*c*) Rotation of assigned duties among chaplains at installation level.
  - (*d*) Prescribed reading of pertinent regulations.
  - (*e*) Chaplain training conferences at installation and division level.
- (3) Support the U.S. Army Chaplain School Training Program by disseminating information to all chaplains within the CONUS Army concerning dates and types of resident and nonresident courses being conducted by the U.S. Army Chaplain School

and qualifications and methods of selection of students for enrollment.

- (4) Initiate a policy requiring all chaplains at training centers and in training divisions to attend the Instructors' Course (Methods of Instruction) given for officers at their station.

*b.* For Reserve Component Chaplains, the CONUS army chaplain will—

- (1) Actively cooperate in the program of USAR schools and maintain liaison with chaplain branch schools and departments by correspondence and a monthly news bulletin to keep them informed about new developments in the chaplaincy. He will furnish the school commandant with names of reserve chaplains who are eligible for enrollment and are located in the vicinity of USAR schools and will establish a program for recruiting eligible chaplains in the USAR school program for branch training.
- (2) Promote the enrollment of civilian component chaplains in extension courses at the U. S. Army Chaplain School by corresponding with them and by including extension course training on the agenda of all reserve chaplain training conferences and meetings sponsored by the CONUS Army Chaplain.
- (3) Insure that provision is made for USAR chaplains assigned to Reserve Troop Program units, and National Guard chaplains, to receive branch training during their 15-day period of active duty as provided in AR 135-318. In the discharge of this last responsibility, the CONUS Army Chaplain will—

- (*a*) Obtain advanced information, through the Army Director of Training, on the dates and places where reserve units will be trained within the CONUS army period. He will share this information with the supervisory chaplain at each installation, who will then be charged with conducting the required training.

- (*b*) Visit and inspect reserve component chaplain active duty training at the designated training centers.
- (*c*) Provide a program of training for mobilization designees assigned to CONUS Army Headquarters.
- (*d*) Supervise training of chaplains in the National Guard. Generally, the National Guard of the various states conforms to training standards and program established by the Department of the Army, including the provisions of AR 135-318. The CONUS Army Chaplain can support the training of National Guard Chaplains by—

1. Furnishing the State Adjutants General and the Senior National Guard Chaplains in each state information on the available training opportunities.
2. Personal visits to the State Adjutant General and to headquarters divisional units of the National Guard.
3. Visiting chaplains of the National Guard during annual unit field training.
4. Conduct Reserve Component Chaplain Training Conferences.
5. Coordinate the activities of the corps chaplain in the area of training of USAR chaplains and staff specialists (Divinity Students).

*c.* The program for training chaplains' enlisted assistants at training centers is supervised by the CONUS army chaplain as directed by CGUSCONARC. The CONUS army chaplain will maintain liaison with the senior chaplain at training centers to insure a satisfactory accomplishment of this program. In addition, he will encourage installation and division chaplains to provide supplemental on-the-job training for their enlisted assistants.

#### 94. Character Guidance

The CONUS Army Chaplain will vigorously support all phases of the character guidance program, but will exercise particular concern for the chaplains' participation in the program.

He will inform all chaplains in the army of training material, aids, and methods pertinent to the presentation of character guidance instruction. He will audit character guidance instruction during staff visits and encourage periodic chaplain conferences at installation level with a view to improving character guidance instruction presented by the chaplain.

**95. Logistical**

The CONUS Army Chaplain will be concerned with the adequacy and proper maintenance of supplies, equipment, and chapels at all installations in the army area. He will conduct periodic inspections and staff visits to insure that all chapels are attractive and worshipful. He may assist installation chaplains to secure grants from the Army Central Welfare Fund for chapel improvements that involve larger expenditure of funds than are available at the local installation. The CONUS Army Chaplain will ask to be on the Master Planning Board at Army and will take steps to insure the inclusion of chapels in master plans for construction. He will review all requests from installations for items of ecclesiastical equipment and supplies in excess of authorized allowances before they are forwarded to USCONARC. The CONUS Army chaplain is authorized to declare any issue items of ecclesiastical nature unserviceable and to recommend that it be replaced. The CONUS Army Chaplain may be required to submit estimates for chapel and chaplain supplies and equipment on the basis of the information secured from subordinate units. He programs for chaplain activities in the CONUS Army. He also serves on the Army Command Welfare Fund Council and may submit to the council information concerning funds required by installation chaplains for chapel improvement.

**96. Program and Budgeting**

*a. Programming.*

- (1) Based upon the USCONARC operating program, the CONUS army chaplain develops the chaplain activities segment of the Command Operating Program. This will include both general guidance and specific objectives. As the staff officer with supervisory responsibility, he monitors the chap-

lain portion of the installation operating program and supervises the execution of the chaplain activities portion of the Command Operating Program.

- (2) Since the Chaplain's Program is an integral part of the Army Program System and the Army Management Structure, the army chaplain monitors chaplain activities in the army area within this context. He reviews and analyzes the data contained in the cost and performance reports and the Religious and Character Guidance Activities Report (DA Form 16-1). He determines the causes of significant deviations.
- (3) The army chaplain maintains a Five Year Plan based on the USCONARC chaplain's Five Year Plan. This will consist generally of objectives for accomplishment by the army chaplain's office and the installation chaplains in the army area over a five year period. He monitors the development and execution of a similar installation chaplain Five Year Plan by installation chaplains.

*b. Budgeting.* The CONUS army chaplain monitors all budget guidance transmitted to the chaplain activity account area to determine its adequacy to support the chaplain activities program. Where necessary, he justifies and submits additional objectives and requirements as unfinanced requirements.

*c. Reporting.* The army chaplain receives the required Religious and Character Guidance Activities Reports (DA Form 16-1) submitted by subordinate units, commands, or installations. These reports are reviewed and analyzed by the army chaplain at the army level in much the same manner as the installation chaplain does at the installation level (see para. 69). The CONUS Army consolidated report is prepared for the Army Commander by the army chaplain. It is forwarded to the Commanding General, USCONARC. There frequently are significant deviations in the religious and character guidance reports (DA Form 16-1) or specific items in the accompanying installation cost and performance summary reports which have an impact on the chaplain program. The

army chaplain takes necessary staff action as required and may, when appropriate, confer with the USCONARC chaplain on technical problem areas.

## **97. Information Bulletins**

The CONUS Army Chaplain prepares and distributes a monthly bulletin or letter to all active duty and reserve component chaplains within the CONUS Army. This bulletin or letter contains professional and technical infor-

mation of value to chaplains, and keeps them informed of current policies and regulations pertinent to chaplains and chaplain activities.

## **98. Auxiliary Chaplains (AR 165-35)**

The CONUS Army Chaplain reviews reports from installations on the utilization of auxiliary chaplains. He should maintain a current roster of auxiliary chaplains available with the army and should include them in any general correspondence sent from his office.

## **Section II. RELATIONSHIPS**

### **99. General**

The CONUS Army Chaplain exercises all the usual staff procedures required at a major command headquarters. Normally, his activities will be supervised and coordinated by the chief of staff. He coordinates with appropriate staff sections on matters of mutual interest or concern.

### **100. Technical Channels**

The CONUS Army Chaplain may deal directly with the Office of the Chief of Chaplains concerning professional and technical matters. He likewise receives technical supervision in all matters except personnel from the staff chaplain USCONARC. The CONUS Army Chaplain should respect the responsibility of supervisory chaplains, and direct unit chaplains who come

to him with technical problems that could be solved at their own level, to make their approach through their immediate supervisory chaplain. If the CONUS Army Chaplain communicates with a chaplain on other than personal matters, he should provide the supervisory chaplain with an information copy of his letter.

### **101. Public Relations**

The CONUS Army Chaplain will encourage installation chaplains to undertake a program of public relation activities, and to use newspapers, radio, and television to publicize their programs. The CONUS Army Chaplain will maintain liaison with civilian churches to promote cooperation between the churches and the chaplains' activities.

## CHAPTER 7

THE CHAPLAIN IN THE U. S. ARMY AIR DEFENSE COMMAND

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**102. General**

The U. S. Army Air Defense Command (USARADCOM) is established to coordinate the army air defense against enemy attacks. It is a major command with subordinate commands in various strategic regions. The Army Air Defense Command Chaplain supervises the chaplain's program in all assigned units through regional command chaplains. His duties and responsibilities are analogous to those of the USCONARC Chaplain modified by the mission of his headquarters.

**103. The Command Chaplain, USARADCOM**

The command chaplain is the overall supervisor of all chaplain activities within ARADCOM. His position is authorized on a table of distribution. He prepares and publishes command policies relative to chaplain activities, and through regular staff visits insures that these policies are implemented at region and defense levels. He coordinates his programs and policies with the Command Group, Headquarters, USARADCOM, particularly with the Deputy Chief of Staff for Administration and Logistics and with the G1 and G3. The latter have no supervisory responsibilities over the command chaplain, but have staff interest in matters pertaining to morale, religion, TOE and TD positions. In his supervisory capacity he is on a level with the USCONARC chaplain and maintains constant liaison with the USCONARC chaplain to coordinate programs and budgets and to insure adequate logistical support for missile site chaplain activities from USCONARC installations. He is the staff adviser and representative of the Commanding General, USARADCOM, for all chaplain activities, and as such, coordinates with the Office of the Chief of Chaplains in the assignment of chaplains to USARADCOM and in chaplain policy directives. He conducts an annual train-

ing conference for region chaplains, to which representatives from the Office of the Chief of Chaplains, USCONARC, and CONUS Army chaplains may be invited.

**104. The Region Chaplain, USARADCOM**

The staff chaplain at this level of command is both supervisory and operational. In addition to counseling, providing religious services, and character guidance instruction, he supervises the activities of chaplains assigned to TOE units within the region. His position is authorized by a table of distribution. Operationally, he is on a level with the CONUS army chaplain. The region chaplain coordinates with the CONUS army chaplain and the appropriate installation chaplains to insure that adequate logistical support is provided each fiscal year to the missile site chaplains. Through frequent staff visits, he closely supervises the programs, budgets, and activities of his unit or defense chaplains and assists them in all phases of their mission. He coordinates his programs and policies with his G1 and Chief of Staff. When necessary, he enlists the assistance of the Command Chaplain, USARADCOM. He conducts an annual training conference for all chaplains within his supervisory jurisdiction. Supporting installation chaplains may be invited to attend this conference.

**105. The Brigade Chaplain, USARADCOM**

The staff chaplain at this level of command has both supervisory and operational responsibilities. He provides counseling, religious services and character guidance instruction for the brigade headquarters area. He provides technical supervision and coordination of the chaplain support activities of chaplains assigned to subordinate units of the brigade. The brigade chaplain normally is a member of the brigade Central Welfare Fund Council, which

council normally supports certain chaplain activities in supplement to, or in the absence of, unit chaplain funds.

## **106. The Unit Chaplain, USARADCOM**

*a.* The unit chaplain may be assigned to either a group or battalion headquarters. In some areas the chaplains may be assigned to group and in other areas they may all be assigned at the battalion level. Their duties are analogous in either case. The unit chaplain advises the unit commander on matters pertaining to morality, religion, and religious education, character guidance, and morale as affected by religion. The unit chaplain assists the commander in the discharge of his responsibility to promote the religious and moral life of the command. As a staff officer, he discharges responsibilities involving chaplain aspects of staff action. The chaplain consults other staff officers for required technical information and assistance, and displays initiative in recommending policies and in providing the staff with his specialized knowledge in the field of religion, morals, and morale.

*b.* The unit chaplain programs and budgets for requirements which are to be supported through appropriated funds. This is accomplished through staff coordination, particularly with the unit S1 and S4 and the timely submission of the chaplain's budget requirements to the supporting installation chaplain through command channels. In addition, he confers with the supervisory chaplains at brigade and/or region level in order to receive guidance on current policies, administrative procedures, required logistical support, and other assistance as required for the execution of the mission.

*c.* The unit chaplain must travel extensively

in order to provide minimal coverage to military personnel and their dependents whose battery sites and quarters are separated by considerable distances. The unit chaplain must establish and maintain liaison with various churches and civilian religious organizations of the community in order to assist in the coordination of religious activities for all military personnel and their dependents.

