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Pamphlet 165-3

Religious Activities

Chaplain Training Strategy

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SUMMARY of CHANGE

DA PAM 165-3
Chaplain Training Strategy

This new pamphlet--

- o Provides a training and education strategy for chaplains.

Religious Activities

Chaplain Training Strategy

By Order of the Secretary of the Army:

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History. This printing publishes a new Department of the Army Pamphlet.

Summary. This pamphlet provides a training and education strategy for chaplains. It

identifies the Chief of Chaplain's (CCH) vision and training philosophy. It outlines the functions of different components and their organizations in ensuring the training is provided. It describes the ways chaplain training and education is delivered.

Applicability. This pamphlet applies to all elements of the active Army, Army National Guard of the United States (ARNGUS) and U.S. Army Reserve (USAR). During Mobilization, procedures in this publication can be modified to support policy changes as necessary.

Proponent and exception authority. The proponent for this pamphlet is the Chief of Chaplains, U.S. Army. The CCH has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. The CCH may delegate this authority, in writing, to a director or division

chief within the proponent agency in the grade of colonel or the civilian equivalent.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Chief of Chaplains, 2511 Jefferson Davis Highway, Room 12500, Arlington, VA 22202-3907

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Chapter 1 Introduction

Section I General

1-1. Purpose

a. This training strategy identifies the Chief of Chaplains (CCH) vision and training philosophy. It integrates chaplain training into the Army training system and incorporates active and reserve component (AC/RC) training requirements in a single document. It sets forth functions at appropriate levels and for appropriate agencies. It provides commanders with an authoritative guide for approved chaplain training.

b. Delivery of religious support is accomplished by Unit Ministry Teams (UMT) consisting of both chaplains and chaplain assistants. Professional education and training for chaplains differs from that of chaplain assistants. This strategy addresses chaplain training only.

1-2. References

Required and related publications are listed in Appendix A.

1-3. Explanation of Abbreviations and Terms

Abbreviations and special terms used in this publication are explained in the glossary.

Section II Training Strategy Overview

1-4. Mission

The mission of the Army chaplaincy is to provide total religious support to America's Army across the spectrum of operations from the sustaining base to forward deployed soldiers. The chaplaincy provides a single seamless system to enable commanders to provide for the free exercise of religion for soldiers, their family members, and authorized civilians.

1-5. Vision

A chaplaincy dedicated to excellence, trained and ready to provide religious, spiritual, moral, and ethical support to America's Army in any contingency; a chaplaincy that strengthens commitment to the Army's core values; a chaplaincy that is diverse, inclusive, and responsive to Army leadership; a chaplaincy serving soldiers, families, authorized civilians and the nation.

1-6. Training Philosophy

a. The focus of all chaplain education and training is to update chaplain professional skills in the military context and develop staff officer proficiency.

b. The chaplaincy accessions clergy who meet the ecclesiastical standards of the faith groups that endorse them. Chaplains also must meet professional and educational standards set by Section 532, Title 10, United States Code and Department of Defense (DoD) Directive 1304.19.

c. The Chaplain Officer Basic Course (CHOBC) provides the transition from civilian cleric to military chaplain. As chaplains progress through their military career, operational assignments are an integral part of their training. Assignments provide opportunities to enhance readiness and mature them as military religious leaders and officers. Chaplains will be provided the opportunity for professional development training and education.

d. Chaplains will return to the institutional training base at designated career intervals to prepare for additional responsibilities as military religious leaders and staff officers. Based on mission requirements, selected chaplains will be offered opportunities for specialized training and education. The CCH establishes these Additional Skill Identifier (ASI) specialties based upon the needs of the Army. This allows the CCH the flexibility to address these specified needs. In addition, certain assignments will require chaplains to attend professional development short courses available in civilian or military settings.

e. The training and educational process must address the major challenges of the 21st century. This includes living and working in a values-based institution, capitalizing on the diversity of the Army, ensuring the availability of religious support for all soldiers, and dealing with the impact and implications of rapidly changing technology.

