

ANG Command Primer on Chaplain Corps Management

NGB/HC

11 December 2023

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HC Command Primer

We consistently receive inquiries from Wing Commanders and other senior leaders about how to lead, manage, and supervise their senior Religious Support Team (RST). The primer aims to establish a framework for managing senior religious support teams with concrete advice and examples. Our hope is that via the command primer, you will be able to maximize religious support capabilities and improve the quality of life of your Airmen.



How to Plan your Religious Program

The Annual Ministry Plan (AMP) is your starting point for planning your religious and spiritual programming for your unit (DAFI52-105 para 2.1). This is your opportunity to set expectations for your senior Religious Support Team. The AMP should address the following:



- **Creative/Consistent Unit Engagement –**
 - At least 75% of squadrons engaged monthly.
 - Chaplains and Religious Affairs Airmen will provide quality and realistic engagement
 - The team will work with squadron leadership to create/seek out events that maximize spiritual/emotional fitness
 - Ensure religious support is integrated into exercises
- **Spiritual Opportunities**
 - Ensure opportunities are effectively offered to the whole Wing for Airmen to exercise their spirituality (i.e. Offer worship services, where and when as required)
 - Provide Spirituality education opportunities in the workplace as appropriate
- **Offering Resilient Events for Airmen and Families**
 - Provide Strong Bonds events (a combination of couples, families, and singles events)
 - Financial Management
 - Stress Reduction
 - Relationship education for families, couples, engaged, and singles
 - Spiritual Growth
- **Airmen Character Development**
 - Provide Student Flight and ethics briefings
 - Encourage and lead community service projects
 - Promote base-wide spiritual fitness that discourages substance and alcohol abuse
 - Offer Ethical/Moral sustainment training
- **Chapel Staff Development**
 - Recruit Chaplain Corps staff
 - Track PME Training for HC members
 - Project who is to deploy
 - Attend ANG Chaplain Corps Symposium yearly

-- Attend NGB/HC Teams virtual Training at least two times a year

- **Advise Commanders**

- All Chaplains and Religious Affairs Airmen will enter metrics into AFCCARS
- The Chaplain Corps team will offer commanders religious accommodation guidance, ethical concerns, and counseling trends
- Wing Chaplain will communicate with Wing Commander monthly to advise on Morale/Welfare/Spiritual Readiness of Wing using AFCCARS data
- Assigned Chaplains will communicate with Group Commanders monthly to advise on Morale/Welfare/Spiritual Readiness of Wing using AFCCARS data

- **Establish Chapel Budget for Wing Staff**

- Develop the Budget for the Commander to be included in the Wing Staff Budget to cover the cost of ALL Chapel programs to include personnel costs for both officer and enlisted.

How to Provide Religious Accommodation

DAFI52-201 introduced a framework for processing religious accommodations and gave substantial ownership for staffing religious accommodations to the Chaplain Corps. Toolkits are available from NGB/HC for leading a Religious Resolution Team, Pre-accession religious accommodations, Dress and Appearance accommodation, and other forms of accommodation. Your Wing Chaplain is your POC.



How to Track Spiritual Resiliency and Spiritual Health of Your Unit

AFCCARS is a suite of tools for reporting and tracking counseling, unit engagement, and events. In May 2023, a new tool was added in AFCCARS to track morale across your wing. The reports are real-time, but they are highly dependent on user input. AFCCARS gives you a real-time sight picture to address issues occurring in the wing. However, it is only one data point for morale, and you should triangulate any morale issues with the other helping agencies.

- Ensure your senior RST is inputting data monthly into AFCCARS and not sitting on the data
- Ensure your senior RST communicates monthly AFCCARS reports



How to Evaluate your Wing Chaplain?

- Has your Wing Chaplain met with you to develop an AMP and sent you an AMP for signature?
- Is the MICT checklist green?
- Has your Wing Chaplain built a cohesive team?
- Has your Wing Chaplain provided proper updates for monthly UTC reporting in DCAPES?
- Has your Wing Chaplain developed the staff and ensured members are completing PME appropriate to their rank—Basic Chaplain Course, then Chaplain Spiritual Leadership Course, then Deputy Wing Chaplain Course, finally Wing Chaplain Course?
 - Has your Wing Chaplain been developing the team for tactical issues (pastoral care and spiritual wellness engagement)?
 - We highly recommend chaplains complete SOS and ACSC. Completing PME will give your wing better officers.
- Has the Wing Chaplain been self-developing? (i.e. PME, pursuing additional degrees)
 - We highly recommend chaplains complete SOS and ACSC. Completing PME will give your wing better officers.