*d.* The air defense unit is frequently satellited upon an installation of another U. S. military service. In such cases the unit is many miles from the nearest army installation and other army chaplains. The unit chaplain should establish informal professional and technical liaison with the senior chaplain of the installation upon which his unit is satellited, and should maintain cordial and cooperative professional relationships with other chaplains of the installation. These installation chaplains will often be able to render services of emergency or supplemental nature for Army personnel and dependents. The local chaplain program of this sister service installation may furnish, or make available, certain religious services (for example, Sunday School and Catechism classes, men's and women's organizations, and denominational services) in which the air defense unit personnel can profitably participate. All proposed participation in a cooperative program is first discussed by the chaplain with his unit commander and coordinated with his supervisory chaplain. The unit chaplain, however, remains responsible for maintaining that religious program which best meets the needs of the personnel of his organization.

*e.* Other duties of the USARADCOM chaplains may be found in chapter 3.

## CHAPTER 8

## THE CHAPLAIN IN THE COMBAT ZONE

## Section I. GENERAL

**107. Organization**

a. A theater of operations is normally divided into a combat zone and a communications zone. The combat zone is that part of a theater of operations that combat troops require for the conduct of ground combat operations and their immediate combat service support. Initially a theater of operations may consist of the combat zone only, with support provided directly from the zone of interior. Depth of the combat zone depends on the forces involved, the nature of planned operations, the character of the lines of communication, the terrain, and enemy capabilities.

b. The combat zone is normally divided into field army service areas, corps, and division areas. The field army rear boundary is normally the rear boundary of the combat zone. The area between the corps rear boundaries and the field army rear boundary is the field army service area. The territory between the division rear boundaries and the corps rear boundary is the corps rear area. Corps and field army combat support units and forward field army combat service support units are normally located here. The area between the division rear boundary and its major combat unit areas is the division rear area. The division support command is located here, and some of the forward combat support units of corps operate in this area, i.e., corps artillery and engineers. Each area is under control of the commander of the organization to which it pertains. In a large theater of operations an army group may be organized by the theater commander in the combat zone to direct the operation of two or more field armies.

c. Chaplains are assigned to combat, combat support, and combat service support elements operating in the entire combat zone. They are

normally authorized in the tables of organization of headquarters and headquarters companies or detachments of elements of appropriate size at all echelons from field army headquarters down to division brigades and separate battalions. The army chaplain is the senior chaplain in the field army and receives technical staff supervision directly from the theater army chaplain. Within the field army, staff chaplains at corps, divisions, groups, and brigades exercise technical staff supervision over chaplains assigned to subordinate units. All chaplains are members of the staff of their respective units and are responsible to their commanders for the fulfillment of both professional and staff functions as outlined in AR 165-15. They maintain direct technical liaison with the staff chaplain at the next higher headquarters in the chain of command.

**108. Chaplain Support**a. *General.*

- (1) *The chaplain is a noncombatant.* He should not bear arms; he will not be required to bear arms. He is protected by the provisions of the Geneva Convention in this role. This nation, has, nevertheless, expected that chaplains accompany their troops into combat, providing those spiritual and moral ministrations so basic to the "American Way of Life." Chaplain duties outlined in chapter 3 are generally applicable to all chaplains serving in the combat zone with certain appropriate modifications and emphasis. Combat makes its own exacting and sudden demands. Therefore, the chaplain must be well-trained professionally, spiritually prepared,

exceptionally mature, well-adjusted emotionally, and possess a great measure of flexibility and individual resourcefulness.

- (2) *Code of Conduct.* The objectives of the Code of Conduct are to develop and maintain in the fighting man the moral and spiritual traits that will cause him to fight the enemy and, if necessary, to give his life for his God and his country. Even if a prisoner-of-war, he must resist with every weapon at his disposal: physical, mental, psychological, emotional; and he must never lose faith in God and the United States of America. The religious and moral program of the chaplain provides a foundation on which the Code of Conduct can be implemented. A clear abiding faith in God and strong spiritual and moral convictions provide the soldier with a purpose in life and the motivation to faithfully serve his home, his God, and his country whether in combat or in captivity. The chaplain supplements and reinforces command instruction of troops in the Code by his spiritual and moral leadership and his personal presence during combat and combat training.

*b. Chemical and Biological Operations, and Nuclear Warfare.* Wide dispersion, greater maneuverability, increased vulnerability, and an accelerated tempo of operations are factors which affect the organization for combat. Combat forces will tend to operate semi-independently under mission-type orders with direct support type fire units normally attached. Where nuclear weapons are employed, sudden, severe personnel losses must be anticipated at all echelons. These losses may be of such extent as to cause combat effectiveness to be temporarily destroyed. Army forces must be trained and indoctrinated in rapid reorganization and in the treatment of mass casualties with minimal professional medical assistance (FM 100-5). Such may be the operational environment of the chaplain in the combat zone under conditions of chemical and biological operations, and nuclear warfare. Individual chaplains must maintain continual communica-

tion with their headquarters. Careful staff planning must be performed by staff chaplains at all levels to coordinate and supervise chaplains efforts and mobility for rapid reaction to emergency demands for chaplain support and for adequate denominational and area religious coverage to dispersed, isolated units. More than ever, the chaplain must function as a part of the commander's team and, by staff coordination, integrate the chaplain support functions into the operations of his organization.

*c. Religious Activities.*

- (1) *Frequent religious services.* Frequent religious services are required in the combat zone. Chaplains should recognize that the field is the normal environment for religious services both in training and in combat. Because the troops cannot come to a chapel, the chaplain must go to them, wherever they are. To the soldier in the front line, religion is extremely important. He looks forward to the chaplain's visits and the opportunity to pray, to partake of the sacraments, and to talk about his faith with someone who can assure him of Divine love, forgiveness, and comfort. In addition to the ministration of worship services, rites, and sacraments, religious study classes should be conducted. Correspondence-type courses should be encouraged. When feasible, religious movies and film strips may be shown. Religious literature may be distributed. Although regular schedules are not normally possible, a long-range coordinated plan of religious coverage should utilize periods when troops are available, and every other opportune time regardless of the day or hour. The religious program should be planned to meet not only the soldiers' needs during combat, but also to prepare him to meet life's problems and opportunities in the years ahead. Chaplains should select, train, and organize lay leaders to assist them in providing a total coverage, particularly among those denominations whose chaplains or clergy are not available.

- (2) *Pastoral care.* Continuous person-to-person visitation, spiritual care of the wounded, counseling, sharing of privation, and spiritual support in the hour of need make the chaplain a symbol of the concern of both God and the nation for the soldier under stress of combat.

*d. Staff Functions.* Every chaplain is on the special staff of his commander. He provides the commander and staff with advice, information, and plans on matters pertaining to religion, morals, and morale as affected by religion. In addition to planning and coordinating the religious activities, the following staff functions are of particular significance in the combat zone:

- (1) *Character guidance instruction.* Combat conditions generally preclude a formal program of character guidance instruction, but the need is even more evident. False ideas on relaxation and recreation in a combat zone generate subtle temptation for men to accept lower moral standards than were characteristic of their normal social and religious backgrounds. Likewise, the stress and violence of combat leaves men physically, emotionally, and spiritually exhausted. In these circumstances, the chaplain can advise his commander and assist the staff by planning and leading group discussions in the positive aspects of moral courage, the spirit of sacrifice, sense of duty and integrity. During his daily contacts, counseling, and visits to small groups, the chaplain will, by his own pastoral example and spiritual ministry, buttress the noble qualities of the character which success in combat demands.
- (2) *Civilian religious relations.* A major concern of the combat commander is the welfare and the attitude of the civilian population.

A principal staff officer at appropriate headquarters is the civil affairs officer who advises the commander in this area and who plans and recommends command civil affairs policies and operations. These operations, within the scope of United States foreign policy, are designed to reestablish and/or administer local government, alleviate human suffering and assist the populace in the restoration of normal social and cultural functions. As a man of God, the chaplain cannot be indifferent to any human needs about him. He should consult with his supervisory chaplain and the civil affairs staff officer on ways in which he can be of assistance as a clergyman in the civil affairs program. The chaplain can establish liaison with local and refugee religious leaders and aid them in reestablishing their spiritual and welfare ministrations. He may be asked to lead drives for financial aid in some instances, or to organize movements for gift packages. An important function of the chaplain is in advising the civil affairs officer on the theological considerations of the traditions and practices of local religious cultures and the degree of sanctity accorded their shrines, temples, and religious symbols. He should encourage military personnel in respectful attitudes toward other faiths, sacred rites, and places of worship. When feasible, and in coordination with command policy, he may assist and participate in the religious activities of local religious organizations. In all of his relationships with the civilian community, the chaplain must exemplify the highest religious and democratic ideals of respect for human dignity, of fairness and consideration, of spiritual hope and confidence.

## Section II. THE BATTALION CHAPLAIN

### 109. General

The battalion is normally the smallest unit to which a chaplain is assigned or attached.

Chaplains are not assigned to divisional maneuver battalions, but they may be assigned to nondivisional combat, combat support, and combat service support battalions.

*a.* Chaplains may be assigned to a battalion which is directly subordinate to a larger force, normally a group. Examples are corps artillery and engineer battalions. Generally there is a staff and supervisory chaplain assigned to the group. Groups, however, are not fixed organizations, and battalions may be freely attached or detached from one group to another. In some instances, there may be no chaplain at group headquarters; the supervisory chaplain may then be the corps or even the army chaplain, as in corps signal and in army ordnance and quartermaster battalions.

*b.* Chaplains may be assigned to a separate battalion. The separate battalion may be either a combat, combat support, or combat service support unit which operates independently in the field and normally is assigned directly to corps or army. In almost every instance, the supervisory chaplain for the separate battalion chaplain is the corps or army chaplain.

### 110. Responsibilities

*a.* The battalion chaplain is the key to the religious program of the battalion. He must take the initiative in adapting his program to the changing needs and operations of his battalion. His general duties are described in chapter 3. The battalion chaplain is on the commander's staff and his primary responsibilities are to his battalion.

*b.* The location of the chaplain within the battalion during operations will depend on the type of unit and mission. Generally, in combat and combat support battalions, the chaplain is located in the vicinity of the battalion aid station, so that he can rapidly respond to the need for ministering to the wounded and dying. However, he must continue to serve the needs of the men who are carrying the battle who

are not casualties. Normally, the combat service support battalion does not have an organic medical detachment but receives medical support from a medical clearing company which serves several units on an area basis. The chaplain should, with the concurrence of his commander, locate himself where he can best accomplish his mission. This may or may not be at the battalion headquarters.

*c.* The battalion chaplain is responsible for providing denominational coverage for his unit. This can be accomplished by coordination with chaplains of adjacent units. Denominational and area religious coverage, involving adjacent units should never be undertaken by the battalion chaplain without prior coordination with and the full support of his commander. In addition, the chaplain should consult his supervisory chaplain who has the staff responsibility for providing and coordinating the denominational and area religious coverage plan for all units subordinate to the group or brigade. Chaplains assigned to a separate battalion should follow established corps or field army chaplain policies and plans. They should keep their supervisory chaplain informed of their activities and problems of a professional or technical nature.

*d.* Troops of separate battalions are sometimes dispersed over wide areas and units separated from the parent organization. These conditions render difficult a consistent and continuous religious and pastoral ministry. It is sometimes necessary to provide religious services for scattered elements of the battalion by coordinating with a chaplain in the area of the separated elements. However, responsibility for all chaplain support, and specifically the pastoral and counseling functions, remains with the battalion chaplain.

## Section III. THE BRIGADE CHAPLAIN

### 111. General

*a.* This section describes the responsibilities and relationships of chaplains assigned to division brigades and to separate combat brigades. Staff chaplains assigned to headquarters of combat support and combat service support brigades function more nearly as the division

chaplain in their relationships with chaplains in subordinate elements.

