



DEPARTMENT OF THE NAVY

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COMUSFLTFORCOM/COMPACFLTINST 5351.1
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COMUSFLTFORCOM/COMPACFLTINST 5351.1

Subj: STANDARDS AND PROTOCOLS FOR LEADERSHIP, SUPERVISION, AND MENTORING OF MEMBERS OF RELIGIOUS MINISTRY TEAMS

Ref: (a) SECNAVINST 5351.1
(b) SECNAVINST 1730.7D
(c) OPNAVINST 1730.1E
(d) COMPACFLTINST 1730.1C/COMUSFLTFORCOMINST 1730.1
(e) NWP 1-05
(f) NTPP 1-05.2
(g) SECNAVINST 1730.9
(h) SECNAVINST 1730.10
(i) DoD Directive 5500.07 of 29 Nov 2007
(j) OPNAVINST 4001.1F

Encl: (1) Fleet Standards for Advisement and Counseling
(2) Fleet Professional Naval Chaplaincy Code of Practice
(3) Record of Annual Briefing

1. Purpose. To establish the standards and protocols for leadership, supervision, and mentoring of and by chaplains, Religious Programs Specialists (RP), and other members of Religious Ministry Teams (RMT) in Commander, U.S. Fleet Forces Command (USFF) and Commander, U.S. Pacific Fleet (COMPACFLT). This instruction implements the basic values and standards of Professional Naval Chaplaincy (PNC) as described in reference (a). This instruction establishes the minimum expected conduct of all RMT members and informs the chain of command and those served on the level of professionalism they should expect from chaplains, RPs, and other RMT members.

2. Scope. This instruction applies to COMPACFLT, USFF, and all subordinate commands and staffs.

3. Background. Commanding officers/commanders, hereinafter referred to as commanders, lead, supervise, and promote mentorship for all assigned personnel and ensure adherence to the core values, standards, and ethos of the U.S. Navy. In support of commanders, the PNC community is responsible for the leadership, supervision, and mentoring of its members to the standards and expectations set forth in reference (a). References (b) through (d) establish additional policy for the professional delivery of Religious Ministry (RM).

4. Policy

- a. Chaplains and RPs shall lead, supervise, and mentor according to the standards established in this instruction.
- b. All RMT personnel shall be counseled on and comply with the standards established in this instruction according to the procedures described in this instruction.
- c. Fleet and Force training instructions and requirements shall incorporate the standards established in this instruction.
- d. This instruction authorizes the establishment of Force award and recognition programs, which shall comply with the Joint Ethics Regulation, to encourage leadership, supervision, and mentoring excellence in PNC.

5. Leadership. RMT leadership in the Fleet shall model the professional standards established in this instruction, expect and inspire teamwork, and cultivate leadership and administrative skills in juniors that are necessary for increased leadership in the PNC community. Chaplain leaders shall maintain relations with their endorsing Religious Organizations (RO) to the standard of the RO, setting the example for their subordinates.

6. Supervision. Chaplains with supervisory responsibility for other chaplains shall counsel those chaplains annually on the standards established in this instruction to include the Fleet Standards for Advisement and Counseling in enclosure (1) and the Fleet PNC Code of Practice in enclosure (2). Each chaplain shall record agreement to follow these standards by signing enclosure (3), which shall be retained by the supervisor. Supervisors at all levels shall:

- a. Maintain ongoing, regular contact with subordinates.
- b. Be active, interactive, and comprehensive in their supervision.
- c. Solicit, recognize, and disseminate best practices; model adherence to standards; build PNC community identity; and encourage cooperative ministry.
- d. Observe subordinates in the work environment.
- e. Ensure that reporting regimes are followed and supported by proper training.
- f. Encourage and support subordinate chaplains in the maintenance of professional relations with their endorsing RO to the standard required by the RO.
- g. Discuss RMT adherence to standards and the following items with subordinate unit commanders:
 - (1) The requirements for Command Religious Programs (CRP) set forth in references (b) through (f).
 - (2) PNC community expectations.
 - (3) The commander's observations, questions, and concerns about the CRP and the RMT's performance.

7. Mentoring. Mentoring in PNC occurs when those with expertise and experience share their expertise and experience in a professional manner. The professional wisdom, expertise, and experience of senior chaplains and RPs should be shared with the next generation of leaders in an intentional and professional manner.

a. All chaplains and RPs shall establish and maintain mentoring relationships.

b. Senior chaplains and RPs shall avail themselves of reasonable opportunities to have a positive impact on the professionalism of junior chaplains and RPs, to include the supervisory relationship, area-wide training, duty chaplain program supervision, and other appropriate venues.

c. Senior chaplains and RPs shall support their subordinates by encouraging mentoring relationships outside their chain of command in order to allow a broad opportunity for mentoring.