1-7. Training Priorities

a. The CCH is the proponent for the professional training and education of chaplains.

b. Doctrine is the foundation for training. Army Regulation 165-1 and Field Manual 16-1 are basic publications for chaplains.

c. Assumptions.

(1) The Army will continue to be a values-based institution.

(2) The chaplaincy will continue to provide military religious support as UMTs.

(3) The chaplaincy will continue to be embedded in the Army's force structure.

(4) Operations will be Combined/Joint/Multinational/Interagency/Component.

(5) The military, and thus the chaplaincy, will be increasingly reliant upon technology.

(6) First Amendment and Title 10, U.S. Code requirements will not change.

(7) Army diversity will increase with multiple nontraditional religious support requirements.

(8) Chaplain shortages in certain faith groups will continue to be a challenge.

(9) Seamless religious support will be the standard.

(10) Digitized religious support will not replace the requirement for face to face ministry.

(11) Future operations will result in greater isolation and dispersion of soldiers.

(12) Future operations will result in decentralized decision-making at lower levels.

(13) The Army will continue to operate in an environment of constrained resources.

(14) Some task organized units will not have organic military religious support.

(15) Operational tempo and personnel turnover will continue to be high.

(16) Reliance upon RC will continue to be substantial.

(17) Distance learning will become increasingly important.

(18) Outsourcing will continue to be the most efficient way to train chaplains in certain specialized areas.

(19) Institutional Training Divisions (USAR) will play a more significant role in training chaplains.

d. Priorities in training.

(1) Produce CHOBC/Captain Career Course (CCC) graduates who are proficient military religious leaders and staff officers, and are deployable.

(2) Fully integrate active component/reserve component (AC/RC).

(3) Prepare chaplains for specific military religious support ministry and staff roles.

(4) Support the CCH annual training topics.

(5) Prepare chaplains to function effectively in the highly technological environment of the Army of the 21st century.

(6) Teach Army values.

(7) Prepare chaplains for positions of greater responsibility.

(8) Synchronize programming of all training assets.

(9) Model team-building and promote a sense of community.

Chapter 2 Functions

2-1. Chief of Chaplains (CCH)

The CCH:

a. Functions as branch proponent for chaplain professional development education and training, and the Chaplain Candidate Program.

b. Establishes professional and educational policy, and issues training goals and guidance for the chaplain branch.

c. Issues training directives to the Commandant, U.S. Army Chaplain Center and School (USACHCS).

d. Selects chaplains for attendance at designated Army and civilian schools.

e. Establishes yearly training themes for the chaplain branch.

f. Establishes training accountability criteria.

2-2. Commandant, U.S. Army Chaplain Center and School (USACHCS)

The Commandant:

a. Conducts and supports institutional training as directed by the Commander, U.S. Army Training and Doctrine Command (TRADOC) and the CCH.

b. Implements CCH strategic training goals through operational training objectives.

c. Analyzes, designs, develops, implements and evaluates individual and collective professional training and training material for chaplains and chaplain candidates.

d. Provides training support materials and guidance through appropriate Major Army Command (MACOM) channels to promote standardized mission training.

e. Conducts TRADOC doctrinal proficiency visits to validate that Combat Training Centers (CTC) chaplain observer-controllers are applying current doctrine.

f. Translates training requirements into training allocations through the Structure and Management Decision Review process.

2-3. U.S. Army Forces Command (FORSCOM)

The FORSCOM Chaplain:

a. Manages the implementation of the CCH Regional Chaplain Professional Development Training.

b. Selects AC Regional Facilitators (RF).

c. Provides UMT Mobilization Planner Training.

d. Programs funding for regional training support.

2-4. U.S. Army Training and Doctrine Command (TRADOC)

The TRADOC Chaplain:

Coordinates and conducts annual training for chaplain instructors at service schools.