*b.* Division brigades consist of a headquarters and headquarters company to which are attached for command and control a variable number and type of maneuver battalions. The brigade commander is a major subordinate

commander of the infantry, armored, mechanized, or airborne division. Chaplains are not assigned to division maneuver battalions; they are assigned to brigade. The brigade is responsible for providing chaplain support to its subordinate battalions.

*c.* The senior chaplain is the brigade staff chaplain and the other chaplains are known as the assistant brigade chaplains. The assistant brigade chaplains may also be referred to as battalion chaplains inasmuch as normally they are located with the subordinate battalions of the brigade. The assistant brigade chaplains are supervised and operationally controlled by the brigade staff chaplain to the degree desired by the brigade commander.

*d.* The separate infantry, armored, mechanized, or airborne brigade consists of a brigade base to which are attached a variable number and type of maneuver battalions. Since the separate brigade is employed in independent operations, its base consists of its own organic combat support and combat service support units. Chaplains in the separate brigade are all assigned to the administration company of the support battalion. However, they function in much the same manner as the division brigade chaplains.

*e.* The maneuver battalions normally remain attached to the same brigade, but during combat operations, they may be detached and re-attached to other brigades when the situation dictates. The normal employment of the battalion will be in the tailoring of its units with units of other battalions to form various type and size task forces and combat teams. This employment is also typical of the separate brigade maneuver battalions.

## 112. Employment

*a.* The brigade staff chaplain provides the staff functions of planning and recommending, including contingency plans, required to insure a complete overall brigade religious coverage. He coordinates and supervises the activities of the assistant brigade chaplains and carries on a proportionate share of the religious coverage operations. Normally, he should be located as near as possible to brigade headquarters in order to properly perform staff functions, par-

ticularly of coordination and supervision of the denominational and area religious coverage. He is responsible for providing chaplain coverage at the brigade clearing station. He maneuvers the assistant brigade chaplains in accordance with approved plans, as required, and maintains contact with them continuously.

*b.* Normally the assistant brigade chaplains provide coverage to and are located with the same assigned or attached battalions. They also provide professional advice to the commander and staff of the unit with which they are located. Location with the same battalion enables the chaplain to fulfill the whole spectrum of pastoral functions. He will be able to achieve the identity and rapport with the unit which is so necessary to the successful accomplishment of the chaplain mission. During periods of training or noncombat, he will spiritually and morally prepare his men for the ordeals of the battlefield which puts moral character to the supreme test. Once the battalion goes into combat, however, the chaplain's "parish" vanishes as its unit "building blocks" become merged with comparable "building blocks" from other infantry, mechanized, and armor battalions into task forces and combat teams. If he has performed his ministry of preparation properly, then if in the course of the combat situation his men are ministered by another chaplain, they will respond to this ministry as fervently as to the ministry they had during garrison, training, or inactive combat periods. Brigade staff chaplains should insure that assistant brigade chaplains are trained to accept this situation. The rapid shifting of chaplains is just as necessary as is the rapid shifting, attaching, detaching, "marrying-up," and tailoring of the maneuver battalions. Chaplains are assigned to brigade instead of battalion to insure flexibility in combat for providing denominational and area religious coverage.

*c.* Chaplains in the separate combat brigades are employed in much the same manner except that they have the additional coverage responsibility of support units of the brigade base.

## 113. Relationships

*a.* The brigade staff chaplain receives technical staff supervision from the division chap-

lain and coordinates with him in the overall division chaplain coverage plan. The staff chaplain of the separate brigade normally receives technical supervision from the staff chaplain of the task headquarters under which the brigade is operating. This may be the corps

or field army or some type of joint or independent task force.

b. The battalion chaplains are supervised and operationally controlled by the brigade staff chaplain to the degree desired by the commander.

## Section IV. THE DIVISION CHAPLAIN

### 114. Organization

a. The division is the basic army unit of the combined arms and services. It is tailored for the environment and the accomplishment of specific missions. It has both tactical and administrative functions. When organized, army divisions may be characterized as either infantry, mechanized infantry, armored, or airborne.

b. Major subordinate units where chaplains are located include the brigades, division artillery and support command. In addition, there is a chaplain located in the engineer battalion. All divisions, regardless of type, have the same number of chaplains in the same subordinate units. The division chaplain section, composed of two chaplains, is assigned to the administration company but is normally located in the area of division headquarters main (FM 61-100).

### 115. Responsibilities

#### a. General.

- (1) The division achieves flexibility through the tailoring of its components to meet tactical and strategic requirements and through its capability to vary its organization for combat. This flexibility of organization and operations imposes a critical responsibility on the division chaplain to keep abreast of the situation and to insure that chaplain services are available to all personnel assigned or attached to the division.
- (2) The majority of the chaplains authorized the division are assigned to, and normally operate in, the subordinate units. Their collective efforts, however, are coordinated by the division chaplain to provide denominational and area religious coverage as required.
- (3) Major responsibilities and duties of

the division staff chaplain are described in paragraph 4.31, FM 101-5, Staff Officers Field Manual, Staff Organization and Procedures.

b. *Religious Coverage.* The division chaplain has staff responsibility to provide religious coverage to units assigned and attached to the division without assigned chaplains; to the division clearing stations; and to provide the planning and coordination for rapid and sufficient chaplain response to emergency or disaster areas. The division chaplain section carries on a proportionate share of the chaplain support program to troops and units in the area of the division headquarters. Through coordination with major subordinate unit staff chaplains, he provides chaplain support to other division units, attached units and clearing stations operating in the area of these major subordinate units. The division chaplain furnishes and keeps current the chaplain portion of division contingency plans to provide for chaplain coverage under all emergency conditions. Under certain emergency conditions, and with the commander's consent, these plans may grant the division chaplain temporary operational control of division chaplain personnel. Routine policies and procedures must be coordinated with the division staff and incorporated into the division SOP. Changes to routine procedures must be included in admin/operations orders.

#### c. Chaplain Personnel.

- (1) *Chaplain assignments.* The division chaplain makes recommendations on the assignment of chaplains within the division. Proper denominational representation should be maintained throughout the division. Careful technical liaison is maintained with the field army chaplain and staff coordination with the division ACofS/G1 in

this matter. The division chaplain arranges a technical orientation for newly assigned chaplains. He escorts newly assigned staff chaplains to their new command and introduces them to their new commander.

- (2) *Chaplain administration.* The division chaplain reviews and analyzes all required religious and character guidance reports for his commander and prepares the division consolidated report for forwarding to higher headquarters. He takes necessary staff action to correct or to improve trends and deficiencies which are revealed in the reports. He works closely with the division AG in monitoring letters of condolence to insure high standards and adherence to theater policy.
- (3) *Chaplain supervision.* The division chaplain should maintain close contact with unit chaplains. Young chaplains particularly need his mature guidance and supervision. Visits should be made frequently to subordinate chaplains in the field. Discussions with them and with their commanders, observation of their conduct, and evaluation of their work often times indicate problem areas. These visits also furnish the division chaplain an opportunity to guide the young chaplain into a ministry more in keeping with the high standards of the army chaplaincy. He recommends recognition for outstanding chaplain performance and is concerned with the morale both of the chaplains and other members of the command.

*d. Training.* Regular division chaplain training conferences should be conducted on professional and technical matters. Chaplains need to be informed on current developments and maintained in a constant state of readiness for performing their mission effectively under all combat conditions. Coordination with the corps chaplain is advisable here in order to utilize the chaplain training talents and resources of the entire corps. For character guidance instruction see paragraph 108d(1).

*e. Logistics.* The division chaplain will co-

ordinate with the support command commander in determining the requirements for religious supplies and the method of distribution.

*f. Prisoners of War and Civilian Internees.* Since prisoners of war are rapidly evacuated to the rear, the division chaplain will have little responsibility for their spiritual welfare. He should, however, provide the army chaplain with information concerning any captured or detained chaplains and clergymen and take preliminary action to assist them in establishing their correct status (FM 19-40). He may furnish them with religious materials for ministering to their fellow prisoners and civilian internees when these items are available and authorized.

*g. Civilian Religious Relations.* See paragraph 108d(2).

## 116. Relationships

*a. Field Army Chaplain.* Normally the division chaplain receives technical supervision from the field army chaplain. However, depending on command policy, the corps chaplain may be given increasing staff responsibilities in the technical supervision of division chaplains. Although the division chaplain receives technical information and guidance from the army and corps chaplains, he is primarily responsible to his commander. He should consult with the commander and the division staff and secure approval on all technical matters prior to initiating any staff action affecting the division chaplain support program.

*b. Corps Chaplain.* There is an area of technical and tactical significance in which the division chaplain may receive technical supervision from the corps chaplain. However, when the corps is engaged in independent operations, the corps chaplain provides the same supervision as the army chaplain normally provides. For informal discussion of training and tactical problems related to chaplains, the division chaplain should seek the technical assistance and advice of the corps chaplain. Frequently the army chaplain requests the corps chaplain to represent him in order to effect a more complete and efficient technical supervision of chaplain activities in the army area. The division chaplain assists the corps chaplain in providing coverage for the MASH hospital supporting

the division since the majority of patients are division casualties.

*c. Unit Chaplains Within the Division.* The division chaplain coordinates the activities of all division chaplains through the senior chaplains at brigades, division artillery, and support command. He is the technical supervisor of these senior chaplains and the engineer battalion chaplain. He is the staff supervisor of the assistant division chaplain. Battalion chaplains in the brigades, divarty, and the support command are supervised by the appropriate staff chaplain in the commands.

### 117. Special Requirements

*a. General.* The previous discussion is generally applicable to chaplains assigned to all types of divisions: infantry, mechanized infantry, armored, and airborne. There are a number of significant differences, however, in the method of operation of these divisions which affect the responsibilities of their assigned chaplains.

*b. Armored Division.* Armored divisions are capable of covering extensive fronts, operating in dispersed formations, and making deep penetrations and wide developments into enemy territory. Their operations are characterized by speed, mobility, shock action, firepower, and the extensive use of radio communications. This method of operation places greater significance on prior planning for religious coverage, close coordination and continuous contact among the battalion chaplains and brigade

staff chaplains, and reliance on well prepared contingency plans, SOP's, and admin/operations orders for command information regarding religious coverage.

*c. Mechanized Infantry Division.* Although not possessing the same overpowering shock action and firepower as the armored division, the mechanized infantry operates in a similar manner.

*d. Airborne Division.* Airborne divisions require air transport for airborne assault and air-landed operations. They are not capable of sustained combat without reinforcement and normally plan a link-up with other forces within five to seven days. The airborne soldier is tough, resourceful, and generally has a high degree of esprit and loyalty to his unit. Chaplains assigned to airborne divisions should be parachute qualified, physically tough, and mentally alert and flexible. More than in any other unit, the chaplain learns the value of teamwork and preparation for all contingencies. Since he carries his basic load of religious equipment and supplies with him, he must learn to provide effective religious coverage with a minimum of equipment. The division chaplain must anticipate and prepare for special problems encountered by unit chaplains in the marshaling area, in flight, and in the airhead. Some of these are: priorities and time of arrival of chaplains vehicles and supplemental equipment, proper dispersal, the religious background and customs of the population in the vicinity of the airhead.

## Section V. THE CORPS CHAPLAIN

### 118. General

*a.* The corps is primarily a tactical unit of execution and maneuver, and is not normally in the logistical channel between divisions and field army. Corps employs a variable number of divisions, brigades, and combat support units. The corps commander normally influences combat service support only to the extent necessary to assist operations of the corps. However, when a corps is engaged in independent operations it is reinforced by combat service support elements and then approaches the capabilities and characteristics of a small field army.

*b.* The mission of the corps chaplain varies with the mission of the corps. Normally the

corps chaplain provides technical staff supervision for chaplains assigned to subordinate combat and combat support nondivisional units assigned or attached to the corps. However, when the corps is operating as an independent corps, the corps chaplain will also provide technical supervision for the division chaplains and chaplains with assigned combat service support units. He then has all the responsibilities, within command policy, normally performed by a field army chaplain.