8. Fleet PNC Standards. The Fleet Standards for Advisement and Counseling in enclosure (1) and the Fleet PNC Code of Practice in enclosure (2) establish the Fleet standards and provide additional guidance on the policies established in references (a) through (d), (g), and (h).

9. Actions

a. Commanders

(1) Seek advice from unit and supervisory chaplains regarding the standards in this instruction and PNC community expectations.

(2) Ensure that all RMT personnel are counseled on, understand, and comply with the standards established in this instruction.

(3) Inform the cognizant senior supervisory chaplain of all instances in which RMT personnel fail to adhere to these standards.

b. Supervisory chaplains

(1) Brief subordinate chaplains annually on the Fleet standards articulated in this instruction. The brief shall be memorialized through completion of enclosure (3).

(2) Provide annual briefs to subordinate unit Commanders with RMT personnel regarding Fleet standards in this instruction and PNC community expectations for chaplains and RPs.

(3) When a deficiency is identified, and where appropriate, advise the chaplain's commander and counsel the chaplain on the standards in this instruction and the expectations of the PNC community.

(4) Inform subordinate chaplains that the professional counseling they receive on this instruction does not constitute a relationship such that the nature of the communication

would meet the standards for a confidential communication, and that the professional counseling is not a legal proceeding. They shall encourage the subordinate to seek pastoral and/or legal advice elsewhere.

(5) Seek legal advice prior to any action if a violation of the Uniform Code of Military Justice is suspected.

c. All chaplains in the Fleet

(1) Be familiar with and adhere to the standards established in this instruction.

(2) Acknowledge the annual counseling they receive from a supervisory chaplain by signing the form in enclosure (3), which memorializes their agreement to adhere to the standards established in this instruction and its enclosures.

(3) Contribute to efforts at process improvement in Fleet religious ministry.


PATRICK DRISCOLL
Deputy and Chief of Staff


MICHELLE J. HOWARD
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FLEET STANDARDS FOR ADVISEMENT AND COUNSELING

Per references (a), (b), and (h), Religious Ministry Teams (RMTs) offer support to individuals through advisement and counseling. The following establishes the minimum standards for the delivery of such support within the boundaries of good order and discipline. The minimum standards for advice and counsel are a subset of the professional standards of Professional Naval Chaplaincy (PNC).

- a. At all times, chaplains and Religious Programs Specialists (RP) shall be attentive to the vulnerability of those who come for help, and shall honor physical, emotional, and religious boundaries, establishing a safe counseling environment.
- b. RMT personnel shall respect the confidential communications of those served in accordance with reference (g). Chaplains and/or RPs shall explain Navy policy on confidential communications to all those seeking advice or counsel prior to commencement of a counseling session.
- c. Chaplains are authorized to advise and counsel only under their authority as chaplains, per references (a) through (d), (g), and (h), even if they possess other credentials, certifications, or licenses. Other certifications, licenses, or other authorities may inform a chaplain's delivery of religious ministry, but the standard for accountability is that established in this instruction. If a chaplain determines that a conflict of interest exists between the chaplain's certifications, licenses or other authorities and the delivery of ministry under this instruction and references, the chaplain is required to consult with the senior supervisory chaplain and the authority granting credentials in order to remove the conflict of interest. Until the matter is resolved, the chaplain shall refrain from the types of counseling that create a conflict of interest or comply with this instruction and references.
- d. RMT personnel shall maintain clear boundaries in the areas of self-disclosure, intimacy and sexuality, and refrain from any form of sexual misconduct, sexual harassment, or sexual assault in relationships with those served.

e. Rooms where scheduled counseling takes place shall have a door with a window per reference (c). Scheduled counseling sessions shall occur only in spaces that meet this standard. Where available, an RP shall be in close physical proximity during scheduled counseling. If unscheduled counseling takes place in a room that does not have a door with a window, the door should be kept ajar, but care should be taken to ensure that privacy can be maintained.

f. Intimate physical contact, such as hugging, in the context of counseling is rarely appropriate. Touching of any kind should be limited to hand-shakes or the equivalent, barring extraordinary circumstances. If physical contact is necessary to deliver context-appropriate pastoral acts (sacraments, rites, ordnances, etc.), the chaplain shall not physically contact the counselee unless the counselee gives explicit permission in advance and shall be prepared to demonstrate to the chain of command and supervisory chaplain the conditions that existed that made physical contact necessary.

g. Frequency and duration of counseling sessions are at the discretion of the chaplain and the counselee based on Religious Officer (RO) standards, professional judgment, the nature of the identified issues, mission and training requirements, and supportability.

h. Counseling case notes are not required. If chaplains use personal notes in support of counseling, those notes shall be kept secure and destroyed when no longer needed, in compliance with reference (g).