2-5. Continental United States Army (CONUSA)

The CONUSA Chaplains:

Assists, coordinates, synchronizes and evaluates CCH Regional Chaplain Professional Development Training and other RC training in the CONUSA area of responsibility.

2-6. U. S. Army Medical Command (MEDCOM)

The MEDCOM Chaplain:

a. Implements the CCH professional development training initiatives involving health care ministry.

b. Is the Field Operating Executive Agent for Clinical Pastoral Education (CPE).

c. Issues course development guidance to Army Medical Department Center and School (AMEDDC&S) for CPE, CPE 7-R Trainer program, and Chaplain Clinical Ethicist (CCE) training.

d. Resources training for CPE, CPE 7-R Trainer program, and CCE (clinical training part only).

e. Designs and implements chaplain postgraduate professional short courses through the AMEDDC&S.

2-7. National Guard Bureau (NGB)

The NGB Chaplain:

a. Monitors the implementation of Army National Guard (ARNG) chaplain professional development training with State Area Command (STARC) chaplains.

b. Fosters ARNG chaplain participation in local installation and RSC training planning and execution.

c. Coordinates institutional training for ARNG chaplains.

d. Manages training requirements and allocations through the Army Training Requirements and Resources System (ATRRS).

e. Selects ARNG RFs and forwards list to FORSCOM.

2-8. U.S. Army Reserve Command (USARC)

The USARC Chaplain:

a. Monitors the implementation of chaplain professional development training with Troop Program Unit (TPU) chaplains.

b. Directs Major Subordinate Command (MSC) chaplains to participate with ARNG and local installations in training planning and execution.

c. Conducts annual training/planning schools for senior USARC UMTs.

d. Manages training requirements and allocations through ATRRS.

2-9. U.S. Army Reserve Personnel Command (AR-PERSCOM)

The AR-PERSCOM Chaplain:

a. Manages Individual Ready Reserve (IRR) chaplain training and career development.

b. Coordinates Individual Mobilization Augmentee (IMA) chaplain training and career development.

c. Manages chaplain candidate training and career development.

d. Manages institutional training for U.S. Army Reserve (USAR) chaplains.

e. Manages training requirements and allocations through ATRRS.

f. Conducts annual USAR policy/procedure/informational school.

2-10. Major Commands (MACOM)

All MACOM Chaplains:

a. Ensure AC and RC chaplain training is integrated at the installations.

b. Monitor appointment of training managers, training councils and the development of training plans.

c. Monitor chaplain training as required by the CCH.

d. Conduct annual AC senior chaplain training for members of the MACOM.

e. Where applicable, manage chaplain training requirements and allocations.

2-11. State Area Command/Regional Support Command (STARC/RSC) Staff Chaplains

The STARC/RSC Staff Chaplains:

a. Conduct annual CCH Regional Chaplain Professional Development Training in conjunction with installation chaplains in their region.

b. Nominate RFs to NGB Chaplain (STARC only).

c. Are the USAR RF for their region (RSC only).

2-12. Installation Staff Chaplains

Installation Staff Chaplains:

a. Appoint a chaplain training manager.

b. Develop and implement a comprehensive professional development and training plan for all chaplains on or associated with the installation.

c. Publish an annual training plan, integrated into the Commander's Annual Training Plan, incorporating all unit training plans.

d. Provide monthly training for chaplains on the installation IAW Commander's Annual Training Plan.

e. Provide supervised training for chaplain candidates as required.

f. Involve RC chaplains in the planning and implementation phases of installation training.

g. Participate in the CCH Regional Chaplain Professional Development Training program.

2-13. Organizations with assigned Individual Mobilization Augmentee (IMA) Chaplains

Organizations with assigned IMA Chaplains:

- a. Manage IMA chaplain training and career development.
- b. Notify IMAs of regional training program and other training.
- c. Conduct Contingency Force Pool IMA chaplain training.