### 119. Responsibilities

*a. Chaplain Personnel.* The corps chaplain recommends chaplain assignments for all corps nondivisional units. He also performs the same

supervisory functions for these chaplains as the division chaplain does for division chaplains. See paragraph 115c. The corps chaplain takes no direct personnel staff action with respect to division chaplains unless the tactical situation so dictates or the corps is operating as an independent corps. However, the corps chaplain may be requested by the field army chaplain to make informal recommendations on the denominational and area religious coverage aspects of chaplain assignments to divisions within the corps.

*b. Religious Coverage.*

- (1) The corps chaplain is responsible for the religious coverage of all nondivisional units assigned or attached to corps. Where requested by the field army chaplain, he is responsible for coordinating denominational and area religious coverage of field army nondivisional units located and operating in the corps area.
- (2) The corps chaplain recommends appropriate chaplain coverage for those medical units operating in the corps area that do not have assigned chaplains. For those medical units that do have assigned chaplains, he arranges for denominational coverage. Since the division chaplain has primary interest in the patients being evacuated to the MASH hospital, corps chaplains should coordinate with divisions for assistance in the religious coverage to MASH hospitals.
- (3) Depending on theater policy, Jewish chaplains are generally assigned to corps in order to provide Jewish area religious coverage to all units in the corps area, including the divisions. The corps chaplain should assist the Jewish chaplain in planning and coordinating his program in order to obtain maximum utilization of his time and efforts. When personnel status reports indicate a high enough percentage of Jewish personnel, the

corps chaplain should take staff action to secure an additional Jewish chaplain space in an appropriate headquarters.

*c. Logistics.* The corps chaplain recommends chaplain religious supply requirements and method of distribution for chaplains of corps units.

*d. Training.* The corps chaplain may be given, by the field army chaplain, increased responsibilities in chaplain technical training. He may be requested to provide central planning, coordinating, and supervising of chaplain training in the corps to include divisional units. Normally, however, the corps chaplain is responsible for the training of chaplains assigned to corps units. This training is similar to that described in paragraph 115d.

*e. Other Areas.* Corps chaplain responsibilities are basically similar to those of the division chaplain. His plans for chaplain support should be thorough and well coordinated with his commander, staff, and subordinate units.

**120. Relationships**

*a.* The field army chaplain is the immediate supervisory chaplain of the corps chaplain. He may request the corps chaplain to assume increased technical supervisory responsibilities in the interest of more effective and responsive chaplain support. Such requests, however, should be staffed through command channels.

*b.* Normally the division chaplains receive technical supervision from the corps chaplain only in matters having technical and tactical implications, such as morale and combat support proficiency. As the senior chaplain in the corps area, however, the corps chaplain should informally offer his professional assistance in such matters as religious coverage, training conferences, and retreats.

*c.* When the corps is operating as an independent corps, the corps chaplain normally receives technical supervision from the staff chaplain of theater army or of the task force under which the corps is operating. At such time, the corps chaplain also provides technical supervision for all chaplains assigned or attached to corps units, including divisions.

**Section VI. THE FIELD ARMY CHAPLAIN**

**121. General**

*a.* The field army is the largest self-con-

tained U. S. Army organization that has both tactical and combat service support functions.

It consists of a headquarters, certain assigned troops, and a variable number of corps, divisions, combat support, and combat service support elements, depending upon its mission. When appropriate, a logistical command(s) may be attached as a support command to assist in combat service support operations. In a small field army the corps echelon may be eliminated. The field army may be part of an army group for tactical control, or it may be directly under a theater army commander.

b. The field army chaplain is a member of the staff of the field army commander. The chaplain provides the army commander and staff with professional and technical advice; information and plans on the employment of chaplain personnel; and on all matters pertaining to religion, morals, and morale as affected by religion. In addition, he provides technical staff direction, coordination, and supervision of the chaplain support operations in the field army. The field army chaplain is normally located with the army rear command post; however, his location may be at army main at the discretion of the commander. The chaplain section is currently composed of three chaplains, one nonchaplain administrative officer, and four enlisted personnel.

## 122. Responsibilities

### a. Chaplain Personnel.

- (1) The field army chaplain maintains current troop lists and lists of actual or anticipated chaplain and chaplain enlisted assistant vacancies. He monitors chaplain and chaplain enlisted assistant replacement requisitions and makes recommendations on their assignments within the field army in order to maintain a proper distribution of chaplains and their enlisted assistants in respect to numbers and denomination. He arranges for interviews and orientations for newly assigned chaplains.
- (2) The field army chaplain is the senior supervisory chaplain in the field army. He may be requested by the ACofS/G1 to prepare recommendations for personnel action regarding chaplains and chaplain activities. He should

recommend recognition for outstanding chaplain performance, review and analyze required religious and character guidance activities reports for areas of improvement or problems, and take the necessary staff action to correct deficiencies. Because of their primary interest, corps chaplains should be consulted informally by the army chaplain for professional information and advice in regards to chaplain assignments and personnel actions.

### b. Religious Coverage.

- (1) The field army chaplain has direct staff responsibility for planning, coordinating, and supervising denominational and area religious coverage within the army service area. For many of the combat service support units, this may involve coordination with appropriate technical staff officers in the field army headquarters who have operational control of the units. When appropriate, he coordinates also with the staff chaplain at field army support command. He plans and coordinates an overall field army religious coverage program through corps and division staff chaplains and staff chaplains of other commands, such as army air defense brigade.
- (2) The field army chaplain furnishes and keeps current the chaplain portion of field army contingency plans for all emergency and special conditions. Under certain emergency conditions, pre-designated unit chaplains may, with the commander's consent, be placed under temporary operational control of the field army chaplain. Routine policies and procedures should be staffed and incorporated into the field army SOP.
- (3) The field army chaplain should maintain coordination with the appropriate staff officers concerning the formation of tailored task forces from current field army resources. Chaplains must be attached to these tailored forces, when appropriate, to in-

sure denominational and area religious coverage, unless it is otherwise provided.

- (4) The field army chaplain should also maintain an awareness of the religious coverage requirements of small scattered units and detachments.
- (5) Religious burial services in temporary field army cemeteries are the responsibility of the field army chaplain. He may, by appropriate staff action, delegate this function to chaplains of appropriate faiths assigned to field army units adjacent to the cemeteries.

*c. Logistics.* The field army chaplain provides estimates on the chaplain supply requirements and recommends policies and controls/priorities on distribution and issue. He continuously monitors religious supply requisitions and provides technical advice to the army ACofS/G4 when required, in order to expedite regular religious supply movement, and the handling of seasonal or special items. The field army chaplain is involved in supply operations by exception only. He should maintain informal liaison with the TALOG chaplain on the procurement of nonstandard items and items of local procurement, when appropriate.

*d. Training.* The field army chaplain plans and implements training conferences for chaplains assigned to units in the army service area. In addition to providing instruction in accordance with theater army training directives, he insures that chaplains are trained in areas of specific field army policies and procedures. In addition, he monitors corps and division chaplain training conferences, suggesting training materials, areas for increased training emphasis and procedures, and insuring an adequate, army-wide chaplain training program. For specific professional and technical training areas which may be emphasized, see paragraph 129b(3).

*e. Field Supervision.* The field army chaplain should plan his time and office organization so that he may schedule frequent visits to chaplains in the field. Consultations should be held with both chaplains and their commanders. Counseling may be necessary for individual chaplains on such matters as professional competency, chaplain operational methods,

supply economy, morale, and physical fitness of chaplains. The supervisory chaplain may offer guidance and assistance to subordinate unit commanders in such areas as attitudes and recommendations with regard to chaplains and their activities, command support of the religious program, moral and character guidance problems. The field army chaplain should provide appropriate information to intermediate staff chaplains concerning all visits to their subordinate units/chaplains. Supervisory chaplains should always be alert toward actual or potential problems, and should exhibit a genuine helpful attitude in arriving at proper solutions.

*f. Prisoners of War and Civilian Internees.* The field army establishes a prisoner of war cage(s) to which prisoners of war are evacuated from divisions for interrogation and temporary detention pending evacuation to facilities in TALOG. Civilian internees are segregated from prisoners of war as soon as practicable after capture. Specific responsibilities of the army for prisoners of war and civilian internees include religious care. The field army chaplain plans, coordinates, and supervises appropriate religious ministrations. Since language and religious differences as well as unit operational requirements may preclude the use of U. S. Army chaplains, the field army chaplain should seek assistance through the use of captured chaplains or clergymen and local civilian clergymen. The field army chaplain maintains liaison with the staff provost marshal in order to be kept informed of the capture or internment of such personnel. He may then take steps to establish or modify their status and inform the theater army chaplain of their probable availability upon further evacuation to the TALOG camps. Security checks should be made of any civilian clergyman expected to minister to POW's and civilian internees. Ecclesiastical supplies may be provided as required and authorized.

*g. Civilian Affairs.* The interest of the field army chaplain in civil affairs is found in paragraph 108d(2). In addition, he may recommend field army policies and procedures for regulating the degree and priority of participation in the activities of civilian religious and welfare organizations by unit chaplains. When practicable, he may recommend the employ-

ment of military chaplain equipment and supplies in support of religious ministrations to civilian refugees, displaced persons, and local populations. He should maintain close contact with the field army civil affairs staff officer in order to provide pertinent advice on indigenous religions as they affect the mission of the command. When religious relations teams are attached to the civil affairs group, he maintains professional liaison with their chaplains and provides facilities and religious supplies to enable them to satisfy the religious obligations required by their ecclesiastical authorities.

*h. Public Relations.* Coordination between the field army chaplain and information officer is important. For details see paragraphs 17 and 18, chapter 2.

*i. Psychological Warfare.* The field army chaplain should be prepared to advise the appropriate staff officers of the impact of comparative religions on psychological warfare operations. The chaplain may also be consulted for advice and assistance in the consolidation psychological operations program for the civilian population. He establishes and maintains liaison with indigenous churches, civilian religious organizations, and other organizations of a religious nature that can assist in promoting stability in the area (FM 31-15). In the consolidation psychological operations program for the civilian population, the chaplain maintains liaison with both the psychological operations and the civil affairs staff officers.

### 123. Relationships

*a.* The theater army chaplain exercises technical staff supervision over the field army chaplain. The field army chaplain receives and implements theater army policies and guidance on matters concerning chaplain personnel, chaplain training and operations. The theater army chaplain also provides the staff planning, coordinating, and implementing of such theater-wide support operations as the religious retreat house.

*b.* The field army chaplain maintains technical liaison with the TALOG chaplain on matters of religious supplies, particularly special and seasonal items which are not handled in the normal supply pattern. The field army chaplain coordinates with the TALOG chaplain on religious coverage of TALOG units operating in the field army area and of field army units training or in reserve in the TALOG area. When the field army rear boundary is moved forward, TALOG assumes responsibility for the field army temporary cemeteries and the TALOG chaplain then becomes responsible for providing religious burial services in those cemeteries.

*c.* Corps and division chaplains are provided technical supervision by the field army chaplain. Except in technical and tactical matters which are the specific responsibility of the corps chaplain, the division chaplain normally receives technical staff supervision directly from the field army chaplain. The field army chaplain may, however, under certain tactical situations request the corps chaplain to represent him in the technical supervision of division chaplains.

*d.* The field army chaplain also exercises technical supervision over staff chaplains assigned to field army units which are not attached to a corps or division; such as the air defense brigade, field army engineer, signal, transportation, and artillery groups; quartermaster, military police, ordnance, and chemical battalions; and field army medical facilities. Chaplains of combat and combat support elements not further attached to corps or divisions receive technical supervision from the field army chaplain.

*e.* The field army chaplain may also, under some tactical situations, maintain liaison with the comparable staff chaplains of naval and air force commands. Small elements of these services without assigned chaplains may be operating in the field army area and require religious coverage. An example may be air force weather detachments.

## Section VII. THE ARMY GROUP CHAPLAIN

### 124. Organization

The army group is employed, when required, as a major subordinate element of theater army. Normally such employment is necessary only in

a large theater of operations where the land force structure comprises two or more field armies. It is primarily a tactical unit with limited combat service support responsibilities.

The army group consists of a TD headquarters and headquarters units necessary for command and communication, plus the field armies, and in some situations independent corps and separate divisions.

## 125. Responsibilities and Relationships

*a.* Generally the staff responsibilities and relationships to the army group chaplain correspond to those of the corps chaplain. He may or may not exercise complete supervisory chaplain functions with respect to chaplains assigned to the subordinate field armies, depending upon the desires of the theater army chaplain and the tactical situation. It is normal for him to be called upon to exercise technical staff supervision over field army chaplains in matters having technical and tactical implications,

such as morale and combat support proficiency and readiness. He does, however, exercise technical staff supervision over chaplains assigned to army group special troop units. The theater army chaplain exercises technical staff supervision over the army group chaplain.

*b.* In a theater of operations in which U. S. Army units are a part of a joint or combined force, the army group will function under the operational direction of superior joint or combined land force headquarters. In addition, the U. S. Army Group may contain Allied units as subordinate elements. Unless theater directives define the staff relationships differently, the army group chaplain would continue to receive technical supervision from the theater army chaplain and maintain liaison and mutual cooperative relationships with staff chaplains of the other U. S. services and Allied forces.

## Section VIII. OTHER STAFF CHAPLAINS

### 126. Army Missile Command Chaplain

*a.* An army missile command is a mobile organization primarily designed to furnish nuclear fires in support of land forces of allied nations. When so employed and removed from U. S. support facilities, combat service support augmentation is required. In addition to its use with allied forces, a missile command may also support U. S. Forces.

*b.* The missile command staff chaplain has technical staff supervision over other chaplains assigned to the command or to subordinate units. He normally receives technical supervision from the theater army chaplain, and maintains technical liaison with the TALOG chaplain concerning ecclesiastical supplies.

### 127. Airborne Special Forces Group Chaplain

*a.* Mission of Airborne Forces Group:

- (1) To plan and conduct unconventional warfare operations in areas not under friendly control.
- (2) To establish a Special Forces Operational Base.
- (3) To establish and operate concurrently up to four subordinate or separate operational bases.
- (4) To organize, equip, train, and direct

indigenous forces in the conduct of guerrilla warfare.

- (5) To conduct counterinsurgency and counter guerrilla warfare planning in support of U. S. cold war objectives.

*b.* Details of airborne special forces group employment are contained in FM 31-21 and FM 31-22.

*c.* The airborne special forces group chaplain performs normal chaplain staff and operational functions as modified by the group mission and method of operation. The staff chaplain normally is located at the group headquarters, from where he visits special forces teams and detachments as feasible. He maintains liaison with staff chaplains of other theater forces and coordinates with them for area coverage of special forces elements when these elements are further attached or so widely dispersed as to preclude regular scheduled visits by the group chaplains. The special forces group chaplain is area oriented toward the same specific geographic area as the group to which he is assigned. He should be prepared to advise and assist the commander in the considerations of indigenous religions as they affect unconventional warfare and counterinsurgency plans, training, and operations.

## CHAPTER 9

## THE CHAPLAIN IN THE COMMUNICATIONS ZONE

**128. Organization**

a. A theater of operations normally is divided geographically into a combat zone and a communications zone (COMMZ). "The communications zone comprises the area from the rear boundary of the combat zone to a line forward of or contiguous to the rear boundary of the theater of operations. COMMZ includes the area for operation and defense of the supply, evacuation, transportation, and other administrative agencies required to support the combat zone" (para. 2.5a, FM 100-10). The COMMZ may be located on the same land mass as the combat zone, or in whole or in part on an offshore base. The Theater Army Commander normally delegates territorial responsibility for the COMMZ to the Commander, Theater Army Logistical Command (TALOG). When required the COMMZ may be further divided territorially into base section(s), advance section(s), and area command(s).

b. Three types of logistical command headquarters, with similar organizational structures but varying in size and capabilities, are designed to exercise command functions in the execution of the mission of a theater army logistical command (TALOG), a base logistical command (BALOG), an advance logistical command (ADLOG) or an area command. Chaplain sections of various sizes are authorized in the headquarters of each of these commands.

c. A logistical command is a flexible, tailored army organization consisting of a command element to which are assigned or attached balanced forces of combat service support elements, organized for a specific mission. These subordinate elements may include civil affairs commands, field depots, terminal commands, hospital centers, intersectional service commands, military police PW commands, area commands, other logistical commands, and appropriate combat service support units. For command and control purposes, many of the

combat service support units are organized into battalions, groups, brigades, and commands. In addition combat and combat support units may be assigned or placed in support for rear area security and area damage control.

d. A valuable characteristic of the logistical command is its capability to expand, contract, or modify the organization to meet the varying requirements of its mission. This organizational and operational flexibility, however, requires an equal flexibility in the employment of chaplains within the major commands of the COMMZ (TALOG, BALOG or ADLOG). Staff planning, coordination, and supervision for denominational and area religious coverage are critical and continuous responsibilities of staff chaplains in the headquarters of these major commands.

e. Chaplains are assigned to certain subordinate units within the major commands of the COMMZ. These chaplains normally are authorized in the TOE of battalion, group, and brigade type headquarters, as well as in hospital units. When appropriate, chaplains may be assigned to temporary control headquarters organized in accordance with tables of distribution out of the authorized theater bulk allotment of personnel. As a member of the staff of his respective unit, the unit chaplain is responsible to his commander for the fulfillment of both professional and staff functions as outlined in AR 165-15. The unit chaplain receives technical assistance and staff supervision from the staff chaplain at the next higher headquarters in the chain of command.

**129. Responsibilities of the Command Chaplains Within COMMZ***a. General.*

- (1) Staff chaplains at all levels provide religious coverage to their own headquarters in addition to their special staff functions. When required and feasible, staff chaplains are also expected to assume a proportionate

share of the denominational and area religious coverage operations in the command.

- (2) Staff chaplains at all levels provide staff planning for the chaplain portion of contingency plans, to include the employment of chaplain personnel in support of the handling of mass casualties. Close coordination is maintained with the Directors of Personnel, of Plans and Operations, and of Security to insure that religious coverage by chaplain personnel is integrated into all contingency and emergency disaster plans of the command. Technical advice and training are also provided to chaplains of subordinate elements to inform them of their duties and responsibilities in relation to these plans.
- (3) Frequently, smaller combat service support forces are formed to support specific logistical support missions or to support independent tactical operations. Staff chaplains must insure that provisions are made in these tailored task forces for an equitable number of chaplains both at appropriate headquarters and in subordinate units, unless otherwise provided.
- (4) Major responsibilities and duties of staff chaplains common to division and higher echelon field command staffs are described in paragraph 4.31, FM 101-5, Staff Officers Field Manual, Staff Organization and Procedures.

*b. TALOG Chaplain.* The mission of TALOG is to provide combat service support, except personnel replacements and civil affairs, to all U. S. Army forces located in the theater, and to such theater navy, theater air force, allied, and other forces as directed. The mission of the TALOG staff chaplain (generally referred to as the "COMMZ Chaplain") is to advise and assist his commander in the provision of complete chaplain support for those organizations assigned or attached to TALOG. He assists in providing denominational and area religious coverage, as required and/or directed, for all other organizations located in the COMMZ for

whom TALOG has combat service support responsibility. Included in the TALOG chaplain's responsibilities are the following:

- (1) *Personnel.* He maintains current troop and station lists, and lists of actual or anticipated chaplain and chaplain enlisted assistant vacancies. He monitors chaplain personnel authorizations and requisitions and makes recommendations on assignments, within the command, of chaplains and chaplain enlisted assistants. He advises the commander on the professional and technical employment of chaplains. He recommends recognition for outstanding chaplain performance, corrects deficiencies, and is concerned with the morale both of the chaplains and other members of the command.
- (2) *Logistics.* In accordance with the mission of his headquarters and theater policies, the TALOG chaplain will monitor the requirements, procurement, stockage, control, issue, and salvage of chaplain ecclesiastical equipment and religious supplies for the theater. Some religious supplies may be locally procured when feasible. He accomplishes this monitorship through close coordination with the Director of Supply and Maintenance and the Quartermaster Inventory Control Point (ICP) and in accordance with theater policy. He receives technical assistance from the BALOG and ADLOG staff chaplains, who perform a similar monitorship in their respective commands. Within the COMMZ he has staff responsibility for recommending chaplain supply policies, controls, and priorities when required. He is not involved in day-to-day chaplain supply operations. He plans for and recommends chapel construction in the COMMZ when such is authorized.
- (3) *Training.* He will be alert to school and training needs of chaplains and, through coordination with the director of plans and operations, will pro-

vide the staff planning and supervision to insure an adequate and continuous chaplain technical and professional training program in all TALOG commands. He may establish short-term schools and training conferences to include such matters as—religious background, practices and cultures of the area of operations; ministrations to prisoners of war; civil affairs; recovery and disposition and letter of condolence policies; chaplain duties during tactical or logistical operations; operational procedures and limitations unique to a nuclear disaster scene; techniques of pastoral counseling in hospitals, disciplinary facilities, and rest areas.

- (4) *Religious coverage.* The TALOG chaplain is responsible for providing staff planning, direction, coordination, and supervision for the overall denominational and area religious coverage program. In the COMMZ this is a critical matter due to the large numbers of units not authorized a chaplain, the size of the area and the dispersed nature of the operations of many of the subordinate elements. Coordination must be accomplished with staff chaplains of army air defense units and other theater forces located in the COMMZ to insure cooperative denominational and area religious coverage. Hospital facilities require special attention to insure denominational coverage. Staff chaplains in subordinate COMMZ commands will coordinate their own denominational and area religious coverage program with the overall TALOG plan to insure a COMMZ-wide integrated, interlocking religious coverage operation.
- (5) *Chaplain support to TALOG medical service.*
  - (a) The medical organization within the COMMZ devotes its primary effort to support of the combat zone. To accomplish this objective effectively, TALOG's medical service mission requires both interzonal and intersectional medical operations. TALOG medical regulating agencies can shift quickly the location and mission of subordinate medical units without regard to command boundaries and without command decisions on the part of nonmedical headquarters subordinate to TALOG. Maximum practicable centralized control of medical units insures prompt response to these interzonal/intersectional tasks.
  - (b) General and field hospitals, as well as all but the smallest station hospitals in the COMMZ are authorized chaplains. The TALOG chaplain will take the necessary staff action to establish a COMMZ-wide policy on denominational coverage of hospital facilities and area religious coverage of medical evacuation facilities which have no chaplains. He will also coordinate with the TALOG surgeon on the denominational employment and movement of hospital chaplains in support of hospitals with unusually heavy patient loads or supporting a disaster area. When general hospitals are grouped under control of hospital centers the problem of denominational and supplementary coverage is reduced but not eliminated.
  - (6) *Interment and reinterment.* The TALOG chaplain will help establish and disseminate policies regarding provision of religious services for burials in temporary cemeteries within COMMZ, and will determine that such services are properly recorded and reported.
  - (7) *Civil affairs.* The TALOG chaplain will maintain close coordination with the director of civil affairs in the following areas of mutual interest:
    - (a) *Civilian refugees and displaced persons.* The TALOG chaplain will render such assistance as possible or deemed advisable within the scope of chaplain resources, to include the employment of chaplain

personnel, equipment and supplies when required.

- (b) *The impact of indigenous religions on military operations.* The TALOG chaplain will provide advice and recommendations to the director of civil affairs concerning the impact of indigenous religions on military operations. Such advice will include, but is not limited to: the activities and influence of missionaries and foreign religious organizations; the background and current ecclesiastical trends in the field of comparative religions; the theological considerations of the traditions, practices, and mores of indigenous religious cultures; and the degree of sanctity accorded shrines, temples, and religious symbols.
  - (c) *Community relations.* Within the limits of theater policy, the TALOG chaplain will encourage chaplains to assist and participate in the activities of indigenous groups and religious organizations. He will encourage participation by chaplains in charitable activities of Army personnel toward the alleviation of suffering.
  - (d) *Civil affairs religious relations teams.* The TALOG chaplain maintains professional liaison with chaplain personnel of civil affairs religious relations teams operating in the COMMZ. He assists them in professional matters as may be required. He also provides facilities and necessary religious supplies to enable them to satisfy the religious obligations required by their ecclesiastical authorities.
- (8) *Prisoners of war and civilian internees.* The TALOG chaplain will assist appropriate staff agencies in the establishment and dissemination of policies regarding the provision of religious services for PW's and civilian internees. Due to differences of language and religions, captured or local civilian clergymen may be used to provide such religious coverage. When

they are employed, however, the TALOG chaplain assists other staff officers in establishing policies to insure conformity to security practices.

- (9) *Other functions.* Depending on the mission of his headquarters, the size of the theater and/or theater policies, the TALOG chaplain may also have staff responsibility for the following:
  - (a) *Religious information.* In coordination with the information officer and the facilities of Armed Forces newspapers, radio, TV networks, and civilian information media, the TALOG chaplain may develop and supervise a program of religious news, information, and devotion.
  - (b) *Operation of religious retreat center(s).*
  - (c) *Other functions.* Other functions normally performed by the theater army chaplain.

c. *BALOG Chaplain.*

- (1) The mission of BALOG in a divided COMMZ is to provide direct support to one or more advance logistical commands (ADLOG) and to support units located in its zone of responsibility. The mission of the BALOG chaplain is to advise and assist his commander in the provision of adequate chaplain coverage for those organizations located within the base section. He also monitors and furnishes technical advice to his commander and staff, when necessary, regarding the requirements placed upon BALOG by the supported ADLOG(s) or TALOG as they pertain to chaplains and chaplain supplies.
- (2) The functions of the BALOG chaplain generally parallel those of the TALOG chaplain, modified only by the differences in the missions of the commands, by the more limited number of troops and units, and by the more restricted area of responsibility of BALOG. He provides staff planning and coordination and exercises technical supervision of BALOG chaplain operations. He coordinates with chap-

lains of army air defense units, TALOG intersectional commands, area commands directly under TALOG control, and other theater forces located in the base section in a cooperative denominational and area religious coverage.

*d. ADLOG Chaplain.*

- (1) The normal mission of ADLOG in a divided COMMZ is to furnish combat service support, except personnel replacements and civil affairs, to forces in the combat zone, including U. S. Army Missile Commands in support of Allied ground forces, and to support units located within the advance section. The mission of the ADLOG chaplain is to advise and assist his commander in the provision of adequate chaplain coverage for those organizations located within the advance section. He also monitors and furnishes technical advice to his commander and staff when necessary regarding the requirements placed upon ADLOG by the supported commands or by TALOG, as they pertain to chaplains and chaplain supplies.
- (2) As with the BALOG chaplain, the functions of the ADLOG chaplain generally parallel those of the TALOG chaplain, modified only by the numerically and geographically smaller size and by the difference in the mission of ADLOG. He provides staff planning and coordination, and exercises technical supervision of ADLOG chaplain operations. He coordinates with chaplains of army air defense, TALOG intersectional commands and other theater forces located in the advance section in a cooperative effort toward denominational and area religious coverage.

*e. Area Command Chaplain.*

- (1) Area commands are established in the COMMZ as required, as subordinate elements of TALOG, BALOG, and ADLOG. They are usually established to assist in control of territory, or to perform other specified tasks such as

rear area security, area damage control, and local combat service support necessary for conduct of military operations within the area. For example, an area command may be established with a headquarters and appropriate assigned or attached support-type and security elements in order to support and protect a hospital center, a water terminal and depot complex, or a large headquarters such as TALOG.

- (2) Chaplains assigned to area command headquarters provide chaplain support to the headquarters and attached units of the command and coordinate with chaplains of transient or lodger units of the command for mutual denominational and area religious coverage. The area command staff chaplain supervises and coordinates the activities of chaplains in units assigned or attached to the command. He is also responsible for providing chaplain support to all supported units without assigned chaplains, and religious supplies for all chaplains assigned to supported units. He may or may not be the senior chaplain located in the area command.

*f. Logistical Command Chaplain.* Staff chaplains of logistical commands should be familiar with all of the foregoing since, depending on the size and mission of their headquarters, they may be required to function as the COMMZ, BALOG, ADLOG, or area command chaplain. Detailed guidance on the organization, employment, and operations of logistical commands is provided in FM 54-1, The Logistical Command.

### **130. Relationships of the Chaplains of COMMZ**

*a.* The theater army chaplain is the immediate technical supervisor of the TALOG chaplain, the field army chaplain(s), and the staff chaplain at the theater army air defense command.

*b.* The TALOG chaplain will maintain technical liaison and informal coordination with the field army chaplain(s), the army air defense command chaplain, and professional liaison with the senior chaplain religious relations

adviser in Theater Army Civil Affairs Command (TACAC) to assure satisfactory fulfillment of the supportive responsibilities of TALOG. In addition, he may, with the concurrence of the theater army chaplain, establish technical liaison with the CONUS based army terminal chaplain relative to the procurement of nonstandard, seasonal, and special ecclesiastical supplies not authorized or available for local procurement.

*c.* The TALOG chaplain is the immediate technical supervisor of the BALOG and ADLOG staff chaplains, of chaplains assigned to area commands under the control of TALOG,

and of staff chaplains in the TALOG intersectional commands.

*d.* The BALOG and ADLOG chaplains each are the immediate technical supervisors of chaplains assigned to the various units and commands subordinate to their respective commands.

*e.* The TALOG chaplain will maintain technical liaison and coordination with staff chaplains of corps, divisions, and other army units in theater reserve, staging or retraining in the COMMZ area. He will provide them technical assistance and such chaplain support as authorized by the TALOG commander.

## CHAPTER 10

## THE THEATER ARMY CHAPLAIN

## Section I. ORGANIZATION AND RESPONSIBILITIES

**131. General**

A theater of operations is organized at the discretion of the theater commander in keeping with its mission. The assignment of a chaplain to a theater headquarters will normally depend on the theater commander. Generally, a chaplain will not be assigned to a headquarters which is international and composed of all three branches of the military services of the various countries. Senior chaplains of each military service from our own country will normally be present in a theater of operations. Each of these chaplains will deal directly with the Chief of Chaplains of his own service on technical matters, and will observe the command structure of his headquarters in all his relations. However, the senior chaplains of the services in a theater should maintain liaison and cooperate on all matters of common interest. The theater army chaplain, as a staff officer in the theater army headquarters, will exercise technical supervision over the army chaplain program in the theater. The chaplains in technical channels immediately under the supervision of the theater army chaplain would normally be the staff chaplains at field army headquarters and at the theater army logistical command headquarters.

**132. Personnel**

It will be the responsibility of the theater army chaplain to assist the director of personnel in maintaining the chaplain strength in the theater. He will be familiar with the requisitioning principles and procedures outlined in AR 614-185 and DA Pam 20-211. In coordination with the director of operations, the theater army chaplain will justify the chaplains' spaces requested in the Troop Basis (AR 310-41). The theater army chaplain may receive from the Chief of Chaplains, through technical channels, data concerning the train-

ing, previous experience, and special aptitudes of chaplains being assigned to the theater. He will encourage the personal reception of an incoming chaplain by a brother chaplain at some point during the new arrival's journey to his assignment.

**133. Training**

The theater army chaplain will provide for a program to orient new chaplain arrivals in the theater and those going into combat. He will promote training conferences and spiritual retreats. He will cooperate in joint conferences with senior Navy and Air Forces chaplains. He will periodically publish a chaplain information letter or bulletin.

**134. Logistics**

The supply responsibility of the theater army chaplain will be accomplished through supervision by the TALOG chaplain and the operations of the director of supply and maintenance. The theater army chaplain may make recommendations concerning local procurement of nonstandard items, priority of items in short supply, storage and salvage of chaplain items, and requisitioning and issuing procedures.

**135. Chapels**

The theater army chaplain will, in coordination with the director of supply and maintenance, the engineer, and the planning board, provide for chapel construction in the theater. He will recommend policy concerning the use of civilian places of worship. The policy generally will be, except in emergencies, to restrict the use of churches to religious functions and to the same major denomination to which it belongs.

**136. Civil Affairs**

The theater army chaplain maintains liaison

and coordinates with the staff civil affairs officer. He provides advice on the impact of theological considerations of indigenous religions on military operations, particularly the civil affairs operation. He also maintains close professional liaison with the chaplain religious relations officers of civil affairs area command headquarters. When headquarters, theater army civil affairs command (TACAC) is established, he maintains professional liaison with the senior chaplain religious relations officer in that headquarters. Paragraphs 108*d* (2) and 129*b*(7) provide further information on chaplain interests in the area of civil affairs.

### 137. Field Visits

The theater army chaplain will make periodic visits throughout the theater to confer with commanders concerning the chaplain program, to hold group meetings with chaplains, and to participate in local observances of general interest.

### 138. Reception of Visitors

Department of the Army and Theater Policy will govern visits by nonmilitary personnel to a theater of operation. The Secretary of the

General Staff is responsible for all arrangements of VIP's. He should be consulted and notified of expected visits in which the chaplain would have a concern, in order that the chief of staff and the theater commander may be informed. Planning for visits of VIP's will generally cover such items as itinerary, transportation, billeting, ecclesiastical requirements, privileges, escort, and so forth. Among VIP's whose visits will be of interest to the chaplain will be representatives from the Chief of Chaplains Office, senior chaplains of other nations, and church officials from the United States.

### 139. Welfare and Relief

The theater army chaplain occupies a natural position through which will be channeled requests for relief and assistance. Requests for aid from civilian populations are referred to the appropriate civil affairs staff officer. Requests for assistance for military personnel should be coordinated in every instance by the unit chaplain of the individual seeking assistance. Records should be kept of the receipt and disposition of relief packages, gifts, and donations. These should be acknowledged promptly to the donor.

## Section II. RELATIONSHIPS OF THE THEATRE ARMY CHAPLAIN

### 140. General

*a. Senior Air Force and Navy Chaplains in the Theater.* In a joint theater, there will be senior chaplains of each service. The theater chaplain may be drawn from any one of the services, but he will supervise chaplains of the other services through the senior chaplain of the service concerned. Each senior chaplain deals directly with the Chief of Chaplains of his own service on technical matters. The senior chaplains in the theater will maintain liaison and encourage cooperation on all matters of common interest.

*b. Chief of Chaplains, Department of the Army.* The Chief of Chaplains is the immediate chaplain supervisor of the theater army chaplain. Close contact is maintained and a continual flow of information should exist.

*c. The Theater Commander.* If the senior army chaplain is also the theater chaplain, he will function in two capacities in relation to

the theater commander. In his capacity as theater chaplain, he will advise the theater commander on all matters of religion and morals, and represent him as a member of his staff. He will have a voice in the formation of theater policy when it involves chaplain interests. In his capacity as theater army chaplain, he will advise both the theater commander and the theater army commander on matters relative to Army chaplains and their work in the theater.

*d. The Theater Army Commander.* The theater army chaplain advises the theater army commander on all matters of chaplain interest including the status of chaplain personnel as related to all army units and installations in the theater. When assigned to the staff of the theater army commander, he performs all the normal staff duties and maintains all the normal staff relationships of a special staff officer of the headquarters.

*e. Subordinate Chaplains.* The theater army

chaplain, as a staff officer, exercises supervision over chaplain activity in all headquarters directly commanded by theater army headquarters. This would usually include field army chaplains, the staff chaplains of major COMMZ commands, and chaplains assigned to smaller units directly under theater army. Through

them, he supervises all other army chaplains in the theater. The theater army chaplain will be more concerned with policy than operations, due to the command level of his assignment. He will, of course, respect the prerogatives of intermediate commanders and staff chaplains in his relations to unit chaplains.

## CHAPTER 11

## THE U. S. ARMY COMBAT DEVELOPMENTS COMMAND CHAPLAIN

**141. General**

The Commanding General, U. S. Army Combat Developments Command (USACDC) operates under the direction of the U. S. Army Chief of Staff. The mission of the command is to determine the type of forces and materiel needed in the future, and how these forces and materiel should be employed. The command's operating forces consist of several subordinate headquarters and field agencies representing the combined arms and combat service support branches. The USACDC staff chaplain is established as a special staff element of the headquarters and is assigned expanded functions in carrying out the command's mission as it concerns chaplains. Except for Headquarters, USACDC, and the USACDC Experimentation Center, chaplain support for USACDC subordinate elements is provided by the appropriate installation chaplains.

**142. Staff Relationships**

The USACDC staff chaplain maintains liaison with the Office, Chief of Chaplains on matters of policy and ecclesiastical doctrine. He coordinates with USACDC field agencies as required. He also coordinates with Army Materiel Command on matters of chaplain materiel requirements and with USCONARC on the training aspects of chaplain doctrinal concepts and the testing of chaplain organizational and materiel proposals. He assists in the development, coordination, and execution of and reviews and analyzes the USACDC program as it pertains to the U. S. Army Chaplain branch.

**143. U. S. Army Combat Developments Command Chaplain Agency**

The Chaplain Agency is a USACDC field agency operating under the command of the Commanding General, U. S. Army Combat Developments Command Combat Service Support Group (USACDCCSSG). The director of the

chaplain agency exercises operational control and supervision over the personnel of the agency. Its mission is to develop and recommend: current and future chaplain concepts and objectives; organizational and operational doctrine; materiel requirements; and field test requirements. The functions of the agency are to—

- a. Prepare concept studies in the area of future chaplain doctrinal objectives.
- b. Review, contribute to and prepare field manuals and similar doctrinal literature.
- c. Review current TOE's and recommend revisions reflecting approved chaplain organizational doctrine.
- d. Develop and recommend chaplain input for proposed and advance plan TOE's and similar organizational instruments.
- e. Develop materiel objectives and requirements for chaplain equipment to include cost effectiveness studies; and coordinate with field offices of Army Materiel Command or other agencies during the development, testing, and evaluation phases of new equipment.
- f. Develop proposals for, monitor, review, and evaluate chaplain participation in field experiments and troop tests.
- g. Observe and evaluate chaplain participation in field exercises.
- h. Coordinate with the U. S. Army Chaplain School on the inclusion of new chaplain doctrine and concepts in instructional and training programs.
- i. Coordinate with the U. S. Army Chaplain Board and other agencies in areas of joint interest.
- j. Coordinate with other USACDC field agencies on the inclusion of chaplain support concepts, doctrine, and force structure in publications and TOE's, and assure compatibility

of chaplain support concepts with tactical, combat service support, and strategic concepts.

*k.* Prepare MOS's affecting the chaplain area of interest when required, and develop and re-

view manpower authorization criteria within assigned fields.

*l.* Perform studies of a joint or combined nature as directed.

## CHAPTER 12

## THE U. S. ARMY MATERIEL COMMAND CHAPLAIN

**144. General**

The Army Materiel Command (AMC) has the broad mission of equipping and supporting the Army. It has a headquarters and seven major subordinate commands, *viz.*: U. S. Army Electronics Command; U. S. Army Missile Command; U. S. Army Mobility Command; U. S. Army Munitions Command; U. S. Army Weapons Command; U. S. Army Supply and Maintenance Command; and U. S. Army Test and Evaluation Command. The Army Materiel Command Chaplain, at Headquarters, AMC, is on the personal staff of the Commanding General and charged with the responsibility of directing and coordinating the chaplain program. The Office of the AMC Chaplain has a TD authorization of three chaplains (1 Col and 2 Lt Cols), one administrative noncommissioned officer (E-7), and two civilian secretaries. The AMC Command Chaplain is responsible for the internal organization of his office. His functions are to—

*a.* Advise the commander on all matters pertaining to chaplain activities within the command.

*b.* Develop plans and policies for command-wide chaplain activities, within policies of the Department of the Army and the AMC Commander.

*c.* Exercise staff supervision and direction over major subordinate command and senior installation chaplain activities through policy guidance, staff visits, and inspections.

*d.* Develop the AMC Chaplain Five Year Plan and give guidance for installation five year planning.

*e.* Develop the AMC chaplain portion of the operating program and budget.

*f.* Perform program review and analysis concerning chaplain activities.

*g.* Coordinate actions and advise concerning ecclesiastical supplies and equipment.

*h.* Conduct studies and coordinate on selection of sites, chapel modernization, and construction of new chapels.

*i.* Insure adequacy and proper utilization of chapels and chapel equipment.

*j.* Develop, advise, and evaluate chaplain personnel requirements within AMC.

*k.* Provide for professional training of chaplains and conduct annual training conferences.

*l.* Conduct denominational religious services and counseling as required.

*m.* Approve appointments of auxiliary chaplains in Army Materiel Command installations.

**145. Mission and Responsibilities**

The AMC chaplain has a threefold responsibility in the performance of his mission, *viz.*:

*a.* To advise the Commanding General and his staff on religious, moral, morale as affected by religion, and character guidance matters, so as to assist the command in the accomplishment of its mission.

*b.* To maintain a liaison responsibility to the Department of the Army, Office of the Chief of Chaplains, on all matters pertaining to AMC chaplains and those logistical functions delegated to him.

*c.* To act as Staff Chaplain of the Supply and Maintenance Command.

**146. Major Subordinate Command Chaplains**

Major subordinate command chaplains are located at the Test and Evaluation Command (TECOM); the Supply and Maintenance Command (SMCOM) (see para. 145*c*); the Missile Command (MICOM); the Electronics Command (ECOM); subordinate installations of

the Munitions Command (MUCOM); and the U. S. Army Research Support Group. In addition to his other duties, the TECOM chaplain, as directed by the Office, Chief of Chaplains and/or the AMC chaplain, monitors the testing and evaluation of certain items of chaplain supplies and equipment. Chaplains assigned to U. S. Army terminals are under the technical supervision of the staff chaplain, supply and maintenance command. They assist the termi-

nal commanders by ministering to transient military personnel and their dependents, and by providing technical advice, when required, in the area of ecclesiastical supply actions. They also maintain liaison with the theater army chaplains and assist them in the procurement, delivery and shipment of religious items purchased from oversea nonappropriated funds and required for seasonal or special religious observances.

## CHAPTER 13

## THE UNITED STATES CONTINENTAL ARMY COMMAND CHAPLAIN

## Section I. THE USCONARC STAFF CHAPLAIN

**147. General**

The responsibilities of the Commanding General, USCONARC, are set forth in AR 10-7. The USCONARC Chaplain is the adviser to the Commanding General and his staff on matters pertaining to religion and morality, chaplain activities and problems within USCONARC.

**148. Organization of the Office, Chaplain, USCONARC**

Under the direction of the Command Chaplain, the office is organized as a member of the support staff under the direct supervision of the Chief of Staff.

**149. Functions**

The Command Chaplain is responsible for—

- a. Supervision of the training of chaplains of the Active Army, United States Army Reserve and National Guard as individuals and as members of units.
- b. Supervision of the selection and training of chaplains' enlisted assistants.
- c. Supervision of the operation of the U. S. Army Chaplain School.
- d. Supervision of the character guidance program within USCONARC.
- e. Supervision of the utilization, equipping, and maintenance of chapels and chapel facilities.
- f. Supervision of chaplain participation in field and command post exercises.
- g. Representing the commander to the religious community.
- h. Satisfying the religious obligations established by ecclesiastical authorities to insure maintenance of denominational affiliation. This is the personal responsibility of each individual chaplain to fulfill.

**150. Detailed Functions**

In coordination with the appropriate USCONARC staff sections, the Chaplain Office performs the following specific functions:

- a. Prepares the chaplain activities portion of the USCONARC budget and operating programs.
- b. Reviews and analyzes chaplain performance to include reserve component chaplains on ANACDUTRA.
- c. Reviews and recommends priorities for chapels and chapel facilities construction, military construction, army program.
- d. Establishes procedures, standards, and objectives for the selection and training of chaplain enlisted assistants.
- e. Performs reports control activities pertinent to chaplains.
- f. Reviews concepts of organization to insure proper distribution of chaplains and adequate religious coverage.
- g. Advises on manpower control functions relating to chaplain activities.
- h. Advises on concepts for operations involving chaplains and material-equipment for chaplain activities.
- i. Reviews basic and contingency plans to insure adequacy of chaplain participation.
- j. Reviews training literature to include field manuals, training circulars and programs, training films and pamphlets relating to the training of chaplains and enlisted assistants.
- k. Advises on the training of reserve component chaplains, to include the determination of the scope of supplemental branch training.
- l. Reviews plans for maneuvers, field and command post exercises and joint training exercises to insure integration of chaplain activities.
- m. Reviews civil defense plans to insure in-

tegration of chaplain activities.

n. Reviews appropriate plans for unified commands to determine adequacy of chaplains support.

o. Advises on and monitors the operation of

the U. S. Army Chaplain School, to include review of program of instruction, coordination of quotas and inputs, review of logistical and budgetary support, and staff visits to inspect adequacy of training.

## Section II. THE U. S. ARMY CHAPLAIN SCHOOL

### 151. General

a. The U. S. Army Chaplain School is a Class I activity under the Commanding General, USCONARC, and is responsible for the school training of all chaplains. Policy guidance for branch training is provided by the Chief of Chaplains.

b. The U. S. Army Chaplain School is a branch service school of the United States Army. The curriculum and schedule of classes is approved by U. S. Continental Army Command.

### 152. Organization

a. *Authority.* The U. S. Army Chaplain School was established by WD Special Regulation No. 49b, 23 May 1918. Present operation of the school is determined by AR 350-116.

b. *The Administration of the School.*

- (1) The Commandant exercises operational control and supervision over all personnel and activities of the school.
- (2) The Deputy Commandant is also the Director of Instruction. In the absence of the Commandant he becomes the Acting Commandant, and performs such other duties assigned him by the Commandant. As Director of Instruction he is charged with supervision of the academic program.
- (3) The Director, Management, Comptroller and Logistics provides advice and assistance to the Commandant on matters pertaining to management, comptroller, and logistic functions of the School. The supply officer assists him in budget, fiscal, supply and maintenance functions for the total program of the School.
- (4) The Adjutant/School Secretary provides advice and assistance to the Commandant in all details of administration. He commands the Enlisted

Detachment and Student Company. He supervises production of graphic training aids and reproduces all other instructional support material. The personnel officer is assigned to assist him in these functions.

c. *The Organization for Instruction.* The organization of the school reflects the areas in which instruction is administered.

- (1) The Nonresident Instruction Department is concerned with instruction given outside the physical facilities of the United States Army Chaplain School. It is divided into three areas.
  - (a) The Nonresident Department prepares and distributes instructional material for use in USAR School Program.
  - (b) Supplemental Branch Training instructional materials are prepared and distributed for reserve component chaplains and chaplain enlisted assistants to be used during annual active duty for training.
  - (c) The Nonresident Department administers the Army Extension Course Program for chaplains, chaplain enlisted assistants and other qualified personnel. It prepares subcourses, evaluates and records student progress, and promotes nonresident training among chaplains and chaplain enlisted assistants.
- (2) The Resident Instruction Department conducts all instruction given students in residence at the U. S. Army Chaplain School. It also supports the Nonresident Department in the preparation of instructional material. The Resident Instruction Department is organized into three elements.

- (a) The Branch Subjects committee is concerned with instruction in subjects which deal directly with the duties and responsibilities of the chaplain.
- (b) The Common Subjects committee is concerned with instruction in military and staff subjects related to the work of the chaplain.
- (c) Academic Operations provides classroom support, clerical and typing support, and reference material for Resident Department instruction. It administers the testing and grading program of the School.
- (3) The Faculty Board is composed of the Director of Instruction, Director of Resident Instruction, Senior Instructors of the Common Subjects and the Branch Subjects committees, Academic Operations Officer, and Student Company Commander. It makes recommendations to the Commandant on the rating, proficiency, class standing, and potential of students.

### 153. Training Capabilities of the School

*a. USAR Schools.* The Nonresident Instruction Department maintains instructional material for a 4-year USAR School cycle. This is career level instruction paralleling the Associate Chaplain Officer Career Course offered by the Resident Department.

*b. Supplemental Branch Training.* Instructional materials are provided for chaplain branch training and chaplain enlisted assistant training during ANACDUTRA.

*c. Army Extension Course Program.* Extension courses are offered by the Nonresident Department on the two levels common to the

Army Extension training program. Course numbers, description and requirements are published annually in DA Pamphlet 350-60, Announcement of Army Extension Courses.

- (1) *Basic level.* The Chaplain Officer Basic Extension Course is designed for newly commissioned chaplains and staff specialists in the seminary program.
- (2) *Career level.* There are two courses available.
  - (a) *Chaplain Officer Career (Reserve Component) Course.* This is a combination five-phase resident-nonresident course.
  - (b) *Chaplain Officer Career Extension Course.* Reserve Component chaplains who cannot meet the resident requirements of Chaplain Officer Career (Reserve Component) Course may request this course.

*d. Resident Instruction.* Resident instruction at the School is given on the following levels:

- (1) *Basic level.* This course is designed for newly commissioned chaplains and for officers in the seminarian program. The Basic Course is phased and may be taken during separate periods by Reserve and National Guard chaplains not on active duty.
- (2) *Career level.* This includes a Chaplain Officer Career Course on a permanent change of station basis and an Associate Chaplain Officer Career Course (TDY). Pertinent information concerning specific resident courses is published annually in DA Pamphlet 20-21, The Army School Catalog.

## CHAPTER 14

## THE CHIEF OF CHAPLAINS

## Section I. THE OFFICE OF THE CHIEF OF CHAPLAINS

**154. General**

The Chief of Chaplains, under the general staff supervision of the Deputy Chief of Staff for Personnel, has Army staff responsibility for religious, moral, and character guidance matters army-wide.

**155. Organization and Functions**

*a. Chief of Chaplains.* Has Army staff responsibility for all functions performed by the Office, Chief of Chaplains and exercises operational control over the U. S. Army Chaplain Board.

*b. Deputy Chief of Chaplains.* Serves as program director for the Office Chief of Chaplains. Acts in behalf of the Chief of Chaplains in his absence.

*c. Administration and Management Directorate.* Responsible for—Developing and executing the operating program and budget; control of allotted funds; review and analysis of programs; systems and procedures surveys; establishing chaplain logistic policy; monitoring the chapel construction program; maintaining records of vital statistics; counseling and information service; mail, records, and forms management and administration; and reports control.

*d. Plans, Programs, and Policies Directorate.* Responsible for creating long-range and mid-range plans and developing the Chief of Chaplains Five-Year Program; prescribes policies and develops programs concerning character guidance, religious education activities, and spiritual and moral welfare of Department of the Army military and civilian personnel and their dependents; responsible for mission supervision of the U. S. Army Chaplain Board; a class II activity, in implementing and operating certain elements of the character guidance

and religious education programs and spiritual and moral welfare activities; develops mobilization plans; monitors chaplain combat development activities; the chaplain assistant program, and the professional activities of chaplains; and provides technical assistance to the U. S. Army Chaplain School.

*e. Personnel and Ecclesiastical Relations Directorate.* Responsible for military personnel management of chaplains army-wide, to include space distribution by grades and denominations and transfers, appointments, promotions, separations, retirements, and career management of all regular Army, Army Reserve, and National Guard chaplains. Establishes programs for educational development and policies for procuring all chaplains. Responsible for release of religious information to governmental, public, and private organizations, to include denominational indorsing agencies and the religious press.

**156. Relationships of the Office of the Chief of Chaplains**

*a.* The Armed Forces Chaplain Board is established on Department of Defense level as a coordinating agency of all chaplain activities of the Armed Forces. The Board is composed of six members: The Chief of Chaplains of Army, Navy, and Air Force, plus one additional member from each service. The chairmanship rotates among the Chiefs of the three services. The Board's policy-making functions include—

- (1) Establishment of policies pertaining to procurement, standards, requirements, assignment, and training of military chaplains, including the civilian reserve components.
- (2) Establishment and maintenance of

close and harmonious relationships with civilian church organizations and the clergy.

- (3) Establishment of uniform policies on the procurement of supplies, equipment, and facilities.

b. The Chief of Chaplains furnishes information to individual members and committees of Congress. He maintains liaison with the indorsing agencies of the various denominations regarding policies and procedures in which they have a direct interest.

## Section II. THE U. S. ARMY CHAPLAIN BOARD

### 157. Mission

The mission of the U. S. Army Chaplain Board is to assist the Chief of Chaplains in formulating and developing concepts, doctrine (except combat developments), and professional guidelines pertaining to chaplain and religious activities, and to execute programs in support of the various religious and moral activities of the Army, as designated by the Chief of Chaplains.

### 158. Specific Responsibilities

The specific functions of the U. S. Army Chaplain Board are—

a. Assists in development of concepts, doctrine, and guidelines pertaining to religion and morality.

b. Develops concepts and materials to support the character guidance program.

c. Performs research and conducts studies in the above and other professional areas as directed by the Chief of Chaplains.

d. Prepares materials and training aids for

the instructional phase of the character guidance program.

e. Develops posters for Army-wide use.

f. Provides support for chaplain workshops and similar activities.

g. Provides technical assistance to the U. S. Army Pictorial Center in the production of film and filmstrips concerned with chaplain activities and the moral training of soldiers.

h. Selects and purchases films and filmstrips for religious film libraries, Armywide.

i. Monitors utilization of religious films and filmstrips.

j. Reviews and monitors the tests administered in conjunction with the MOS 718 program.

k. Reviews religious programs for broadcast over Armed Forces Radio network.

l. Supports Chief of Chaplains' public information activities.

m. Performs administrative functions of the Board.

n. Performs other functions as assigned by the Chief of Chaplains.

## APPENDIX

### REFERENCES

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#### 1. Army Regulations

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| 1-11    | Army Management Structure.  |
| 10-7    | Organization and Functions, USCONARC.   |
| 10-50   | Special Command Relationships within Continental United States.                     |
| 11-45   | Army Command Management System.   |
| 11-46   | Army Command Management System Cost and Performance Summary Reporting.              |
| 37-1    | The Budget System.  |
| 58-30   | Transportation of Dependent School Children.  |
| 135-318 | Military Education and Training; Reserve Component Chaplains and Staff Specialists. |
| 140-100 | Appointment as Reserve Commissioned Officers of the Army.                           |
| 165-15  | Duties of Chaplains and Commanders' Responsibilities.                               |
| 165-20  | Religious and Character Guidance Activities Reports.                                |
| 165-35  | Employment of Auxiliary Chaplains.  |
| 210-10  | Administration, Installations.  |
| 210-20  | Master Planning for Permanent Army Installations.                                   |
| 230-5   | Nonappropriated Funds and Related Activities; General Policies.                     |
| 230-10  | Nonappropriated Military Welfare Funds.   |
| 230-36  | Nonappropriated Chaplains Funds.  |
| 310-34  | Organization and Equipment Authorization Tables, Equipment.                         |
| 310-41  | Tables of Distribution.   |
| 310-42  | Common Type Tables of Distribution.   |
| 310-43  | Mobilization Designation Tables of Distribution.                                    |
| 320-5   | Dictionary of United States Army Terms.   |
| 340-15  | Correspondence.   |
| 350-16  | Education and Training, The Chaplain School.  |
| 380-5   | Military Security, Safeguarding Defense Information.                                |
| 415-31  | Construction, Basic Housing and Space Allocations at Permanent Installations.       |
| 420-10  | Repairs and Utilities, General Provisions.  |
| 420-81  | Custodial Services.   |
| 600-20  | Personnel General, Army Command Policy and Procedure.                               |
| 600-25  | Personnel General, Salutes, Honors and Visits of Courtesy.                          |
| 600-30  | Personnel General, Character Guidance Program.                                      |
| 600-50  | Personnel General, Standards of Conduct for Department of the Army Personnel.       |

600-240	Personnel General, Marriage in Oversea Commands.
601-126	Personnel Procurement, Appointment of Chaplains in the Regular Army.
611-201	Manual of Enlisted Military Occupational Specialists.
612-10	Processing of Personnel at U. S. Army Reception Stations.
614-185	Assignments, Details and Transfers, Requisitions for Officers.
630-20	Administrative Absences.
633-5	Apprehension and Confinement, Prisoners—General Provisions.
633-56	Notification to Parents, Spouse, or Guardian When Trial by Courtmartial or Foreign Court Appears Probable (C).
635-20	Personnel Separations, Conscientious Objection.
635-61	Personnel Separations, Processing at Transfer Facilities.
638-40	Deceased Personnel, Care and Disposition of Remains.
711-16	Stock Control, DSU/Installation Stock Control and Supply Procedures.
715-30	Procurement, Local and Regional Purchase of Civilian Type Items.
725-50	Requisitioning, Receipts, and Issue System.
735-5	Property Accountability, General Principles and Policies and Basic Procedures.
735-32	Self Service Supply Centers, Principles and Accounting Procedures.
735-35	Supply Procedures for TOE Units, Organizations and Non-TOE Activities.

## 2. Special Regulations

210-10-50	Chapels, Authorization and Use.
310-30-15	Organization and Equipment Authorization Tables, Personnel.

## 3. Pamphlets

16-5 through 16-12	Duty, Honor, Country Character Guidance Discussion Topics.
16-60	The Chaplain as Counselor.
16-61	The Chaplain's Ministry to Hospital Patients.
20-211	The Personnel Replacement System in the U. S. Army.
20-551	Staffing Guide for U. S. Army Garrisons.
20-552	Staffing Guide for U. S. Army Personnel Centers.
20-553	Staffing Guide for Headquarters, Zone of Interior Armies.
20-554	Staffing Guide for U. S. Army Corps.
20-555	Staffing Guide for U. S. Army Training Centers.
20-557	Staffing Guide for U. S. Army Hospitals.

## 4. Field Manuals

8-5	Medical Service Units, Theater of Operations.
8-10	Medical Service, Theater of Operations.
8-15	Division Medical Service.
8-16	Medical Service in the Field Army.
16-100	The Character Guidance Program.
19-40	Military Police, Handling Prisoners of War.
19-60	Confinement of Military Prisoners.

21-6	Techniques of Military Instruction.
21-13	Individual Soldier, The Soldier's Guide.
21-40	Small Unit Procedures in Chemical, Biological, and Radiological (CBR) Operations.
22-5	Drill and Ceremonies.
31-21	Guerrilla Warfare and Special Forces Operations.
31-22	U. S. Army Counterinsurgency Forces.
41-10	Civil Affairs Operations.
54-1	The Logistical Command.
54-2	Division Logistics and the Support Command.
61-100	The Division.
100-5	Field Service Regulations, Operations.
100-10	Field Service Regulations, Administration.
100-15	Field Service Regulations, Larger Units.
101-1	Staff Officers Field Manual, G1 Manual.
101-5	Staff Officers Field Manual, Staff Organization and Procedure.

## 5. Tables of Allowances

10-100	Table of Allowances, Quartermaster Expendable Supplies.
10-100-40	Table of Allowances Quartermaster Expendable Stationery and Office Supplies.
50-922	Allowances for Chaplain and Chapel Facilities (Non-Expendable).
50-989	Allowances of Expendable Supplies for Chaplain and Chapel Facilities.

## 6. Supply Manuals

10-1-C6-15-SL	Supply Manual, General Supplies, FSC Group 7710, Musical Instruments.
10-1-C6-21-SL	Supply Manual, General Supplies, FSC Group 9925, Miscellaneous.
10-C8345-SL	Supply Manual, Clothing and Textile Material, FSC Class 8345, Flags and Pennants.

## 7. Technical Manuals

10-750	Chaplains' Folding Organ.
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By Order of the Secretary of the Army:

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General, United States Army,  
Chief of Staff.

Official:

J. C. LAMBERT,  
Major General, United States Army,  
The Adjutant General.

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CofCh (50)	Div Arty (4)	USACDCCAG (2)
USACHB (5)	Div Spt Comd (3)	USACDCCSSG (2)
USCONARC (5)	Bde (5)	USACDCSWG (2)

NG: State AG (3); Units—Same as Active Army except allowance is one copy to each unit.

USAR: Units—same as Active Army except allowance is one copy to each unit.

For explanation of abbreviations used, see AR 320-50.