- Does your Wing Chaplain have adequate staff officer skills (as well as clergy skills)? Plan and vector for staff development.
- Has your Wing Chaplain been recruiting?
 - Do you have 3 RSTs? If not, has your Wing Chaplain developed a recruiting plan? Does the plan consider recruiting events, opportunities for outreach, and time commitments?
 - Has your Wing Chaplain requested recruiting advice/support from NGB/HC?
- Has your wing been holding Strong Bonds events?
- Has your Wing Chaplain been leading any special projects such as burger burns?
- Has your Wing Chaplain been consistently providing you AFCCARS reports?
 - Has your Wing Chaplain been reporting to you the morale in your squadrons and groups?
 - Have you let your Wing Chaplain know how often you'd like an update, rolling up numbers and impacts?

How to Evaluate your Superintendent?

- Are they working well with the Wing Chaplain and modeling growth to the team?
- Has the Superintendent discussed the battle rhythm/agenda for the UTA or drill with the Wing Chaplain?
- Has the Superintendent discussed UTA assignments with subordinates?
- Has the Superintendent provided feedback to RAAs on career advancement?
- Has the Superintendent attended the Top three meetings and First Sergeant councils?
- Has the Superintendent attended pre-drill supervisor meeting?
- Has the Superintendent been tracking ancillary/medical/fitness due outs & schedule w/POCs?
- Has the Superintendent ensured the team is ready to deploy?
- Has the Superintendent collaborated with the Wing Chaplain to develop the Annual Ministry Plan (AMP) and Finplan?
- Has the Superintendent reviewed the contingency plan with the staff?

What can I do to develop a more effective team?

- Include and engage the senior RST with other leaders
- Provide coaching
- Contact NGB/HC:
 - Ch, Col Leah Boling, Director, (240) 612-7920, leah.boling@us.af.mil
 - Ch, Col Yaakov Bindell, Deputy Director, (240) 612-7437, yaakov.bindell@us.af.mil
 - CMSgt Andre Williamson, Senior Enlisted Leader, (240) 612-7521, andre.williamson@us.af.mil

I am not happy with my senior RST, what can I do?

If you find that feedback and mentoring is not working:

- Call NGB/HC for help and advice
- Request a SAV

Chaplain Corps roles

Commanders will not task Chaplain Corps members to serve in a capacity that may compromise privileged communication (DAFI52-101 para 9.14). Additionally, Chaplains will not perform duties incompatible with their endorsing organizations or professional role and will remain in a noncombatant status (DAFI52-101 para 1.1.1). Chaplains will only hold and serve in a secondary AFSC or apply for “any AFSC” opportunities with prior permission from the Director, National Guard Bureau Chaplain’s Office (NGB/HC) prior to AF/HC permission (DAFI52-101 para 1.1.1).

Appendix A AMP Template



OPTIONAL TAG LINE

----- WING
ANNUAL MINISTRY PLAN

FISCAL YEARS _____

Introduction

- The Air Force Chaplain Corps' mission is to inspire the readiness of Airmen and their families by "Caring for Airmen more than anyone thinks possible." This is accomplished by the execution of an Annual Ministry Plan (AMP). This AMP serves as a roadmap in assisting ANG Airmen and their families to be thoroughly ready for local, state, and national operations.
- The AMP is divided into Direct and Indirect Mission Requirements. Direct Mission Requirements are activities that directly support the Air Force Mission funded solely by Appropriated Funds (TDY training, clergy contracts, Strong Bonds, etc.). Indirect Mission Requirements are activities that enhance the Air Force Mission funded with Chapel Tithes and Offering Funds (CTOF) (ANG units engage in CTOF only while on deployments or Operational Support at Active-Duty wings).
- The AMP is accomplished every two years for ALL MAJCOMS and evaluated quarterly to ensure overall effectiveness. The senior Religious Support Team (RST) will regularly update the commander on AMP execution. Events and programs should be adjusted based on mission requirements and available resources. If mission requirements or resources result in a deviation of more than 20 percent from the original plan, AFI 52-105, *Chaplain Corps Resourcing*, requires the AMP to be adjusted, revalidated, and reapproved. In the event the wing commander or the wing chaplain is replaced, the AMP needs to be revalidated and reapproved.

Vectors

USAF/ HC	VISION: To care for Airmen more than anyone thinks possible. MISSION: To inspire the readiness of Airmen and their Families through unparalleled soul care, leader advisement, and religious liberty.	UNIT or WING	VISION: _____ MISSION: _____
UNIT/ HC	VISION: _____ MISSION: _____	Commander's Intent for our Chaplain Corps Team: _____ _____	

XXX/HC Team Priorities

(Priorities are bolded; measures to ensure priorities are met are listed after priorities; goals to accomplish each priority are listed below)

(Note: Priorities could be different from each WG due to your Needs Assessments' results. These are examples.)

Be SPECIFIC in each priority. USE SMART GOAL CRITERIA!!! The more detail provided to commanders the better. Let them know what they can expect for the Wing Chaplain Corps.

- Priority #1: Creative/Consistent Unit Engagement** - 100% of squadrons engaged monthly.
- The Chaplain Corps team will offer commanders _____
 - Chaplains and Religious Affairs Airmen will provide quality and realistic engagement separately and together
 - The team will work with squadron leadership to create/seek out events that maximize the effects of engagement
- Priority #2: Vibrant Spiritual Opportunities** – _____ opportunities provided each drill
- Ensure opportunities are effectively offered to the whole Wing
 - End programs that are not effectively meeting airmen needs and create programs that meet needs
 - Provide Spirituality education opportunities in the workplace as appropriate
- Priority #3: Quality Strong Bonds Events** – Enrich _____ marriages/families/singles per year
- Provide quarterly Strong Bonds events (a combination of couples, families, and singles events) in cooperation with base helping agencies
 - Improve Chaplain Corps team's facilitation qualifications by attending Strong Bonds certification as needed
- Priority #4: Airmen of Character** - Focus on character development for non-religious and religious Airmen
- Continually improve Student Flight and ethics briefings
 - Encourage and lead community service projects
 - Promote base-wide spiritual fitness that discourages substance and alcohol abuse
- Priority #5: Develop Chapel Staff**
- Meet monthly with Chapel Staff for specialized training within staff meeting

- Check with UDM quarterly to ensure Chaplain Staff compliance
- Review PME/Training records monthly
- Ensure staff are signed up for appreciate schools in a timely manner
- Attend Chaplain Symposium yearly
- Attend ANGRC/HC Teams Training at least two times a year

Priority #6: Advise Commanders

- All Chaplains and Religious Affairs Airmen will enter metrics into AFCARS
- Wing Chaplain will meet with Wing Commander monthly to advise on Morale/Welfare/Spiritual Readiness of Wing using AFCARS data
- Assigned Chaplains will meet with Group Commanders monthly to advise on Morale/Welfare/Spiritual Readiness of Wing using AFCARS data

Funding		Appropriated Funds Request			
EEIC	Description	Cost	EEIC	Description	Cost
	Clergy – Contracts			Worship/Educational Supplies	
	Amn Spiritual Care (Retreats, Seminars, etc.)			Copies/Advertising	
	Non-Clergy – Contracts			Furniture/Equip	
	TDY – Mission Support			Marriage/Family/Singles Retreat/ # of Events (NGB Funded- \$ XXX)	0.00
	TDY – Training				
	GPC - Readiness, Supplies – Office, Rel Ed				
TOTAL REQUIREMENTS (VALIDATED IN BEAST)					
TOTAL 98534F RECEIVED LAST FISCAL YEAR					
TOTAL PROJECTED UNFUNDED REQUIREMENTS					

This section is specific to the Wing/HC Funding requirements. List Strong Bonds as above. SB is **NOT Unit Funded**; however, unit pays for presters’ days and travel, which should be listed in “Anticipated Manhours;” however, Travel would be included here.

Manpower	ANTICIPATED MAN-HOURS PER FISCAL YEAR BASED ON 40-HR WORK WEEK						
	PERSONNEL AVAILABLE/AUTHORIZED	MAN-HOUR STRENGTH	LEAVE/HOLIDAY	TDY/PTDY	MIL/ORG RESPONSIBILITIES	FUNCTIONAL ACTIVITY HOURS	FLEXIBLE HOURS
MANNING							
CHAPLAINS							
RELIGIOUS AFFAIRS AMN							
CIVILIANS (GS/NAF/Cont)							
TOTALS							

(Note: Funds, Man-Hours, and Calendars could be different for each WG. However, you need to project for the next 2 years)

Units Assigned						
Manpower	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6
Wing Ch Name						
Ch, (Readiness)						
Ch,						
,Superintendent						
,Readiness NCO						
,Admin. NCO						
,RAA						

An "X" should be placed in each box representing the individual's area of responsibility. The "Group" should be named (Maint, MSS, Wing Staff, Etc.)

Chapel Manpower and Funding Planning Priorities Calendar						
Priority	Activity	Date	APF Cost	CTOF Cost	Yearly Hours	Functional Area
	Spiritual Practices	Mthly		N/A		All Faith Groups
	Unit/Leadership Engagement	Mthly		N/A		Unit Engagement
	Spiritual Development/Resiliency Events	Mthly		N/A		All Faith Groups
	Unit Religious Activities	A/N		N/A		Unit Engagement
	Counseling	A/N		N/A		Counseling
	Base-Wide Celebrations	A/N		N/A		Unit Engagement
	Briefings	A/N		N/A		Unit Engagement
	Chaplain/Religious Affairs Skills Training	Qtrly		N/A		Care for Caregiver
	Couples, Families, & Singles Retreats	Qtrly		N/A		Community Care
			Total =	N/A	Total =	

I have reviewed and approved the FY_ Annual Ministry Plan.

//signed//
WING COMMANDER
Signature Block

Revised 10/19/2020

Appendix B SMART GOAL GUIDANCE



Criteria for AMP:

If it does not meet criteria; it is not a good AMP.

Why So Much Focus on AMP?

1. Most important document to ensure your team's success.
2. Shows your Command the relevance of your Chaplain Corps to overall Wing success.
3. Best way to ensure readiness and resiliency of the Wing Airmen.

Send AMP to **ANGRC ONLY!!**

[TOP](#)



Appendix C GOOD AMP EXAMPLE

Suggestions



ANNUAL MINISTRY PLAN

FISCAL YEARS

Introduction

- The Air Force Chaplain Corps’ mission is to inspire the readiness of Airmen and their families by “Caring for Airmen more than anyone thinks possible.” This is accomplished by the execution of an Annual Ministry Plan (AMP). This AMP serves as a roadmap in assisting ANG Airmen and their families to be thoroughly ready for local, state, and national operations.
- The AMP is divided into Direct and Indirect Mission Requirements. Direct Mission Requirements are activities that directly support the Air Force Mission funded solely by Appropriated Funds (TDY training, clergy contracts, Strong Bonds, etc.). Indirect Mission Requirements are activities that enhance the Air Force Mission funded with Chapel Tithes and Offering Funds (CTOF) (ANG units engage in CTOF only while on deployments or Operational Support at Active-Duty wings).
- The AMP is accomplished every two years for ALL MAJCOMS and evaluated quarterly to ensure overall effectiveness. The senior Religious Support Team (RST) will regularly update the commander on AMP execution. Events and programs should be adjusted based on mission requirements and available resources. If mission requirements or resources result in a deviation of more than 20 percent from the original plan, AFI 52-105, *Chaplain Corps Resourcing*, requires the AMP to be adjusted, revalidated, and reapproved. In the event the wing commander or the wing chaplain is replaced, the AMP needs to be revalidated and reapproved.

Vectors

USAF/ HC	VISION: To care for Airmen more than anyone thinks possible. MISSION: To inspire the readiness of Airmen and their Families through unparalleled soul care, leader advisement, and religious liberty.	VISION: A united organization of empowered individuals, ready to meet combat and peacetime challenges around the world. MISSION: Equip a force capable of conducting effective operations; primarily to provide combat airlift.
153 AW HC	VISION: Developing Spiritually Fit Airmen for National and Global Impact and to operate with intentionality. MISSION: Forging Spiritual Fitness by building community, supporting Airmen, and conducting events	Commander’s Intent for our Chaplain Corps Team: The Chaplain Corps must work daily to improve the spiritual well-being and understanding of the flock.

153AW/HC Team Priorities

(Priorities are bolded; measures to ensure priorities are met are listed after priorities; goals to accomplish each priority are listed below)

- Priority #1: Creative/Consistent Unit Engagement** -- At least 75% of squadrons engaged monthly.
- Visit MDS, Maint, Wing Staff and FSS monthly, visit CACS every odd month, visit Ops every even month (just as a suggestion)
 - The Chaplain Corps team will offer commanders accommodation guidance, ethical concerns, and counseling trends
 - Chaplains and Religious Affairs Airmen will provide quality and realistic engagement separately and together
 - The team will work with squadron leadership to create/seek out events that maximize the effects of engagement
- Priority #2: Vibrant Spiritual Opportunities** – 100% opportunities provided each drill
- Ensure opportunities are effectively offered to the whole Wing
 - Offer Catholic Mass monthly at 0800 Building 123
 - Offer General Protestant services at 1000 in Building 123
 - Offer devotionals at FSS, SPS, OPS every other month (Will announce over giant voice)
 - End programs that are not effectively meeting airmen needs and create programs that meet needs
 - Provide Spirituality education opportunities in the workplace as appropriate
- Priority #3: Quality Strong Bonds Events** - Enrich 50 marriages/families/singles per year
- Provide quarterly Strong Bonds events (a combination of couples, families, and singles events) in cooperation with base helping agencies
 - One Single’s Retreat 30 in first quarter
 - One Marriage Retreat 20 couples 2nd quarter
 - Four Leadership Training Events (12 hours each), one per quarter
 - Improve Chaplain Corps team’s facilitation qualifications by attending Strong Bonds certification as needed
- Priority #4: Airmen of Character** - Focus on character development for non-religious and religious Airmen
- Continually improve Student Flight and ethics briefings
 - Encourage and lead community service projects

- Promote base-wide spiritual fitness that discourages substance and alcohol abuse
- Provide ethics-based training at roll-call, two groups per month (one on Saturday and one Sunday)- 15 min.

Priority #5: Develop Chapel Staff

- Meet monthly with Chapel Staff for specialized training within staff meeting
- Check with UDM quarterly to ensure Chaplain Staff compliance
- Review PME/Training records monthly
- Ensure staff are signed up for appreciate schools in a timely manner
- Attend Chaplain Symposium yearly
- Attend ANGRC/HC Teams Training at least two times a year

Priority #6: Advise Commanders

- All Chaplains and Religious Affairs Airmen will enter metrics into AFCARS
- Wing Chaplain will meet with Wing Commander monthly to advise on Morale/Welfare/Spiritual Readiness of Wing using AFCARS data
- Assigned Chaplains will meet with Group Commanders monthly to advise on Morale/Welfare/Spiritual Readiness of Wing using AFCARS data

Funding					
Appropriated Funds Request- PEC 98534F – Per Physical Year, FY24-FY25					
EEIC	Description	Cost	EEIC	Description	Cost
55903	Clergy – Ecclesiastical Supplies	\$1,500		Marriage/Family/Singles Retreat/ 4X	\$60,000
61900	Amn Spiritual Care (Retreats, Seminars, etc.)	\$3,000	40915	TDY – Training, Ecclesiastical Endorser Conf.	\$30,000
	Copies/Advertising (DAPS)	\$500	40924	TDY – Mission Support	\$16,000
TOTAL REQUIREMENTS (VALIDATED IN BEAST)					
TOTAL 98534F RECEIVED LAST FISCAL YEAR					
TOTAL PROJECTED <u>UNFUNDED</u> REQUIREMENTS					\$111,000

This section is specific to the Wing/HC Funding requirements. List Strong Bonds as above. SB is **NOT Unit Funded**; however, unit pays for presters’ days and travel, which should be listed in “Anticipated Manhours;” however, Travel would be included here.

Units Assigned						
Manpower	SFS	Medical	Maint	OPS	FSS	Wing Staff
Wing Ch, ,					X	X
Ch,		X	X			
Ch,	X			X		
,Superintendent	X					X
,Readiness NCO		X	X			
,RAA				X	X	

Manpower	ANTICIPATED MAN-HOURS PER FISCAL YEAR BASED ON 40-HR WORK WEEK						FLEXIBLE HOURS
	PERSONNEL AVAILABLE/AUTHORIZED	MAN-HOUR STRENGTH	LEAVE/HOLIDAY	TDY/PTDY	MIL/ORG RESPONSIBILITIES	FUNCTIONAL ACTIVITY HOURS	
MANNING							
CHAPLAINS	3/4	3328	240	360	300	440	
RELIGIOUS AFFAIRS AMN	3/3	1248	0	360	300		
CIVILIANS (GS/NAF/Cont)	0/0	0	0	0	0		

TOTALS	6/7	4576	240	720	600	440	2576
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Chapel Manpower and Funding Planning Priorities Calendar						
Priority	Activity	Date	APF Cost	CTOF Cost	Yearly Hours	Functional Area
	Spiritual Practices	Mthly		N/A	50	All Faith Groups
	Unit/Leadership Engagement	Mthly		N/A	1056	Unit Engagement
	Spiritual Development/Resiliency Events	Mthly		N/A	50	All Faith Groups
	Unit Religious Activities	A/N		N/A	30	Unit Engagement
	Counseling	A/N		N/A	480	Counseling
	Base-Wide Celebrations	A/N		N/A	50	Unit Engagement
	Briefings	A/N		N/A	300	Unit Engagement
	Chaplain/Religious Affairs Skills Training	Qtrly		N/A	240	Care for Caregiver
	Couples, Families, & Singles Retreats	Qtrly		N/A	320	Community Care
			Total =	N/A	Total =	

I have reviewed and approved the FY_2024-2025 Annual Ministry Plan.

//signed//

Commander, Wing