2-14. Commanders

Commanders:

- a. Provide common skills training and Officer Professional Development.
- b. Incorporate chaplain training plan in the Commander's Annual Training Plan.
- c. Support and resource chaplain professional training.

Chapter 3 Training and Education Strategy

Section I Institutional Training and Education

3-1. Introduction

Institutional training and education is the first pillar of the Army training and education system. USACHCS is the principal source of institutional training and education for America's Army chaplains. DoD schools and civilian institutions of higher learning are used to meet other chaplain professional development education and training requirements.

3-2. USACHCS

USACHCS develops institutional training programs. The Chaplain Officer Basic Course (CHOBC), Captain Career Course (CCC) and functional courses are designed to further technical skills and staff officer competencies.

3-3. Clinical Pastoral Education (CPE)

- a. The CCH is the proponent for CPE. The MEDCOM Command Chaplain manages the program as the Field Operating Executive Agent. The AMEDDC&S is the functional proponent for CPE.
- b. CPE is supervised training that focuses on integrating pastoral skills in the clinical setting.
- c. CPE trained chaplains provide specialized training for AC and RC chaplains, and selected chaplain candidates.
- d. Chaplain candidate CPE practicums may take place in a military or civilian setting.

3-4. CPE 7R-Trainer Program

- a. The CCH is the proponent for CPE 7R-Trainer program. The MEDCOM Command Chaplain manages the program as the Field Operating Executive Agent. The AMEDDC&S chaplain is the functional proponent for CPE 7R-Trainer program.
- b. The CPE 7R-Trainer program focuses on facilitating group interaction, supervising integration of pastoral skills in the clinical setting, evaluating student competency, and developing supervisory strategies and interventions.
- c. CPE 7R-Trainer provides training (supervised by CPE Director) for CPE students.

3-5. Chaplain Clinical Ethicist (CCE)

- a. The CCH is the proponent and functional proponent for CCE. The MEDCOM Command Chaplain manages the program.
- b. CCE training consists of two phases:
 - (1) Fully funded Masters Degree in ethics followed by
 - (2) Four units of CPE.
- c. CCEs provide training in Regional Medical Commands.

3-6. Family Life Ministry

- a. The CCH is the proponent for Family Life Ministry. Family

Life Ministry chaplains' priority is to provide family life ministry training to chaplains.

- b. Family Life Ministry consists of pastoral care and counseling, marriage and family life education, and marriage and family counseling.

3-7. Family Life Ministry Supervisor In Training (SIT)

- a. The CCH is the proponent for Family Life Ministry SIT which focuses on individual and group supervision of student counseling, evaluating student competency in identifying pastoral and personal resources, supervisory strategies, and interventions.
- b. Family Life Ministry Supervisors provide initial training for family life chaplains.

3-8. Training at Civilian Institutions

- a. A DA centralized selection board selects chaplains for training in civilian educational institutions when requirements exist for this training and the desired training program is not available in Army schools or schools of other services.
- b. Civilian academic programs or courses are available through Fully Funded or Cooperative Degree programs.

3-9. Officer Education System (OES)

- a. Chaplains will participate in the OES. The goal of the OES is to produce a broadly-based corps of leaders, fully competent in technical, tactical, and leadership skills, knowledge, and attitudes.
- b. The OES prepares chaplains for increased responsibilities and successful performance at the next higher level.
- c. The OES consists of branch-immaterial and branch-specific courses that provide progressive and sequential training throughout a chaplain's career.
- d. OES includes the following for chaplains:
 - (1) Chaplain Officer Basic Course (MEL 7).
 - (2) Captain Career Course (CCC) (Two phases).
 - a) Branch phase (MEL 6).
 - b) Staff process phase (MEL N) (Not required of RC).
 - (3) Command and General Staff College (MEL 4).
 - (4) Senior Service College (MEL 1).

3-10. Specialty, functional and other training

- Chaplains receive specialty training at Army schools. Examples include:
- a. Airborne.
 - b. Air Assault.
 - c. Ranger.
 - d. Force Management.
 - e. Combat Development.
 - f. Systems Acquisition.
 - g. Resource Management.
 - h. Division/Installation.

3-11. Chaplain Candidate Training Program

- a. The CCH is the proponent for chaplain candidates in the Staff Specialist branch. Chaplain Candidate training is designed to transition seminarians and clergy into the chaplaincy.
- b. The Chaplain Candidate Professional Management Officer at AR-PERSCOM manages the program. Chaplain candidates are trained in the following:
 - (1) CHOBC.
 - (2) Installation, Unit, Hospital and Correctional Facility ministry practicums.
 - (3) CPE (under the chaplain candidate program).

Section II Training in units

3-12. Description of Training in units

Training in units is the second pillar of the Army training and education system. Unit training incorporates collective and individual training. Unit training includes Common Military Training,

Common Task Test training, and training based upon its Mission Essential Task List (METL).

3-13. Chaplains and Training in units

Chaplains participate fully in unit training at company level and above.

Section III

Chaplain Self Development Training

3-14. Description of Self development training

Self development training is the third pillar of the Army training and education system. It is a planned (competency-based) process individuals use to enhance their previously acquired skills, knowledge, behavior, and experience. The process enhances readiness and the potential for progressively more complex and higher level assignments.

3-15. Chaplains and Self development training

The CCH requires all chaplains to participate in self development training. Self development training focuses on maximizing a chaplain's strengths and achieving individual goals. While this training takes place principally in a unit of assignment, it also can be conducted at school or in Army Modernization Training.

3-16. Who conducts self development training

Chaplain self development training is conducted by installation chaplains at monthly training meetings, by AC, STARC and RSC chaplains at regional training meetings, and by supervisory chaplains while engaged in staff visits to subordinate units.

3-17. Other aspects

Chaplain self development training may include continuing education opportunities provided by endorsing authorities and other religious and professional groups. Status of absence for active duty chaplains will be in accordance with AR 600-8-10.

Appendix A References

Section I Required Publications

AR 165-1

Chaplain Activities in the United States Army (Cited in para 1-7.)

AR 600-8-10

Leaves and Passes (Cited in para 3-11.)

FM 16-1

Religious Support (Cited in para 1-7.)

Section II Related Publications

AR 135-2

Army National Guard (ARNG) and U.S. Army Reserve (USAR)
Full-Time Support (FTS) Program

AR 135-200

Active Duty for Training, Annual Training, and Active Duty Special
Work of Individual Soldiers

AR 350-1

Army Training.

AR 350-10

Management of Army Individual Training Requirements and
Resources.

AR 350-38

Training Device Policies and Management.

AR 600-63

Army Health Promotion.

AR 621-1

Training of Military Officers at Civilian Institutions.

DA PAM 165-17

Chaplain Personnel Management

DA PAM 350-37

Handbook for Administration of the Individual Training Evaluation
Program.

DA PAM 351-4

U. S. Army Formal Schools Catalog.

DA PAM 351-20

Army Correspondence Course Program Catalogue.

DA PAM 600-3

Commissioned Officer Development and Career Management.

Department of Defense Directive 1304.19

Appointment of Chaplains for the Military Services.

FM 22-100

Military Leadership.

FM 22-103

Leadership and Command at Senior Levels.

FM 25-100

Training the Force.

FM 25-101

Battle Focused Training.

FORSCOM/ARNG Reg 350-2

Reserve Component Training in America's Army.

FORSCOM Reg 350-4

Active Component (AC)/Reserve Component (RC) Training
Association Program.

FORSCOM Reg 350-41

Active Component Training.

National Guard Regulation 350-1

Army National Guard Training.

National Guard Regulation 351-1

Individual Military Education and Training.

TC 25-20

A Leaders Guide to After Action Reviews.

TC 25-30

A Leaders Guide to Company Training Meetings.

Title 10, Section (532) United States Code

Qualifications for original appointment as a commissioned officer.

TRADOC Pam 350-10

Combined Arms Training Strategy Development.

TRADOC Reg 350-7

Training Systems Approach to Training.

TRADOC Reg 351-18

Total Army School System (TASS).

USARPERCEN FY 97-01

ARPERCEN Training Management Plan.

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

This section contains no entries.

Glossary

Section I Abbreviations

AC Active Component	METL Mission Essential Task List	Chaplain Candidate A full time seminarian or seminary graduate (or student/graduate of an Armed Forces Chaplain Board approved equivalent institution) appointed as a RC officer with assignment to the staff specialist branch, and who is enrolled in the Chaplain Candidate Program.
AFCB Armed Forces Chaplains Board	MSC Major Subordinate Command	CCH Regional Chaplain Professional Development Training Integrated training conducted by the RFs in the regions. The CCH's yearly training themes are the focus of the training.
AMEDDC&S Army Medical Department, Center & School	NGB National Guard Bureau	Commander's Annual Training Plan The commander's annual training and resource plan.
ARNG Army National Guard	OES Officer Education System	Common Military Training (CMT) CMT identifies selected HQDA training requirements considered essential to individual or unit readiness. Unit training programs incorporate those requirements.
AR-PERSCOM United States Army Reserve Personnel Command	RC Reserve Component	Endorsing Authority A chaplain's ecclesiastical organization recognized by the Armed Forces Chaplain Board. An endorsement by this body allows a civilian clergy person to perform or provide ministrations within the military community.
ASI Additional Skill Identifier	RF Regional Facilitators	Institutional Training Training, either individual or collective, that takes place in Army service schools or Army training centers.
ATRRS Army Training Requirements and Resources System	RSC Regional Support Command	Mission Essential Task A collective task in which an organization must be proficient to accomplish an appropriate portion of its wartime mission(s).
CAS3 Combined Arms and Services Staff School	SIT Supervisor In Training	Mission Essential Task List (METL) A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s).
CCC Captain Career Course	STARC State Area Command	Regional Facilitators (RF) RFs are the chaplains from each component (AC, ARNG, and USAR) designated annually in each region to plan, coordinate and conduct integrated chaplain training for their region.
CCE Chaplain Clinical Ethicist	TPU Troop Program Unit	Reserve Component (RC) Individuals and units assigned to the Army National Guard or the U.S. Army Reserve.
CCH Chief of Chaplains	TRADOC United States Army Training and Doctrine Command	Yearly Training Themes Training themes selected each year by the Chief of Chaplains.
CHOBC Chaplain Officer Basic Course	UMT Unit Ministry Team	Section III Special Abbreviations and Terms This section contains no entries.
CONUSA Continental United States Army	USACHCS United States Army Chaplain Center and School	
CPE Clinical Pastoral Education	USAR United States Army Reserve	
CTC Combat Training Centers	Section II Terms	
DoD Department of Defense	Annual Training The minimal period of annual active duty training a soldier performs to satisfy the annual training requirements associated with a Reserve Component assignment.	
FORSCOM United States Army Forces Command	Armed Forces Chaplains Board (AFCB) A board under the Office of the Assistant Secretary of Defense. It is comprised of the Chiefs and Deputy Chiefs of Chaplains of the Army, Navy and Air Force. It makes recommendations to the Secretary of Defense on religious, ethical, and moral standards for the Military Services and policies for the protection of religious guarantees under the First Amendment to the U.S. Constitution. Also, it recommends policies for governing procurement, professional standards of military chaplains, and policies to promote relationships with civilian churches and clergy.	
IMA Individual Mobilization Augmentee	Battle Focus The process of deriving peacetime training requirements from wartime missions.	
IRR Individual Ready Reserve		
MACOM Major Army Command		
MEDCOM United States Army Medical Command		

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