i. Recognizing the limits of their individual expertise, chaplains shall seek advice and counsel of other professionals when it is in the best interest of the person served. Per reference (c), chaplains shall make informed and appropriate referrals for those whose needs are not within the professional competencies of the chaplain, for those who cannot be directly assisted, or those who need specialized support.

j. In the event that a referral or collaborative effort is needed, the counselee must agree to waive confidentiality for the purposes that the counselee identifies. The need for referral or collaboration, in and of itself, does not

necessarily require that confidentiality be waived. When counseling is scheduled in advance, a written release should be used.

k. When referring someone to other agencies, RMTs shall attempt to make personal contact and introduction, accomplishing the highest quality coordination of assistance as possible. RMTs shall follow up with the Sailor, family, and/or command, as appropriate, in order to ensure the best possible support. RMTs shall attempt to accompany those in need to the help they require.

FLEET PROFESSIONAL NAVAL CHAPLAINCY CODE OF PRACTICE

In pursuit of excellence in ministry, and recognizing the unique trust placed in chaplains by those to whom they minister, chaplains and Religious Program Specialists (RPs) shall behave in a professional manner to the standard set in this policy.

a. Each chaplain shall realize that as a Naval officer the chaplain represents the Chaplain Corps, the U.S. Navy, and the nation. As a religious ministry professional, the chaplain represents the Religious Officer (RO).

b. Chaplains and RPs shall speak and act in ways that honor the dignity and value of every individual served, listening actively and attentively to the concerns expressed. They shall offer ministry that is intended to promote the best interests of the person served in order to foster wholeness.

c. Chaplains shall clearly distinguish between statements made or actions taken as a private individual, a representative of an RO or a member of the USN. They shall avoid or correct any conflict of interest or the appearance of conflict of interest.

d. Religious Ministry Teams (RMTs) shall exercise good stewardship of resources entrusted to them. Chaplains shall comply with restrictions regarding outside employment and honoraria contained in references (i) and (j).

e. Chaplains shall notify the chain of command, a senior supervisory chaplain, and his/her endorsing agent if, for any reason, he/she is not free to perform prescribed duties and ministerial functions in good conscience.

f. Chaplains shall maintain their professional qualifications and relationship with their endorsing RO to the standard required by the RO, to include continuing education and attendance at RO events.

g. Chaplains and RPs shall execute Command Religious Programs (CRP) to the Fleet Naval Chaplaincy standards established in the references and the standards established in this instruction. Any further accreditation, certifications,

licenses, or other authorities and standards associated thereto may only be applied over and above the Navy and Fleet standards, but shall not be used as substitutes for the Navy and Fleet standards.

h. RMT personnel shall not directly or by implication claim a professional qualification or title that exceeds actual qualifications.

i. Chaplains and RPs shall ensure that private behavior does not impair the RMT's ability to fulfill professional and military responsibilities or bring dishonor to the Navy, Chaplain Corps or RP Rating.

j. When conducting training and education, RMTs shall maintain a healthy educational environment that is free of coercion or intimidation.

k. Chaplains and RPs shall participate in area-wide and other professional training, and are strongly encouraged to participate in hails and farewells, retirements, promotion ceremonies, and other community building activities.

l. Chaplains and RPs shall support the integrity and well being of RMT members.

m. Chaplains and RPs shall support other professionals and agencies which assist Sailors and their families by offering RM expertise and advice, exercising due caution when communicating through electronic or other means.

n. RMTs shall coordinate and communicate with other commands when services have been provided to personnel within those commands, within the boundaries of confidential communication as established in reference (g). Unit RMTs shall coordinate and communicate with Force and/or ISIC RMTs when the situation warrants. All RMTs shall work in a spirit of cooperation, dedication to service, and professionalism.

COMUSFLTFORCOM/COMPACFLTINST 5351.1
19 Dec 12

RECORD OF ANNUAL BRIEFING

I have reviewed and discussed with Chaplain _____
(subordinate chaplain) the content of
COMUSFLTFORCOM/COMPACFLTINST 5351.1 and in particular
the Fleet Standards for Advisement and Counseling (enclosure (1))
and Fleet Professional Naval Chaplaincy (PNC) Code of Practice
(enclosure (2)) of COMUSFLTFORCOM/COMPACFLTINST 5351.1.

Signature/ Date of supervisory chaplain:

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I have reviewed and discussed with Chaplain _____
(supervisory chaplain) the content of
COMUSFLTFORCOM/COMPACFLTINST 5351.1 and in particular the Fleet
Standards for Advisement and Counseling (enclosure (1)) and
Fleet PNC Code of Practice (enclosure (2)) of
COMUSFLTFORCOM/COMPACFLTINST 5351.1. I agree to adhere to those
standards.

Signature/ Date of subordinate chaplain:
