



**NONRESIDENT
TRAINING
COURSE**



February 1986

Religious Program Specialist 1 & C

NAVEDTRA 14227

Although the words “he,” “him,” and “his” are used sparingly in this course to enhance communication, they are not intended to be gender driven or to affront or discriminate against anyone.

NAVAL EDUCATION AND TRAINING PROGRAM
MANAGEMENT SUPPORT ACTIVITY
PENSACOLA, FLORIDA 32509-5000

ERRATA #1

July 1988

Specific Instructions and Errata for the
Rate Training Manual/Training Manual (TRAMAN)
Religious Program Specialist 1&C

No attempt has been made to issue corrections for errors in typing, punctuation, etc., which are obvious.

Rate Training Manual/Training Manual

Page 4-22 to page 4-36: Disregard the information beginning with "NONAPPROPRIATED FUNDS" on page 4-22 to the end of the material before "CHAPEL COUNCILS" on page 4-36. The information on these pages is not completely accurate and may be misleading. Further information concerning nonappropriated funds will be provided by the Office of the Chief of Naval Operations (OP-09G) in the future.

PREFACE

By enrolling in this self-study course, you have demonstrated a desire to improve yourself and the Navy. Remember, however, this self-study course is only one part of the total Navy training program. Practical experience, schools, selected reading, and your desire to succeed are also necessary to successfully round out a fully meaningful training program.

THE COURSE: This self-study course is organized into subject matter areas, each containing learning objectives to help you determine what you should learn along with text and illustrations to help you understand the information. The subject matter reflects day-to-day requirements and experiences of personnel in the rating or skill area. It also reflects guidance provided by Enlisted Community Managers (ECMs) and other senior personnel, technical references, instructions, etc., and either the occupational or naval standards, which are listed in the *Manual of Navy Enlisted Manpower Personnel Classifications and Occupational Standards*, NAVPERS 18068.

THE QUESTIONS: The questions that appear in this course are designed to help you understand the material in the text.

VALUE: In completing this course, you will improve your military and professional knowledge. Importantly, it can also help you study for the Navy-wide advancement in rate examination. If you are studying and discover a reference in the text to another publication for further information, look it up.

*1986 Edition Prepared by
RPC Ralph R. Byrd*

Published by
NAVAL EDUCATION AND TRAINING
PROFESSIONAL DEVELOPMENT
AND TECHNOLOGY CENTER

**NAVSUP Logistics Tracking Number
0504-LP-026-8660**

Sailor's Creed

“I am a United States Sailor.

I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.

I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world.

I proudly serve my country's Navy combat team with honor, courage and commitment.

I am committed to excellence and the fair treatment of all.”

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INSTRUCTIONS FOR TAKING THE COURSE

ASSIGNMENTS

The text pages that you are to study are listed at the beginning of each assignment. Study these pages carefully before attempting to answer the questions. Pay close attention to tables and illustrations and read the learning objectives. The learning objectives state what you should be able to do after studying the material. Answering the questions correctly helps you accomplish the objectives.

SELECTING YOUR ANSWERS

Read each question carefully, then select the BEST answer. You may refer freely to the text. The answers must be the result of your own work and decisions. You are prohibited from referring to or copying the answers of others and from giving answers to anyone else taking the course.

SUBMITTING YOUR ASSIGNMENTS

To have your assignments graded, you must be enrolled in the course with the Nonresident Training Course Administration Branch at the Naval Education and Training Professional Development and Technology Center (NETPDTC). Following enrollment, there are two ways of having your assignments graded: (1) use the Internet to submit your assignments as you complete them, or (2) send all the assignments at one time by mail to NETPDTC.

Grading on the Internet: Advantages to Internet grading are:

- you may submit your answers as soon as you complete an assignment, and
- you get your results faster; usually by the next working day (approximately 24 hours).

In addition to receiving grade results for each assignment, you will receive course completion confirmation once you have completed all the

assignments. To submit your assignment answers via the Internet, go to:

<http://courses.cnet.navy.mil>

Grading by Mail: When you submit answer sheets by mail, send all of your assignments at one time. Do NOT submit individual answer sheets for grading. Mail all of your assignments in an envelope, which you either provide yourself or obtain from your nearest Educational Services Officer (ESO). Submit answer sheets to:

COMMANDING OFFICER
NETPDTC N331
6490 SAUFLEY FIELD ROAD
PENSACOLA FL 32559-5000

Answer Sheets: All courses include one “scannable” answer sheet for each assignment. These answer sheets are preprinted with your SSN, name, assignment number, and course number. Explanations for completing the answer sheets are on the answer sheet.

Do not use answer sheet reproductions: Use only the original answer sheets that we provide—reproductions will not work with our scanning equipment and cannot be processed.

Follow the instructions for marking your answers on the answer sheet. Be sure that blocks 1, 2, and 3 are filled in correctly. This information is necessary for your course to be properly processed and for you to receive credit for your work.

COMPLETION TIME

Courses must be completed within 12 months from the date of enrollment. This includes time required to resubmit failed assignments.

PASS/FAIL ASSIGNMENT PROCEDURES

If your overall course score is 3.2 or higher, you will pass the course and will not be required to resubmit assignments. Once your assignments have been graded you will receive course completion confirmation.

If you receive less than a 3.2 on any assignment and your overall course score is below 3.2, you will be given the opportunity to resubmit failed assignments. **You may resubmit failed assignments only once.** Internet students will receive notification when they have failed an assignment--they may then resubmit failed assignments on the web site. Internet students may view and print results for failed assignments from the web site. Students who submit by mail will receive a failing result letter and a new answer sheet for resubmission of each failed assignment.

COMPLETION CONFIRMATION

After successfully completing this course, you will receive a letter of completion.

ERRATA

Errata are used to correct minor errors or delete obsolete information in a course. Errata may also be used to provide instructions to the student. If a course has an errata, it will be included as the first page(s) after the front cover. Errata for all courses can be accessed and viewed/downloaded at:

<http://www.advancement.cnet.navy.mil>

STUDENT FEEDBACK QUESTIONS

We value your suggestions, questions, and criticisms on our courses. If you would like to communicate with us regarding this course, we encourage you, if possible, to use e-mail. If you write or fax, please use a copy of the Student Comment form that follows this page.

For subject matter questions:

E-mail: n313.products@cnet.navy.mil
Phone: Comm: (850) 452-1001, Ext. 2169
DSN: 922-1001, Ext. 2169
FAX: (850) 452-1370
(Do not fax answer sheets.)
Address: COMMANDING OFFICER
NETPDTC (CODE N313)
6490 SAUFLEY FIELD ROAD
PENSACOLA FL 32509-5237

For enrollment, shipping, grading, or completion letter questions

E-mail: fleetservices@cnet.navy.mil
Phone: Toll Free: 877-264-8583
Comm: (850) 452-1511/1181/1859
DSN: 922-1511/1181/1859
FAX: (850) 452-1370
(Do not fax answer sheets.)
Address: COMMANDING OFFICER
NETPDTC (CODE N331)
6490 SAUFLEY FIELD ROAD
PENSACOLA FL 32559-5000

NAVAL RESERVE RETIREMENT CREDIT

If you are a member of the Naval Reserve, you will receive retirement points if you are authorized to receive them under current directives governing retirement of Naval Reserve personnel. For Naval Reserve retirement, this course is evaluated at 5 points. (Refer to *Administrative Procedures for Naval Reservists on Inactive Duty*, BUPERSINST 1001.39, for more information about retirement points.)

COURSE OBJECTIVES

In completing this nonresident career course, you will demonstrate acquired knowledge by correctly answering questions on the following subject matter areas: Religious Ministries in the Navy; Planned Ministry Objectives; office management; naval directives; reports management; publications; naval communications; equipment management, maintenance management; procurement of services of auxiliary chaplains, contract chaplains, and clergy for

occasional ministries; the appointment of lay readers; fiscal budgeting; management of nonappropriated funds; logistics management; facilities construction personnel management; programs management; managerial styles; education and training; and Religious Education Programs.

Student Comments

Course Title: Religious Program Specialist 1 & C

NAVEDTRA: 14227 **Date:** _____

We need some information about you:

Rate/Rank and Name: _____ SSN: _____ Command/Unit _____

Street Address: _____ City: _____ State/FPO: _____ Zip _____

Your comments, suggestions, etc.:

<p>Privacy Act Statement: Under authority of Title 5, USC 301, information regarding your military status is requested in processing your comments and in preparing a reply. This information will not be divulged without written authorization to anyone other than those within DOD for official use in determining performance.</p>
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NETPDTC 1550/41 (Rev 4-00)

CHAPTER 1

THE RELIGIOUS PROGRAM SPECIALIST

The Religious Program Specialist (RP) rating was established on 15 January 1979. This rating is designed to provide Navy chaplains with professional support personnel who are skilled in religious programming and administration. Approximately two-thirds of the tasks RPs are trained to perform are in the area of religious programming. The remaining tasks are of a clerical nature. Figure 1-1 lists the primary duties the leading RP will perform.

THE CHAPLAIN CORPS

The term "chaplain" comes to us from a French legend. According to the legend, Saint Martin of Tours split his cloak in half and shared it with a beggar on a wintry day at the gates of Amiens, France. The cloak was preserved because it was believed to have been shared with Christ, and it became the sacred banner of French kings. The officer tasked with the care of the cloak and

RELIGIOUS PROGRAM SPECIALIST DUTIES
Determine religious program support requirements.
Assist in management of religious programs and facilities.
Ensure that records of the religious offerings funds are maintained.
Manage appropriated funds and property accounts in support of religious programs.
Serve as religious offerings fund account custodian for the nonappropriated religious offerings fund.
Maintain ecclesiastical documents.
Requisition, receive, maintain, and safeguard ecclesiastical equipment and supplies.
Assist in assembly and distribution of selected devotional and religious education materials.
Assist in the supervision of the office of the chaplain.
Coordinate volunteer religious programs.
Train personnel in support of religious programs.
Serve as coordinator of religious education.
Maintain liaison with ecclesiastical and community agencies.
Maintain shipboard libraries.
Perform administrative duties.

Figure 1-1.—Primary duties of the leading Religious Program Specialist.

with carrying it into battle was called the chaplain or cloak bearer. Chaplain comes from the French word “chapete” —a short cloak. Later, priests or chaplains, rather than field officers, were charged with the care of the sacred cloak.

Chaplains served aboard warships of many nations. In the British and American Navies they collected 4 pence per month from each member of the crew. In return, they rewarded every seaman who learned a psalm by giving him 6 pence.

Besides holding divine services, chaplains were charged with the instruction of midshipmen and the moral guidance of officers and enlisted alike.

It wasn't until the eighteenth century that chaplains were permitted to dine in the wardroom. Previously, they dined in their own cabins, although they were frequently invited to dine with the captain.

The second article of *Navy Regulations* was adopted by the Continental Congress on 28 November 1775. This article made provision for divine services afloat. We quote from the article:

“The Commander of the ships of the thirteen United Colonies are to take care that divine services be performed twice a day on board, and a sermon preached on Sundays, unless bad weather or other extraordinary accidents prevent.”

Although chaplains are not specifically mentioned in this article, it is obvious that Congress intended that the clergy be placed on board naval vessels to conduct worship services.

A Congregational minister, the Reverend Edwards Brooks, was the first chaplain to serve in the Continental Navy. He reported aboard USS *Hancock* in the spring of 1777 and was subsequently captured by the British in May 1777. Sometime later he was exchanged for a captured British chaplain.

The Reverend William Balch was commissioned a chaplain in the United States Navy on 30 October 1799. He is considered to be the first commissioned chaplain of the United States Navy. However, there is clear evidence that William Austin was serving as a chaplain without a commission aboard USS *Constitution* nearly a year before Reverend William Balch reported for duty. Since the practice of using unordained men as chaplains was common in the early days of the Navy, it is not known whether Mr. Austin was an ordained minister. However, since he performed duties as a chaplain and was listed in the

official records of the ship, it appears that the distinction of being the first United States Navy chaplain belongs to him.

During this period, Navy chaplains were expected to serve as teachers of various subjects as well as to perform ministerial functions. In answer to an inquiry made by a member of Congress regarding the duties of a Navy chaplain, on 21 February 1811, the Secretary of the Navy wrote the following:

“The duties of a chaplain in the Navy are to read prayers at stated periods; to perform all funeral ceremonies; to lecture or preach to the crew on Sundays; to instruct the midshipmen and volunteers in writing, arithmetic, navigation, and lunar observations, and when required, to teach other youths of the ship.”

This statement summarizes the regulations that were set forth in 1802. Therefore, it is obvious that the main burden of preparing junior officers for their future duties rested upon chaplains. This trend continued until the government established the Naval Academy at Annapolis in 1845.

After the establishment of the Naval Academy, chaplains began to devote more attention to their ministerial duties and less to teaching midshipmen. However, the regulations of 1939 shown in figure 1-2 clearly indicate that the chaplain was expected to assist personnel who were deficient in certain academic subjects (item 5 in the figure). The duties of the chaplain were not significantly modified during World War II.

Navy chaplains have distinguished themselves in several professional areas throughout United States history. The foregoing account shows the importance that has been placed on the chaplaincy in the Navy.

Three correspondence courses provide a detailed history of the Chaplain Corps. They are History of the Chaplain Corps, Part I, which presents the history of the Chaplain Corps from the days of the Continental Navy to 8 September 1939; History of the Chaplain Corps, Part II, which continues the history of the Chaplain Corps through 1949; and History of the Chaplain Corps, Part III, which presents the history of the Chaplain Corps during the Korean War. The personnel in the command's educational services office will order these courses upon request.

NAVY REGULATIONS (1939)

The chaplain shall—

(1) Perform divine services aboard his own ship when prescribed by the commanding officer.

(2) Perform divine services aboard other ships and at shore stations and naval hospitals when directed by the senior officer present.

(3) Facilitate performance of divine service by clergymen of churches other than his own as directed by his commanding officer.

(4) Form voluntary classes for religious instruction as directed by the commanding officer.

(5) Supervise instruction of those deficient in elementary subjects, reporting quarterly in writing to his commanding officer on the character, hours, and progress of instruction given each individual so instructed.

(6) Visit the sick daily or more often unless their condition renders these visits inadvisable.

(7) At quarters, report to his battle station as directed by the commanding officer, who shall assign the chaplain a station where he may attend the wounded.

(8) At daily quarters, report his presence aboard to the executive officer.

(9) As required by section 1398 R.S., report annually to the Secretary of the Navy (via official channels) all official services performed by him.

(10) As provided by section 1397 R.S., conduct public worship according to the manner and form of his own church.

(11) In case of sickness, death, or other emergency call on the homes of men whose families reside in the vicinity of the ship. In addition to emergency calls, he shall, when occasion offers, make such calls on families as he may deem desirable for the development of a sense of interest by the ship in the welfare of the men and of families.

(12) Report to the Bureau of Naval Personnel all marriages, funerals, and baptisms at which he officiates, giving names, dates, and places.

Figure 1-2.—Navy regulations (1939) outlining duties of a Navy chaplain.

PURPOSE OF THE CHAPLAIN CORPS

The Navy Chaplain Corps is comprised of representatives of the various religious bodies of the United States. The purpose of the Navy Chaplain Corps is to provide professional guidance to the Department of the Navy and to promote the spiritual, religious, moral, and personal well-being of members of that establishment by providing the ministries appropriate to their rights and needs. This may involve providing ministries to dependents and other authorized individuals. The chaplain's ministries normally include conducting worship services, liturgies, and rites; providing religious education and pastoral ministries; organizing spiritual renewal activities; and participating in humanitarian projects.

COMMISSIONING OF NAVY CHAPLAINS

Quotas for Navy chaplains are established by government authority and are based upon the overall national population for the various faith groups. The right of these groups to establish standards for their clergy seeking commissioning as naval officers in the staff corps (Chaplain Corps) is recognized by the Navy. This approval is referred to as an ecclesiastical endorsement. The Navy Department will not commission or call to active duty any member of the clergy who has not received an ecclesiastical endorsement. In addition to an ecclesiastical endorsement, a candidate for commissioning in the Chaplain Corps must have completed 3 years, or 90 semester hours of graduate study leading to a master of divinity degree, or an equivalent theological degree. Candidates must also meet the required age and physical qualifications.

THE CHIEF OF CHAPLAINS

Respect and custom established the unofficial title "Chief of Chaplains" before its official establishment by an act of Congress on 22 December 1944. Since March 1945, the Navy's Chaplain Corps has been headed by a Chief of Chaplains with the rank of rear admiral. An organizational change in the Office of the Chief of Naval Operations occurred in November 1981

whereby the Chief of Chaplains was designated as OP-09G (formerly OP-01H). Specific guidance concerning this reorganization was provided in OPNAVNOTE 5430 dated 23 November 1981. The mission of the Chief of Chaplains as outlined in OPNAVINST 1730.7 is shown in figure 1-3.

ORGANIZATION OF THE OFFICE OF THE CHIEF OF CHAPLAINS

As stated above, the Office of the Chief of Chaplains is within the purview of the Chief of Naval Operations and is designated OP-09G. In order to accomplish the mission of the Chief of Chaplains, the Office of the Chief of Chaplains is organized into various branches and divisions.

The current organization of the Office of the Chief of Chaplains is outlined below. Each division and branch contributes to the

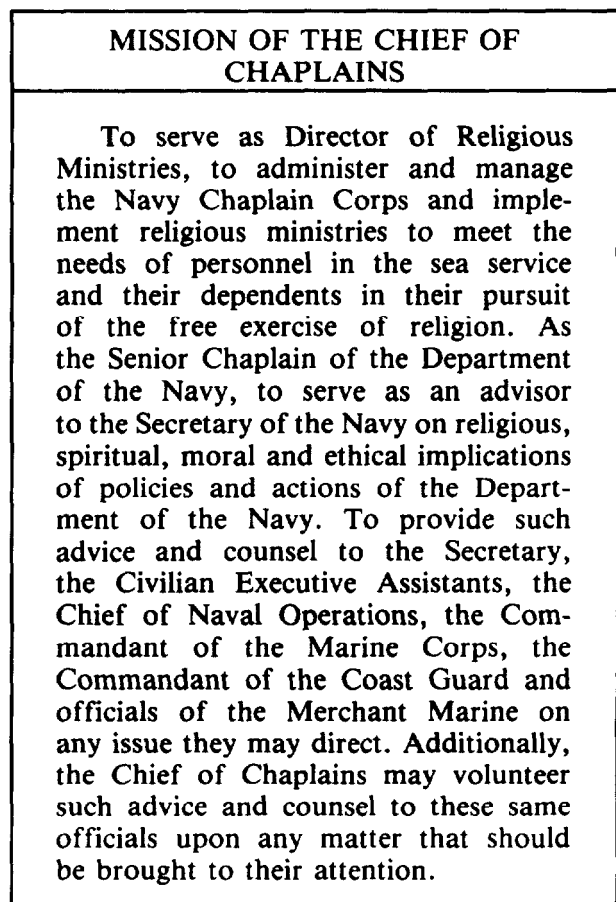


Figure 1-3.—Mission of the Chief of Chaplains.

accomplishment of the mission of the Chief of Chaplains.

<u>CODE</u>	<u>TITLE</u>
OP-09G	Chief of Chaplains/Director of Religious Ministries
OP-09GB	Deputy Chief of Chaplains/Deputy Director of Religious Ministries
OP-09GA	Executive Assistant
OP-09GA1	Administrative Officer
OP-09G1	Director, Professional Development and Religious Programs Division
OP-09G11	Head, Professional Development Branch
OP-09G12	Head, Religious Program Branch
OP-09G13	Head, Chaplain Corps History Branch
OP-09G2	Director, Plans, Policy, Programming, Budget and Accessions Division
OP-09G21	Head, Planning and Programming Branch
OP-09G22	Head, Personnel Plans and Accessions Branch
OP-09G23	Head, Budget and Fiscal Branch
OP-09G24	Head, Religious Program Specialist Branch
OP-09G3	Director, Distribution and Placement Division
OP-09G31	Head, Distribution and Placement Branch
OP-09G32	Head, Inventory Systems Branch
OP-09G4	Director, Ecclesiastical Relations and Recruitment Division
OP-09G41	Head, Ecclesiastical Relations and Recruitment Branch
OP-09G42	Head, Minority Affairs and Recruitment Branch
OP-09GM	Assistant for U.S. Marine Corps (ADDU)
OP-09GR	Assistant for Naval Reserve Chaplain Program (ADDU)

BASE FACILITIES USED AS CHAPELS

It is important to note that base facilities used as chapels are government property and are not controlled or regulated by the religious bodies of America. The purpose of these facilities is to support a Command Religious Program (CRP) in the maintenance of morale, and in the preservation of the right of military personnel to the free exercise of religion. The commanding officer has authority to use buildings designated as chapels for a multitude of religious, command, and civil activities. Normally the command chaplain serves as an advisor to the commanding officer on the use of base facilities that are used as chapels. The RP assists the command chaplain in ensuring that Department of Defense policy and local command directives are followed concerning the proper use of spaces designated for use by the CRP.

Almost all shore installations have at least one fully equipped facility for use by all religious groups represented by command personnel. When no other base facilities are available for use as a chapel, services are usually conducted in the theatre or the auditorium.

THE COMMAND CHAPLAIN

The ranking (senior) chaplain is usually designated as the command chaplain when more than one chaplain is assigned to a command. Besides advising the command on matters pertaining to religion and morale, the command chaplain supervises the ministries of all other chaplains assigned to the unit. These chaplains are referred to as assistant chaplains. Also, the command chaplain performs duties similar to those of a department head or division officer in relation to managing RPs and other enlisted personnel who may be assigned duties in the office of the chaplain.

The command chaplain is a key officer in promoting the religious and general well-being of command personnel. The command chaplain serves as an advisor to the commanding officer on religious and morale matters. Collateral duties of the chaplain are properly confined to the field of religion and morale so as not to interfere with the chaplain's primary duties. An example of appropriate collateral duty is the responsibility to furnish the commanding officer with information on the ceremonies of religious institutions and

customs of various foreign countries, so that proper respect can be paid. Chaplains need to be informed concerning local religious beliefs and value systems in order to perform this collateral duty. The RP may be tasked by the chaplain to research the religious beliefs of a particular country to determine what steps should be taken to show the country and its citizens the proper respect.

HISTORY OF THE RELIGIOUS PROGRAM SPECIALIST (RP) RATING

The concept of chaplain's assistant dates back to 1878 when a committee of chaplains recommended to the Navy Department that a chaplain's assistant be assigned to each ship that had a chaplain assigned. This assistant would have been a schoolmaster who could play the organ and lead singing. Although the recommendation was not adopted, the idea was given support by successive generations of chaplains.

THE CHAPLAIN'S SPECIALIST— SPECIALIST (W)

Early in 1942 the Navy Department took the first steps which led to the establishment of the Specialist (W) rating for chaplain's assistant. The (W) referred to welfare and it was decided that this rating would be established only for the duration of World War II. The first officially designated chaplain's assistant in the history of the Navy was W. Everett Hendricks. He was authorized to enlist on 23 April 1942 with the rate of Specialist (W) first class. Hendricks was assigned to duty in the chaplain's office of the Naval Training Station, Great Lakes, Illinois. He was a talented musician and choir leader and had much to do with the success of the famed Great Lakes' Bluejacket Choir.

The first publicity that was given to the new rating by the Bureau of Naval Personnel (now Naval Military Personnel Command) actually appeared in a directive dated 25 June 1942 addressed to the Navy Recruiting Service. Eleven specialist ratings were identified in this directive, including Welfare or Chaplain's Assistant. Those interested in Specialist (W) were directed to obtain information regarding specific qualifications from the Chief of Chaplains.

This directive was followed by a circular that outlined the required qualifications for Specialist

(W). The circular was prepared and distributed by the chaplains division. A college education was identified as being desirable but not absolutely necessary for applicants. Every Specialist (W) had to be able to play the piano and organ for religious services and other gatherings. Also, the Specialist (W) was expected to be a competent choir director.

Just as RPs today cannot exercise any of the ministerial functions of a member of the clergy, a Specialist (W) was not expected to serve as a religious leader. The circular stated specifically that the specialist should be willing to serve anywhere and under any conditions.

Applicants under 25 years of age who were accepted were given a third class rate; those between 25 and 28 were given a second class rate; and those over 28 were given a first class rate. Those personnel who enlisted directly into the rating were sent to a training station for naval indoctrination before being assigned duties with a chaplain.

The Bureau of Naval Personnel ruled that Specialists (W) could not serve aboard ship. It was decided that they would be used only within the limits of the continental United States and at selected overseas bases. RPs today are afforded a greater variety of duty assignments, including serving aboard numerous types of naval vessels.

The possibility of having Specialists (W) assigned throughout the Naval Shore Establishment was greeted with enthusiasm by Navy chaplains. Because of the constant transfer of personnel, chaplains had found it extremely difficult to maintain qualified musicians at their commands. The assignment of Specialists (W) helped to solve this problem, and chaplains throughout the Navy hastened to help qualified applicants become Specialists (W).

SELECTION AND TRAINING OF SPECIALIST (W)

Most of the applicants for Specialist (W) had backgrounds as music teachers, professional musicians, or as church ministers-of-music. Many were also graduates of the leading schools of music in the country. Initially, these specialists received their training directly from the chaplains; however, this system proved to be inadequate. In the fall of 1942, as part of an experiment, Specialists (W) started attending some of the classes at the chaplains' school located at Norfolk, Virginia. This experiment was so successful that the chaplains' division decided to

require all new Specialists (W) to take a course of indoctrination at the chaplains' school.

The 8-week course of indoctrination for Specialist (W) training at the chaplains' school included instruction in naval etiquette; choir organization; rehearsal procedures; Navy Relief; music for Protestant, Roman Catholic, and Jewish services; military weddings and funerals; and some practical applications in shorthand and typing. Many of these same subjects, or similar ones, are being taught today in the RP A school, which is located at the Naval Technical Training Center, Treasure Island, San Francisco, California.

Between April 1942 and August 1945, the Bureau of Naval Personnel selected 509 applicants for the Specialist (W) rating out of 1,455 applications. Approximately 350 of the specialist selectees attended the indoctrination course at the chaplains' school. This training helped Specialist (W) petty officers to advance quite rapidly. Alfred R. Markin was advanced to Chief Specialist (W) on 29 February 1944 and is recognized as the first individual to advance to this rate. A total of 30 specialists (W) were advanced to chief petty officer, and most of these senior petty officers were assigned to large training centers and in the offices of district, force, or fleet chaplains.

Women also distinguished themselves as Specialists (W) during the war. Thirty-eight WAVES were selected to serve in the rating. Virginia T. Moore was the first woman to be selected as a Specialist (W) and was subsequently assigned duty in November 1943 in Washington, D.C. The first WAVES to attend the chaplains' school in June 1944 were recognized as highly motivated, dedicated, and conscientious students.

The first member of the Coast Guard to receive the rating of Specialist (W) was Emil Zemarel in November 1943. Thirty-five men and twelve women of the Coast Guard were assigned to this rating, and thirty of these individuals attended the chaplains' school. The Coast Guard assigned some of the men of this rating to ships.

Specialists With the Marines

In February 1942, before the Navy had taken action in regard to Specialists (W), the Marine Corps established a rating known as Chaplain's Assistant (SSN534). The first marine to receive the new classification was Gilbert Dean Arnold, who was made a master technical sergeant, the equivalent of a chief petty officer in the Navy. In addition to 105 active duty marines, thirty-five

members of the Marine Corps Women's Reserve became Chaplain's Assistants. Unlike the Navy and Coast Guard, who instituted the Specialist (W) as a wartime measure, the Marine Corps announced that it intended to retain its rating of Chaplain's Assistant after the war.

Performance Appraisal of Specialist (W)

Chaplains' correspondence contains many references attributed to the outstanding work of the Specialist (W). As a chaplain's assistant, the specialist took care of many details relating to worship services. This included preparing worship folders and bulletins, sending out publicity, rigging chapel spaces, and providing instrumental or vocal music for services. Also, the Specialist (W) was made available to provide special music for funerals, weddings, and other occasions.

Since Specialists (W) often served as managers of the chaplain's office, they were called upon to answer many questions from sailors and their dependents. An efficient assistant was able to answer many routine inquiries, thus relieving the chaplain for other important duties and problems.

Chaplains who knew from experience the value of Specialists (W) often had occasion to voice their opinions concerning the lack of such assistants when transferred to ships or stations where this rating was not assigned.

After the war was over, Specialists (W) began to disappear from the offices and worship services of the chaplains. In spite of the desire of the chaplains' division to retain this rating, the Department of the Navy decided that Specialist (W) was an emergency rating only. Upon the loss of these trained assistants, chaplains found themselves having to return to prewar practices to obtain the musical talent formerly found in their respective units. Such assistance often had to be obtained from outside sources. In addition, the Specialist (W) was no longer present to provide the valued administrative assistance as in the past.

The Navy Department inaugurated a new rating structure on 1 April 1948. Among the new general service ratings that were established was the rating of Personnelman. Members of this rating were assigned personnel administration duties in various offices, including the chaplain's office. Personnel of this rating who had a job classification as chaplain's assistant could be assigned duty with chaplains.

**YEOMAN CHAPLAIN'S
PROFESSIONAL ASSISTANT
(YN-2525)**

Until 1979, personnel of the Yeoman rating were sometimes designated as the Chaplain's Clerk (YN-2525). The purpose of the YN-2525 was to assist the chaplain in conducting the Command Religious Program. Figure 1-4 describes the duties of the YN-2525 Chaplain's Professional Assistant.

In most cases, chaplains had to justify the need for a YN-2525 billet before a Yeoman could be assigned to the office of the chaplain. This proved to be a time-consuming process and placed the CRP in direct competition with other command departments for the services of personnel. Often, unqualified personnel (those lacking the YN-2525 designation) were assigned to the office of the chaplain as temporary solutions to manning problems.

Many of the individuals who worked in the office of the chaplain, both those with the YN-2525 designation and those without, performed admirably under difficult circumstances. However, the pursuit of a permanent rating to assist the chaplain in managing the CRP remained a primary goal of the Chief of Chaplains.

**RELIGIOUS PROGRAM
SPECIALISTS**

The 101-year quest for a permanent Chaplain's Assistant rating was finally realized on 15 January 1979 when the Secretary of the

Navy approved the establishment of the Religious Program Specialist (RP) rating. Stringent selection requirements were set, and personnel requesting lateral conversion from another rating to the RP rating had to be interviewed and recommended by a Navy chaplain. The commanding officer also had to recommend the applicant. An individual requesting conversion to RP had to be a high school graduate or have a GED equivalent; be eligible for access to classified information; have demonstrated support of the Navy's Equal Opportunity Program; have no speech impediments and have demonstrated the ability to write effectively; have no conviction in civilian or military court within the past 3 years; and be willing to support persons of all faith groups. These requirements have not changed since the establishment of the rating. Obviously, a person must be trustworthy, dedicated, and quite conscientious in order to serve as a Religious Program Specialist.

Two important points should be noted regarding personnel selections for the RP rating: (1) RP personnel are combatants and (2) RPs are limited to performing religious program tasks that do not require ordination or licensing. Even though members of the rating are required to support chaplains and persons of all faith groups, a Religious Program Specialist does not conduct worship services, administer sacraments and ordinances, or function as a pastoral counselor. RPs cannot exercise any of the ministerial functions of a member of the clergy or Navy chaplain.

On 9 May 1979, the Chief of Naval Operations approved the RP rating insignia, which is

YN-2525 DESCRIPTION OF DUTIES
<p><u>YN-2525 Chaplain's Professional Assistant</u></p> <p>Assists chaplain by promoting the religious program and performing administrative duties. Prepares correspondence, requisitions, purchase orders, reports, and religious documents. Maintains material, fund, and interview records. Publishes schedules of services and programs. Schedules chaplain appointments and keeps log of events. Operates office and audiovisual equipment. Protects privileged communications. Maintains chapel equipment and supplies. Supervises rigging according to designed liturgical practice. Follows the liturgical calendar and uses ecclesiastical titles and terms.</p>

Figure 1-4.-Description of duties for chaplain's professional assistant (YN-2525).

shown in figure 1-5. It consists of a compass, a globe, and an anchor. The compass suggests direction, which religion gives to life; the globe symbolizes that religious ministries are available throughout the world; and the anchor indicates that religious support is provided continually for personnel of the sea services.

CAREER OPPORTUNITIES FOR RPs

The enlisted career pattern for RPs is shown in figure 1-6. However, career opportunities for highly motivated and talented personnel are not limited to the enlisted ranks. Personnel who meet certain specific requirements may apply for commissioning to Warrant Officer Ship's Clerk (741X) and/or to Limited Duty Officer Administration (641X). Because the commanding officer's recommendation for these commissioning programs is based upon consistent outstanding performance, candidates must recognize the need to "rise above the norm." Personnel who often perform "above and beyond the call of duty" are the ones the Navy needs to select for these commissioning programs.

There is no substitute for sustained superior performance in any paygrade, so all personnel, whether interested in a commission or not, should strive to maintain optimum performance standards throughout their tour of duty in the Navy. As personnel managers, senior RPs should



Figure 1-5.—Religious Program Specialist rating insignia.

always note outstanding performance of subordinates and identify positive characteristics of top performers who should be encouraged to apply for commissioning.

SKILLS AND KNOWLEDGE REQUIRED OF RPs

Skills and knowledge required of RPs are specifically defined in occupational standards. Occupational standards delineate specified tasks that demonstrate the ability to perform within a given paygrade. While personnel are required to meet all standards of their present paygrade, they must maintain the requirements of all paygrades leading to their present one.

It should be noted that occupational standards are MINIMUM standards representing the lowest level of skill required for RPs to function effectively at a given paygrade to fulfill Navy needs. Occupational standards reflect the Navy's requirements for enlisted skills as determined by manpower management. They also form the basis for personnel training and advancement.

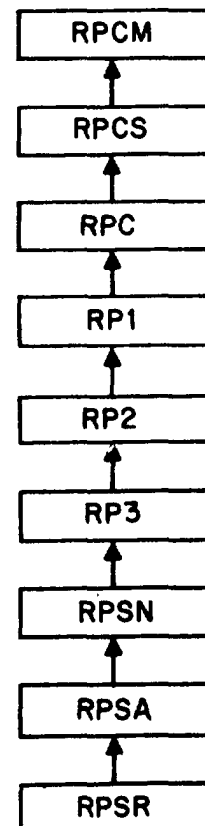


Figure 1-6.—Career pattern for Religious Program Specialist.

Occupational standards are reviewed and revised periodically, usually every 5 to 6 years. The purpose of these reviews is to keep Navy ratings as current as possible, since occupational standards may be affected by changes made to official directives. RP occupational standards experienced their first review in 1984. Figures 1-7, 1-8, and 1-9 show the current occupational standards for RP1 through RPCM. These occupational standards which were effective 1 October 1985, will be in effect until the next review. The

most recent revisions to the occupational standards for RPs were based upon recommendations provided by the Office of the Chief of Chaplains.

As you study the occupational standards, you will note that individuals must possess greater skills and knowledge as they move up the enlisted ladder. Greater skills and knowledge may be enhanced through RP A and C schools; Navy schools such as Leadership Management Education and Training (LMET); Career Counselor,

RELIGIOUS PROGRAM SPECIALIST FIRST CLASS (RP1)

38 ADMINISTRATION

- 38634 REVIEW COMPLETED JOB ORDERS AND WORK REQUESTS
- 38755 MAINTAIN LIAISON WITH CIVIC/COMMUNITY ORGANIZATIONS
- 38756 SERVE AS COORDINATOR OF RELIGIOUS EDUCATION
- 38757 SUPERVISE SHIPBOARD LIBRARY OPERATION
- 38758 MONITOR REQUIRED ACTION FOR COR-RESPONDENCE/MESSAGES
- 38866 ORGANIZE AND SUPERVISE THE OPERATION OF THE OFFICE OF THE CHAPLAIN
- 38867 COMPILE AND ANALYZE STATISTICAL DATA RELATED TO RELIGIOUS ACTIVITIES
- 38868 PROCESS EMPLOYMENT APPLICATIONS OF AUXILIARY CHAPLAINS, CONTRACT CHAPLAINS AND CLERGY FOR OCCASIONAL MINISTRIES
- 38869 PROCESS APPOINTMENT AND CERTIFICATION OF LAY READERS
- 38971 WRITE DIRECTIVES AND INSTRUCTIONS
- 38977 WRITE CORRESPONDENCE

44 TRAINING

- 44002 SCHEDULE AND INSTRUCT VOLUNTEER PERSONNEL IN LITURGICAL FUNCTIONS
- 44007 INSTRUCT PERSONNEL IN BASIC CUSTOMS AND TRADITIONS OF MAJOR RELIGIONS
- 44030 INSTRUCT SHIPBOARD LIBRARY ASSISTANTS

52 FINANCIAL CONTROL

- 52030 PREPARE DEPARTMENTAL BUDGET FOR COMMAND RELIGIOUS PROGRAM

54 LOGISTICS SUPPORT

- 54602 DETERMINE REQUIREMENTS FOR EQUIPMENT, SUPPLIES AND EDUCATIONAL MATERIAL

55 GRAPHICS

- 55003 DESIGN AND LAYOUT PUBLICITY MATERIAL

Figure 1-7.—Occupational standards for Religious Program Specialist First Class.

CHIEF RELIGIOUS PROGRAM SPECIALIST (RPC)

38 ADMINISTRATION

- 38788 REVIEW REPORTS, RECORDS, AND CORRESPONDENCE
REQUIRING OFFICIAL SIGNATURE
- 38871 ORGANIZE AND SUPERVISE THE ADMINISTRATIVE
OFFICE OF MAJOR RELIGIOUS SUPPORT ACTIVITIES
- 38872 PREPARE AND PRESENT BRIEFINGS
- 38873 MANAGE THE OPERATION OF RELIGIOUS FACILITIES

44 TRAINING

- 44009 INSTRUCT PERSONNEL IN MANAGEMENT SYSTEMS
FOR RELIGIOUS EDUCATION PROGRAMS
- 44020 FACILITATE ORIENTATION AND TRAINING OF LAY
READERS OF ALL FAITH GROUPS

52 FINANCIAL CONTROL

- 52032 AUDIT RELIGIOUS OFFERINGS FUNDS
- 52055 SUPERVISE THE ADMINISTRATION OF A RELIGIOUS
OFFERINGS FUND
- 52058 REVIEW DEPARTMENTAL BUDGET FOR COMMAND
RELIGIOUS PROGRAM

54 LOGISTICS SUPPORT

- 54605 ANALYZE REQUIREMENTS FOR RELIGIOUS FACILITIES

SENIOR CHIEF RELIGIOUS PROGRAM SPECIALIST (RPCS)

35 ADMINISTRATION

- 35101 ESTABLISH AND IMPLEMENT A PROGRAM FOR
INTERVIEWING, EVALUATING, AND ASSIGNING
PERSONNEL
- 35476 PROVIDE INFORMATION AND ADVISE ON UTILIZA-
TION, CAPABILITIES, RELIABILITY AND OPERA-
TIONS IN OWN AREA OF RESPONSIBILITY
- 35517 FUNCTION AS SHIPBOARD LIBRARY OFFICER

44 TRAINING

- 44376 ORGANIZE AND SCHEDULE TRAINING PROGRAMS
AND EVALUATE EFFECTIVENESS

65 PERSONNEL SUPPORT

- 65020 PROVIDE INFORMATION CONCERNING THE
CHAPLAIN CORPS PROFESSIONAL DEVELOPMENT
SYSTEM
- 65021 COORDINATE THE PUBLIC WORSHIP, DEVOTIONAL
AND RELIGIOUS EDUCATION MATERIALS PROGRAM

Figure 1-8.-Occupational standards for Religious Program Specialist Chief and Senior Chief.

MASTER CHIEF RELIGIOUS PROGRAM SPECIALIST (RPCM)

35 ADMINISTRATION

- 35485 PLAN, ORGANIZE, IMPLEMENT, AND CONTROL
ACTIVITIES IN OWN AREA OF RESPONSIBILITY
- 35486 REVIEW POLICY STATEMENTS, OPERATION ORDERS
AND DIRECTIVES
- 35491 FORECAST FUTURE REQUIREMENTS
- 35492 REVIEW PERSONNEL, EQUIPMENT AND MATERIAL
REQUIREMENTS
- 35493 ESTABLISH GOALS, OBJECTIVES AND PRIORITIES
- 35494 DETERMINE MOBILIZATION REQUIREMENTS
- 35495 EVALUATE RELIGIOUS PROGRAMS OF SUBORDINATE
COMMANDS AND RECOMMEND IMPROVEMENTS
- 35671 PREPARE STAFF STUDIES

51 MAINTENANCE PLANNING AND QUALITY ASSURANCE

- 51012 REVIEW PLANS FOR RELIGIOUS FACILITIES
CONSTRUCTION

52 FINANCIAL CONTROL

- 52298 DEVELOP OPERATING BUDGETS AND MONITOR
EXPENDITURES

Figure 1-9.—Occupational standards for Master Chief Religious Program Specialist.

and Instructor Training (IT); correspondence courses; college courses; and seminars. One of the most valuable mediums of training RPs is through on-the-job training (OJT).

PREPARATION FOR ADVANCEMENT

All of the above information relating to career opportunities for RPs is amplified in Rate Training Manuals (RTMs) for the RP rating. Rate training manuals are written to support the effective implementation of occupational standards and to assist advancement candidates. RTMs are revised periodically to conform with the official publications, directives, documents, and instructions on which they are based. RPs should always refer to current official sources in the performance of their duties. Personnel who prepare the fleetwide examinations for advancement use the most current regulations, publications and directives. For that reason, as well as having up-to-date information pertaining to the duties of the rating, the RP should stay completely

informed on any changes that occur in official publications related to the rating.

The RTM and the Bibliography for Advancement Study (NAVEDTRA 10052) are two important elements in preparing for advancement. The Bibliography for Advancement Study is revised and issued each year by the Chief of Naval Education and Training to assist personnel in studying for advancement. RPs should check with the personnel in the local command's educational services office to ensure that they have the most current bibliography.

RATE TRAINING MANUAL OVERVIEW

This rate training manual (RTM) provides information directly related to the occupational standards for RP1 and RPC. The RTM will discuss the role the RP1 and RPC play in the following areas: religious ministries in the Navy; management of the office of the chaplain; financial management; logistics; personnel management; and education and training.

CHAPTER 2

RELIGIOUS MINISTRIES IN THE NAVY

The constitution guarantees all Americans the opportunity for the free exercise of religion. To meet this guarantee, the Navy must provide all of its members the opportunity to worship in their chosen faith. The Navy is a unique institution wherein traditional models of parochial ministry are not always possible or appropriate; therefore, ministry in the Navy is an institutional ministry. The Command Religious Program must be designed to meet the unique needs of Navy personnel in a variety of settings.

INSTITUTIONAL MINISTRY VERSUS PAROCHIAL MINISTRY

Various differences may be noted in institutional and parochial ministry as outlined in the following paragraphs.

- **Call versus contract**—The establishment of a church in the public sector is most often in response to a “spiritual calling” upon a group of believers. Many of these churches will “call” a pastor. The fact that a Navy chaplain is a member of the clergy presupposes that all chaplains have received a “call to ministry”; however, a chaplain’s relationship to the Navy is based on a contract.

- **Faith group accountability**—Both parochial and institutional ministries are accountable to their particular faith group or denomination for ministry. Chaplains receive an ecclesiastical endorsement from their faith group. In the public sector, the church, denomination, or faith group endorses or ordains the minister, rabbi, or priest.

- **Ministry**—Public ministry is parochial (local) and is designed to meet the needs of the local congregation. Ministry in the Navy is both global and plural and is designed to meet the needs of all assigned personnel and their families.

- **Church government in the public sector versus religious ministry management in the Navy**—Public churches are governed primarily by their denomination, church headquarters, diocese, or synod (polity); church structure; or church constitution and bylaws. In several denominations, churches operate autonomously. Local churches may cooperate in certain mission endeavors. Such cooperation may be local, state, national, or international in scope. In the Navy, a local church structure does not exist. There are no deacons, elders, bishops, trustees, presbyters, pastors, or even members at government-owned facilities used as chapels. Navy chaplains are responsible to their denomination or faith group, but are commissioned officers guided by statutes and Navy directives. Professionally, RPs should remain pluralistic in their outlook regarding ministry in the Navy, even though they have personal religious viewpoints which they express privately.

- **Ministry responsibility**—In civilian churches, ministers are responsible to the governing body of the church for ministry. Navy chaplains are responsible to the endorsing denominational affiliate, the commanding officer, Congress, and the taxpayer for ministry.

- **Congregational funding versus congressional funding**—In the civilian sector, local churches conduct operations funded by donations from the congregation. In order to separate church and state, laws dictate that civilian churches cannot be supported by any tax revenue. However, since ministry in the Navy is a responsibility of the command, it is funded entirely by Congress.

- **Personnel support in the civilian church versus personnel support in the Navy**—Civilian churches usually elect or appoint a pastor, minister, rabbi, or priest and a staff who are acceptable to the church membership and who are

obliged to meet the mission of the church. In the Navy, a roster is maintained of chaplains who are acceptable to the government. Chaplains are required to meet the mission of the command as a part of the naval service.

COMMAND RELIGIOUS PROGRAMS ASHORE

A Command Religious Program ashore will vary from a civilian parish model in the following ways.

- The Command Religious Program has no parochial membership as in civilian churches.

- Rather than meeting the needs of only one faith group, as in civilian churches, the Command Religious Program must meet the needs of all assigned personnel, regardless of their faith group.

- Command mission, watch bills, work schedules, or other factors may necessitate scheduling worship outside the traditional times for worship that are observed in the public sector. For example, at a naval air station a flight line crew may have worship services conducted during a lull in operations (between flight preparations); or because of operations, marines in the field may need to have worship services on Tuesday instead of Sunday. In other words, the Command Religious Program should not be limited by rigid confinement to a certain time and place, but creative planning will be necessary in order to provide religious services and programs for all members who desire them.

COMMAND RELIGIOUS PROGRAMS ABOARD SHIP

It is expected that those personnel who are serving aboard naval vessels will have religious programs made available on a regular basis as command operations permit. A variety of arrangements have been made to ensure that naval personnel aboard ship are afforded the right to the ministrations of their religion, including provisions for the sacraments and ordinances of their faith group. Chaplains are assigned to specific ships and squadrons to provide this ministry. When operations permit, the chaplain may also be transported to other ships to conduct worship services. Chaplains may also provide for

services for members of other faiths by supervising lay reader programs. The Department of the Navy is now assigning RPs to all ships with chaplains to provide professional support in the areas of religious programming and administration. Special kits containing prayer books, recorded sacred music, and other equipment have been developed to support the Command Religious Program at sea. The leading RP must ensure that this kit is fully stocked at all times.

PLANNED MINISTRY OBJECTIVES (PMO)

An area of involvement in the Command Religious Program by the RP staff, and particularly the leading RP, is assisting the command chaplain in the development of the Planned Ministry Objectives (PMO) report. OPNAVINST 1730.1A states that the PMO report should be developed in detail for the budget year and out years and that it should be forwarded via the chain of command to the cognizant claimant staff chaplain for guidance. Important considerations, such as budget, manpower allocations, watch bills, morale, mobilization plans, and operations, may be affected by, and impact on, a detailed PMO report.

The PMO report must establish objectives for ministry that meet the religious needs of all assigned personnel and their dependents. When practical, the objectives should include, but not necessarily be limited to, the following services.

DIVINE SERVICES

The planned ministry objectives report should include arrangements for divine services each sabbath and may include details for divine services daily. The leading RP should submit a duty roster to the command chaplain to provide personnel support for the preparation of chapel spaces for these services. Large shore installations provide a full schedule of services on Sundays and weekdays. This enables command personnel to attend the service of their choice. Large shore installations normally have a minimum of two chaplains assigned, one of which is likely to be a Roman Catholic priest. Chaplains conduct public worship according to the manner and form of their own particular faith group. They may wear the vestments of their own liturgical tradition as appropriate. Personnel are encouraged to

attend services in the communities near the installation when their particular faith group is not represented aboard the command; or the commanding officer may invite a civilian member of the clergy to conduct services on the station to meet the needs of these individuals; or lay reader programs may be authorized.

SPECIAL RELIGIOUS SERVICES

Occasionally the use of command chapel facilities may be authorized for special religious services, such as weddings, special memorial services, or funerals. When these events are planned in advance, they can be given both financial support by the appropriated fund and personnel support by the chaplain and RP staff. If some types of services cannot be planned in advance, such as a funeral service or a special memorial service, many details may need to be attended to quickly, and normal office routine may be interrupted. For example, based on previous similar experiences, the leading RP may need to assign all RPs to certain duties on short notice or call personnel back from leave or liberty. The exact cost of these special services cannot be calculated ahead of time; therefore, the amount budgeted should be based on the average amount of money required for these services in previous years.

SEASONAL RELIGIOUS SERVICES

Seasonal religious services, such as Yom Kippur, Passover, Holy Days of Obligation, Lent, Advent, and Christmas, should be planned well in advance. Watch bills, leave schedules, budgets, and other planning are all affected by seasonal religious services.

RELIGIOUS LITERATURE PROGRAM

The religious literature program is a very valuable part of the Command Religious Program. The literature provided should be monitored by the chaplain and Religious Program Specialists to ensure that the types of books, pamphlets, and tracts supplied are meeting the desires and needs of the people. Decisions and plans involving life, religious faith, career, finances, marriage, or personal relationships are often influenced by something an individual reads at the time he or she is trying to determine the proper course of action. The religious literature

program can be helpful and effective only if it meets the needs of all of the people it serves. The following procedures should be employed to make the religious literature program more effective.

- Offer a variety of material in strategic places, such as Navy Exchange bulletin boards, literature racks in work spaces, lounge areas, passageways, and waiting areas at hospitals and clinics.

- Change the material often. Make sure that the material displays are well organized and appealing to the eyes.

- Monitor supply and usage so that money will not be spent on materials that will not be used.

- Provide a system whereby personnel can comment on the type of literature provided. A note box near the literature racks with some type of response form or questionnaire similar to the one in figure 2-1 is an effective method. This will enable individuals to indicate whether the material meets their needs or to request material in other areas of interest to them.

PASTORAL VISITATION

Command-directed pastoral visitation programs should include visits to command personnel in the hospital, in the brig, and to those assigned in the field. The leading RP should assist the chaplain in scheduling these visits so that they effectively support planned military objectives. Flexibility is required, because many times these visits are necessary on short notice; for example, a command member maybe confined to the brig from Captain's Mast, or a command member may be involved in an automobile accident and be hospitalized for treatment. The chaplain may schedule blocks of time on a regular basis, specifically for visiting the work space or for visiting personnel in the hospital or brig.

PASTORAL COUNSELING

The chaplain is concerned with the well-being of all command personnel and their families and is available to counsel and advise individuals on religious, personal, and morale matters as well as other areas of concern. In the performance of their duties, chaplains provide counseling to personnel and their families to assist them in times of bereavement, domestic crisis, and when

COMMAND RELIGIOUS PROGRAM QUESTIONNAIRE

NAME _____ RANK/RATE _____ DIV _____ DATE _____

PHONE _____ WORK CENTER _____ LCPO/LPO _____

APPOINTMENTS WITH THE CHAPLAIN CAN BE MADE MON-FRI 0730-1600 EXT 1701.
EMERGENCIES CAN BE SEEN ANY TIME BY CONTACTING THE DUTY CHAPLAIN VIA
THE COMMAND DUTY OFFICER.

AGE GROUP (OPTIONAL): 17-20 21-25 26-30 31-36 37-42
43-50 51-55 56-60 61-OVER

DO YOU FEEL THE COMMAND RELIGIOUS PROGRAM IS MEETING YOUR NEEDS?

DO YOU HAVE ANY SUGGESTIONS TO OFFER WHICH YOU FEEL WOULD IMPROVE THE
COMMAND RELIGIOUS PROGRAM?

WHICH PART(S) OF THE COMMAND RELIGIOUS PROGRAM DO YOU FEEL SHOULD
RECEIVE MORE EMPHASIS?

WHICH LESS EMPHASIS?

ARE THERE AREAS OF THE COMMAND RELIGIOUS PROGRAM WHERE YOU WOULD
VOLUNTEER TO DONATE YOUR TIME AND TALENT?

CHOIR	NURSERY	CHAPEL COUNCIL
ORGAN	USHER	SUNDAY SCHOOL TEACHER
PIANO	RECREATION COMMITTEE	CHURCH SCHOOL WORKER
RELIGIOUS EDUCATION INSTRUCTOR:	PROTESTANT CURRICULUM	
	JEWISH CURRICULUM	
OTHER: _____	ROMAN CATHOLIC CURRICULUM	
	OTHER CURRICULUM	

RESPONSE TO LITERATURE READ HELPS US KEEP THE LITERATURE PROGRAM AS A
VIABLE ELEMENT OF MINISTRY. IF YOU WOULD LIKE TO RESPOND, PLEASE DO
SO IN THE SPACES BELOW.

TITLE OF LITERATURE: _____

WOULD YOU LIKE TO SPEAK WITH THE CHAPLAIN CONCERNING THE LITERATURE?

WOULD YOU LIKE FOR THE CHAPLAIN TO VISIT YOU AND YOUR FAMILY IN YOUR
HOME?

IF SO, PLEASE PHONE THE OFFICE, EXT 1701, FOR AN APPOINTMENT.

Figure 2-1.—Command Religious Program Questionnaire.

religious guidance is requested. The chaplain also maintains liaison with social, religious, health, and welfare agencies in the community. The chaplain refers personnel to those agencies or to other sources of help when requested by military personnel and their families. Therefore, it is imperative that the RP maintain a current listing of resource agencies so that up-to-date referral information is always available to the chaplain.

ADDITIONAL PROGRAMS OF RELIGIOUS MINISTRY

Whenever feasible, the scope of religious ministry may be expanded to include additional programs, such as retreats, musical productions, marriage enrichment presentations, films, and other special events, to enhance the positive affect of the Command Religious Program. In almost all of these cases, prior planning and programming is possible. The services of guest speakers, musicians, seminar directors, or other support personnel may be required. In some instances, these personnel may be paid for their services. Reimbursement guidelines are provided in SECNAVINST 1730.3.

DUTY WATCHES AND AVAILABILITY PLANS

In an area where a large naval complex is located, such as San Diego, California, or

Norfolk, Virginia, chaplains may be on call on a rotating basis to respond to emergencies. Sometimes 10 or more chaplains maybe assigned in one geographical location, and a chaplain may be on call for a week or more at a time. The chaplain on call can usually be reached by contacting the officer of the deck or officer of the day at the installation.

When persons are experiencing a crisis, the RP, division officer, or shipmate maybe the first person to receive a call; therefore, it is important to know where the chaplain can be reached at all times. Likewise, any other staff member should be prepared to activate a personnel recall system quickly in an emergency.

PLANNED MINISTRY OBJECTIVES (PMO) SUMMARY

All of the above situations call for a detailed PMO report. All reports should be forwarded in the third quarter of the current year via the chain of command to the cognizant claimant staff chaplain for guidance. The RP staff should play an important role in the development of the ministry objectives and in conducting CRP operations throughout the year.

The daily PMO log sheet shown in figures 2-2 and 2-3 will provide not only a comprehensive work schedule but also a record of manhours expended in support of planned ministry.

DAILY PMO LOG SHEET

NAME _____ POSITION _____ DATE _____

INDICATE DAY OF WEEK:

Mon Tue Wed Thu Fri Sat Sun

(Circle One)

	PROVIDE RELIGIOUS MINISTRY					PROVIDE RELIGIOUS EDUCATION					PROVIDE PASTORAL CARE					PROVIDE LIAISON SERVICES					PROVIDE ADMINISTRATIVE SUPPORT					PROVIDE LOGISTICAL SUPPORT												
	Sabbath Services	Monday Services	Sacramental Acts	Personal Observance	Funerals/Memorial Services	Referrals	Facilitate other faith	Other	Sunday School/PSD/Arts	Bible Studies	Adult Instruction	Instruction for Religious Acts	Counseling	Group Counseling	Crisis Intervention	Home-Visitation	Nursing Visitation	Hospital Visitation	Elders Visitation	Other	Mission Red Cross	Charity Assistance Calls	New Birth Society	Civilian Agencies	Supervision	Planning	Meetings	Correspondence	Training	Interviews	Collateral Calls	Special Duties	Special Management	Maintenance	Mission Specific			
0700																																						
0715																																						
0730																																						
0745																																						
0800																																						
0815																																						
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1115																																						
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1145																																						

41.2.1

Figure 2-2.—Daily PMO Log Sheet.

	PROVIDE RELIGIOUS MINISTRY										PROVIDE RELIGIOUS EDUCATION					PROVIDE PASTORAL CARE					PROVIDE LIAISON SERVICES				PROVIDE ADMINISTRATIVE SUPPORT				PROVIDE LOGISTICAL SUPPORT								
	Sabbath Services	Weekday Worship	Sacramental Acts	Seasonal Observances	Weddings	Funerals/Memorial Services	Retreats	Facilitate other Faiths	Other	Sunday School/CCD/Jewish	Bible Studies	Adult Instruction	Instruction for Religious Acts	Counseling	Crisis Intervention	Home-Visitation	Hospital Visitation	ECG Visitation	Other	American Red Cross	Community Awareness Cells	Worship Relief Society	Charity Agencies	Services	Planning	Meetings	Correspondence	Training	Travelers	Collegiate Outing	Financial Outing	Special Management	Religious Management	Religious Management	Religious Specific		
1200																																					
1215																																					
1230																																					
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1630																																					
1645																																					
1700																																					
1715 TO 0700																																					

	PROVIDE RELIGIOUS MINISTRY										PROVIDE RELIGIOUS EDUCATION				
	Sabbath Services	Weekday Worship	Sacramental Acts	Seasonal Observances	Weddings	Funerals/Memorial Services	Retreats	Facilitate other Faiths	Other	Sunday School/CCD/Jewish	Bible Studies	Adult Instruction	Instruction for Religious Acts	Counseling	
NUMBER															
ATTENDANCE															

Figure 2-2.—Daily PMO Log Sheet—Continued.

41.2.2

PLANNED MINISTRY OBJECTIVES (PMO) WEEKLY SUMMARY

UNIT _____ Status: Chaplain, RP, Civilian, Other Week of _____
 (Circle One) (Inclusive Dates)

<u>Provide Religious Ministry</u>	MON	TUE	WED	THU	FRI	SAT	SUN	TOTAL HOURS	NO.	ATT.
Sabbath Services										
Weekday Worship										
Sacramental Acts										
Seasonal Observances										
Weddings										
Funerals/Memorial Services										
Retreats										
Facilitate other Faiths										
Other										

<u>Provide Religious Education</u>	MON	TUE	WED	THU	FRI	SAT	SUN	TOTAL HOURS	NO.	ATT.
Sunday School/CCD/Jewish										
Bible Studies										
Adult Instruction										
Instruction for Religious Acts										

<u>Provide Pastoral Care</u>	MON	TUE	WED	THU	FRI	SAT	SUN	TOTAL HOURS	NO.
Counseling									
Group Counseling									
Crisis Intervention									
Work-Area Visitation									
Quarters Visitation									
Hospital Visitation									
Brig Visitation									
Other									

41.3.1

Figure 2-3.—Planned Ministry Objectives (PMO) Weekly Summary.

PLANNED MINISTRY OBJECTIVES (PMO) WEEKLY SUMMARY
(CONTINUED)

Provide Liaison Services

- American Red Cross
- Casualty Assistance Calls
- Navy Relief Society
- Civilian Agencies

MON	TUE	WED	THU	FRI	SAT	SUN	TOTAL HOURS

Provide Administrative Support

- Supervision
- Planning
- Meetings
- Correspondence
- Training
- Interviews
- Collateral Duties

MON	TUE	WED	THU	FRI	SAT	SUN	TOTAL HOURS

Provide Logistical Support

- Financial Management
- Supplies Management
- Maintenance

MON	TUE	WED	THU	FRI	SAT	SUN	TOTAL HOURS

Mission Specific

- Mission Specific

MON	TUE	WED	THU	FRI	SAT	SUN	TOTAL HOURS

REMARKS/SUMMARY

41.3.2

Figure 2-3.-Planned Ministry Objectives (PMO) Weekly Summary—Continued.

CHAPTER 3

MANAGEMENT OF THE OFFICE OF THE CHAPLAIN

When Religious Program Specialist (RP) petty officers are advanced to RP1 or RPC, they are accepting responsibility for the work of others—in both professional and military duties. Every petty officer is expected to be a leader as well as a technical expert. Therefore, RPCs and RP1s should strive to improve their leadership ability and to increase their technical knowledge through study, observation, and practical application.

The purpose of this chapter is to help the RPC or RP1 acquire the leadership skills necessary to attain managerial competency as an office manager or as an administrative office supervisor. This chapter will also present the basic skills that the manager of the office of the chaplain must possess in order to have an effective and well-run office. Whether at sea or ashore, the same elements of good management affect the operation of the office of the chaplain.

RELIGIOUS PROGRAM SPECIALIST AS MANAGER OF THE OFFICE OF THE CHAPLAIN

The RPC or RP1 serving in the office of the chaplain is likely to be the senior petty officer there and consequently will assume the role of office manager. The primary goal of the RPC or RP1 who is manager is to plan, organize, direct, and control the operation of the office of the chaplain in such a way that the mission of the Command Religious Program (CRP) can be accomplished.

RESOURCES OF THE MANAGER

The basic resources of a manager are personnel, office organization and facilities, time, money, and materiel. The effective manager integrates all five resources into a unit that can successfully accomplish CRP objectives.

Personnel

Since the efforts of assigned personnel will ultimately determine how effectively CRP goals will be achieved, it follows that supervising and training people is the central, most important managerial task. Even the best equipment or the best possible arrangement of jobs will be of little value unless the office is staffed with well-trained, highly motivated personnel.

PERSONNEL ASSIGNMENTS.— Personnel assignments are made by the Naval Military Personnel Command (NMPC) and the Enlisted Personnel Management Center (EPMAC). Navy recruiters provide personnel to fill authorized billets.

As personnel assets are made available to NMPC and EPMAC, some billets must be filled on a priority basis. After all priority manning has been completed, the remaining personnel assets are distributed on a fair-share basis to fill existing billets. This distribution process forms the basis of the Navy Manning Plan (NMP) and is monitored on a continuing basis by EPMAC.

PERSONNEL MANAGEMENT.— Machinery and equipment can usually be purchased when needed, but conscientious and dedicated people can be obtained only through effective leadership and support. The leading RP must show a great deal of interest in the performance of assigned personnel. How well they perform is directly related to the performance of the leading RP. In order to guide assigned personnel in the area of performance, the RPC or RP1 must closely observe their day-to-day office activities, identify weaknesses, and recognize any poor work habits that have developed.

Whenever difficulties arise, positive steps by the leading RP will usually make assigned personnel feel more at ease. Identification of the error, negative trend, or weakness, together with encouragement by the leading RP, will most often

result in personal growth through trial and error. Whenever constructive criticism is necessary, it should be offered in private. Conversely, a good time to give praise would be at morning quarters or at an awards ceremony.

PERSONNEL DUTIES.— All RPs are expected to perform the duties of their rating at their present paygrade and are responsible for the requirements of all lower paygrades. This is a good and necessary condition of naval organization, but it should be remembered that everyone has special talents and preferences. A good supervisor always learns what each person likes to do well enough to put extra effort into the task. Of course, not all assignments can be made on this basis. However, if individuals are able to work at the things they do well and enjoy doing, the quality and quantity of their work will improve, and the office morale will improve as well.

Religious Program Specialists will most likely be required to stand watches outside the office of the chaplain. This may be particularly true aboard ship. Fire watches, security patrols, quarterdeck watches, shore patrol duties, damage control or fire-fighting teams, and other duties will be required of RPs from time to time. Also, RPs (especially those in paygrades E-3 and below) will be required to perform messman duties, serve as compartment cleaner, or serve on working parties outside the department as division officers may direct.

PERSONNEL TRAINING.— As office manager, the leading RP should determine what training and experience assigned personnel have had as soon as possible.

One of the requirements of the office staff, and particularly the leading RP, is to establish a training program. A much more effective training program can usually be developed if each staff member is given the opportunity to offer suggestions as to the training needed. In this way, it will be a group effort, and each person will have made a contribution to the total training program. It will also be necessary to maintain training records. Chapter 10 of OPNAVINST 3120.32, *Standard Organization and Regulations of the U.S. Navy (SORM)*, should be checked to determine the proper procedures for maintaining training records.

Since transfers, leave, or hospitalization would necessitate changes of personnel within an office, a good manager will occasionally rotate assigned personnel in the various jobs. This is a vital step

in preventing office routine from breaking down when a key person is absent. This practice will also give individuals an insight into the way each task contributes to the overall operation of the office. The leading RP should be prepared for the unexpected by cross-training personnel so that they are able to replace each other and, should it become necessary, be able to assume temporarily the responsibilities of the leading RP.

Office Organization and Office Facilities

Personnel should have a clear understanding of their job assignments and the authority commensurate with each job. Co-workers may be required to help each other from time to time, and personnel may need to be reassigned if the work load changes substantially.

If a new office is being set up, immediate decisions will have to be made regarding assignments. In an office already in operation, very few changes may need to be made in duties until the leading RP has been in charge for some time and has become thoroughly familiar with the operation of the office.

One method that has proven to be quite effective in ensuring that each individual clearly understands the job description is to “put it in writing.” A written job description for each person in the office will ensure that all personnel are fully cognizant of their responsibilities. Written job assignments will also contribute to a smooth and orderly transition when an individual is relieved or rotated to another assignment. In addition, it will assure that those tasks that must be performed on a regular basis are not overlooked. In most instances, a formal memorandum is not necessary to establish the requirements of a particular job; a list of those tasks that are required by that job is usually sufficient. The list should be placed on the desk leaf of the desk where the work must be done. The leading RP should also keep a copy of the list so that it can be referred to, if necessary.

When duties are being assigned, it is best to give similar or related tasks to the same person. The proper combination of duties speeds up operations by eliminating wasted motion, and it can also improve accuracy. The work load should be divided as fairly as possible. Past experience and various studies indicate that an uneven work load lowers morale and thereby decreases office productivity. There may be times when a person seems to be overloaded, but closer observation

may reveal that the individual needs some guidance in organizing the work. On the other hand, the work load of another individual may have gradually increased to the point that present duties are completely out of line with the original assignment. In such cases, the work assignments must be reviewed and adjusted to ensure equity of assignments and the timely completion of the work.

As office manager, the RPC or RP1 may have an opportunity to help arrange the office. When planning and carrying out the layout of the office, the manager must be concerned with the work flow and personnel as well as the office equipment. Personnel and equipment should be arranged in the office in the manner that permits the following advantages:

- Effective supervision
- Adjacent location of personnel performing similar functions
- Location of personnel who have the most frequent visitors near entrances and service areas
- Maximum comfort for both staff members and visitors
- Easy access to files, duplicating equipment, and communications equipment
- Good lighting and ventilation
- Clear passages

Additionally, it is important to remember that the appearance of the office reflects the caliber of work being accomplished by the office force; therefore, the following practices should be employed:

- Office spaces should present a neat and uncluttered appearance.
- Personal belongings, such as articles of clothing, stereo tapes, and paperback books, should be stored in closet spaces out of sight.
- Desks should be kept free of excess papers or supplies.
- File baskets should be well organized and emptied frequently.

If possible, the manager's desk should be located so that the entire office is in full view. This will enable the manager to be aware of what is going on in the office at all times without interrupting the work in progress.

The office of the chaplain should be readily accessible to people who seek help or information from this source. Placing the desk of the leading RP or assistant supervisor near the entrance to the office can provide support in this area.

If there are two office spaces, the RP manager should consider locating assigned personnel in one room and the supplies, duplicating machine, and other frequently used equipment in the other. This arrangement will eliminate the need to call back and forth between offices and will make supervision easier. Another advantage of such an arrangement is that noisy jobs, such as duplicating, will not disturb the regular office routine.

Office arrangement is an area in which there is often room for improvement. It may be apparent from even casual observation that an office has been laid out with little regard for the tasks to be performed. One room may be overcrowded, while in another, space is being wasted.

Good planning will result in efficient use of space and manpower. Therefore, a great deal of attention must be given to the mission of the office, the work flow, and the duties of personnel when office arrangement is being planned. If the office of the chaplain is not functioning properly, a relocation of personnel and equipment could improve the overall operation.

Time

The one basic management resource that is perishable and can never be replaced is time. In order to manage time effectively, an office manager must do a great deal of planning. Effective management of time involves establishing priorities, delegating work properly, clearly defining individual jobs, and ensuring that good working conditions and equipment are provided. Two tools that are effective in the management of time are wise planning and the proper assignment of priorities.

PLANNING.— The question is often asked, "Why is there never enough time to do the job right but always enough time to do it over?" No one knows who first asked this question, but it is one worth considering. The time and effort devoted to planning will pay large dividends later in terms of time and effort saved.

To plan properly, a person must first have accurate information about both the present and past working systems. When a new assignment is undertaken, the person often makes changes before understanding how the current system

works. When a person is new in an assignment, many things that are done may appear strange and some may even seem to be pointless. However, a wise manager will not react to first impressions but will study the situation before making sweeping changes. The reasons for performing a task in a particular fashion maybe seen as sound once the total system has been studied and is understood.

Planning must be flexible because sometimes the best of plans have to be revised. If a devised system fails to work as efficiently as it should, a change may be in order. The alert supervisor monitors the system to see whether the plan is working, and makes adjustments if necessary. An efficient supervisor also watches for changes in function, personnel, or working conditions and modifies the system to meet the changing situation. A practice should not be continued just because "it has always been done that way." If it is clear that there is a better way to complete a project, then the necessary changes should be made.

If plans are realistic and carefully prepared in detail, it will be easier to implement them. Chaplains will find such plans easier to understand and will be more likely to approve them. Office personnel will also find them easier to carry out.

While the supervision of others is clearly a managerial function, all supervision involves the wise use of time. The RPC or RP1 cannot "look over the shoulder" of all assigned personnel all the time. The wise supervisor will ensure that assigned personnel are time conscious and that the work load is planned to ensure the most time-efficient operation of the office of the chaplain.

PRIORITIZING.— Establishing priorities for the tasks to be performed will help ensure that staff members fulfill their primary responsibilities. It will further enable the leading RP and assigned personnel to meet deadlines and will make it easier for everyone to complete all tasks in a timely manner.

The work to be done in the office of the chaplain should be divided into categories, and priorities should be established. The office work might be divided into the following categories.

Priority I. This is work that should be completed daily. For some of these tasks there is little or no opportunity to calculate in advance the amount of time or work that will be required to complete them; therefore, advance preparation is not possible. Priority I tasks may include typing correspondence, posting office receipts, processing incoming and outgoing mail, routing messages, and supervising working parties.

Priority II. This is work in which advance preparation is possible. Most of these tasks have established deadlines. Priority II tasks may include procuring and stowing office supplies, scheduling training, and preparing reports.

Priority III. This is work of a routine nature that can be accomplished as time permits. Priority III tasks may include filing correspondence and reports and entering changes to publications.

The examples given above may not necessarily be the priorities every leading RP will establish. The priorities of a particular office will be determined in large measure by local operations. When establishing priorities, the leading RP will have to bear in mind the requirements that the command chaplain will place on the office.

Money

Each fiscal year (FY), Congress allocates a certain amount of money for command operations. The command will designate a specified amount for functions of the Command Religious Program (CRP). The RPC or RP1 will assist the chaplain in the formulation of the budget and the management of the CRP allocation. Financial management of the CRP will be covered in depth in chapter 4 of this manual.

Materiel

Appropriated funds will be available each FY with which to buy materiel necessary for the operation of the CRP. Some supplies, such as chaplains' vestments, may last many years; consequently, control of these items should be relatively simple. Other materiel, such as office supplies, are consumables that may need to be restocked often and, therefore, require rigid control by the RPC or RP1. RP 3 & 2, module

2, *Logistic Support and Financial Control*, NAVEDTRA 287-02-45-81, covers financial control and logistic support in detail.

DAILY OFFICE ROUTINE

Receptionist duties are discussed in detail in chapters 5 and 6 of RP 3 & 2, module 1, *Personnel Support*, NAVEDTRA 287-01-45-82. Several specific duties are addressed in this section as responsibilities that pertain to all RPs.

Facilities Usage Schedule

One responsibility of the RP is to maintain a facilities usage schedule. This schedule is maintained to ensure that scheduling conflicts do not occur. Since facilities used by the Command Religious Program are available to all command personnel and their dependents, these facilities are much in demand. Use of the facilities is usually

granted on a first-come-first-served basis. Although some events will necessarily take priority, arrangements for special religious services and observances should be made well in advance. It is the duty of the RP to maintain a record of all activities scheduled in the CRP facilities. Figure 3-1 shows a typical chapel facilities usage schedule for 1 month.

Watch Log and Master Locator Board

The logbook is used by the duty RP to record daily happenings during the operation of the office of the chaplain. Such events as the daily worship services, visitors to the office, and important or emergency message traffic are but a few of the items that may be logged. The command chaplain will provide additional guidance in this area.

Maintenance of the master locator board is very important. Since the chaplain must be

MONTH OF SEPT 1985

1	2	3	4
0800-1000 MASS 1100-1200 PROT. WORSHIP 1400-1500 PYOC	LABOR DAY	1800-2000 PROT. SUNDAY SCH. CURRICULUM BRIEF.	
8	9	10	11
0800-1000 MASS 1100-1200 PROT. SVC. 1400-1500 PYOC 1800-2000 BIBLE CLASS	1900-2000 CHAPEL CHOIR PRACTICE	1800-2000 PROT. SUNDAY SCHOOL TEACHERS TRAINING RM 6	
15	16	17	18
0800-1000 MASS 1100-1200 PROT. SVC. 1400-1500 PYOC 1800-2000 BIBLE CLASS	1900-2000 CHAPEL CHOIR PRACTICE	1800-2000 PRE-DEPLOYMENT FOR USS DALE FAMILIES	
22	23	24	25
0800-1000 MASS 1100-1200 PROT. SVC. 1400-1500 PYOC 1800-2000 BIBLE CLASS	1900-2000 CHAPEL CHOIR PRACTICE (DRESS REHEARSAL)	1800-2000 "SYMPHONY OF PSALMS" (STRAVINSKI) by CHAPEL CHOIR	

287.189.1

Figure 3-1.—Chapel facilities usage schedule.

available for emergency calls on very short notice, it is necessary to know where he can be contacted at all times. The best way to accomplish this is to continually update the master locator board (fig. 3-2). A small piece of Plexiglas and a grease pencil can be used for this purpose.

File of Referral Sources

Navy members and their dependents who are experiencing difficulties may not always turn immediately to the office of the chaplain for assistance. As a result, a problem may be quite serious and the aid of certain professionals may be necessary by the time the chaplain is contacted. A locator file of referral agencies should be maintained by the RP. These agencies may include the American Red Cross, fire and police departments, base or area medical facilities, local churches and members of the clergy, the poison control center, and the local crisis "hotline." The RP should review and expand this file of referral sources on a continuing basis. The chaplain may direct the RP to assist in making a referral for visitors to the office.

Crisis or Emergency Calls

Since handling emergencies may be a part of the RP's routine, the ability to work calmly under pressure is an important qualification. A visitor

or caller who is upset may become even more so if the RP appears nervous or hesitant. However, the RP who makes the visitor or caller feel at ease and welcome may help the person approach the problem more rationally. Teaching subordinates to work calmly under pressure is part of personnel management. The leading RP can offer guidance regarding the following basic procedures:

1. Act in a caring and courteous manner toward a caller or visitor experiencing a crisis
2. Alert the chaplain or co-workers when dealing with a possible suicide attempt, bomb threat, or other similar emergency
3. Know the location of the chaplain at all times and be able to make contact quickly

Office Files

Detailed information pertaining to maintaining the Command Religious Program (CRP) files and records can be found in chapter 3 of RP 3 & 2, module 3, *Administration*, NAVEDTRA 287-03-45-83.

NAVAL DIRECTIVES

In order to standardize policy and regulate operations, the Navy has developed directives and

NAME	DATE	TIME OUT	TIME IN	PHONE EXT/REMARKS
BYRD, RPC	2-17-83	0900		1701 (STAFF MEETING)
Gloom, Lcdr	2-17-83	0940		405-2A7B (Hospital)

Figure 3-2.—Locator board.

continuously revises them, as necessary. Naval directives convey policies, procedures, and information through the Navy Directives Issuance System. Some directives pertain to every member of the Navy, while others pertain only to a particular command or to a certain geographical area. Still others address a particular mission, idea, or goal.

INSTRUCTIONS, NOTICES, AND CHANGE TRANSMITTALS

Three types of naval directives are used in the Department of the Navy: instructions, notices, and change transmittals.

Instructions

An instruction is a Navy directive having continuing reference value or requiring continuing action.

An instruction must be issued when one or more of the following elements apply.

- Regulates or is essential to effective administration
- Establishes policy
- Delegates authority or assigns responsibility
- Establishes an organizational structure
- Assigns a mission, function, or task
- Initiates or governs a course of action or conduct
- Establishes a reporting requirement
- Establishes a procedure, technique, standard guide, or method of performing a duty, function, or operation
- Changes, supersedes, or cancels another instruction

Notices

A notice is a Navy directive issued for a brief duration. It normally remains in effect less than 6 months, but is not permitted to remain in

effect longer than 1 year. A notice serves one or more of the following purposes:

- Requests comment, approval, or information
- Directs the routine execution of established operations, such as matters pertaining to individual personnel actions or special shipments of material
- Makes informative announcements, such as education or promotion opportunities, recreational activities, work improvement plans, suggestions for morale building, changes in office locations, or telephone extensions

Change Transmittals

A change transmittal is the medium used to transmit changes to an instruction or, under extenuating circumstances, a notice. Each transmittal describes the nature of the changes issued and gives directions for incorporating the changes.

DRAFTING DIRECTIVES

When directives are issued by a higher echelon, local commands can issue a directive amplifying the information for application at the local command level. For example, on 14 December 1983, the Secretary of the Navy issued an instruction designated SECNAVINST 1730.7. This instruction deals with the Responsibilities for Religious Ministries in the Navy. The Chief of Naval Operations then issued an instruction, OPNAVINST 1730.1A, dated 5 November 1984, which amplified SECNAVINST 1730.7 and paved the way for implementation of the parent directive throughout OPNAV. In turn, subordinate commands, to which the parent directive applies, should draft their own instruction based on guidance from their chain of command, thereby implementing SECNAVINST 1730.7 at the local command level.

The RPC or RP1 may be tasked by the command chaplain to draft directives pertaining to the CRP that reflect directives from higher authority. When so assigned, the RPC or RP1 should read carefully the governing directive before drafting the command directive. This will ensure that the amplifying information is clearly defined for implementing the governing directive.

FILING DIRECTIVES

After directives have been received and routed, they should be filed according to consecutive SSIC numbers and series indicators. Change transmittals are incorporated into the directives to which they pertain. Instructions, notices, local directives, Marine Corps orders and bulletins are all filed separately. Another rule for filing directives is that they are filed in order of seniority of the issuing authority; for example, SECNAV, OPNAV, CINCLANTFLT, and so forth.

REPORTS

As significant events occur, and/or on a periodic basis, commands throughout the Department of the Navy must make reports to higher levels of command. Reports made to seniors are a primary avenue by which command and control are administered.

The command chaplain must submit reports that convey information about the Command Religious Program. The RPC or RP1 will be responsible for assisting the command chaplain in the submission of various reports.

One effective way to ensure that reports are submitted in a timely manner is to establish a tickler file of reports due. This file documents the date the report is due to be submitted, the proper form(s) to be used, the person responsible for signing the report, the person or activity to which the report is to be addressed, the person(s) who are to receive a copy, and so forth. The RPC or RP1 should check this file daily to ensure that all reports are submitted for signature far enough in advance to allow for corrections. The following is an example of a typical reports-due file.

REPORTS-DUE FILE

MUSTER REPORT

TO: DIVISION OFFICER
DUE DATE: 0800 DAILY
FORM USED: MUSTER REPORT - LANTFLT 1080/1
SIGNATURE: DIVISION OFFICER (DUTY ADMIN
ON WEEKENDS AND HOLIDAYS)
ADDRESS: PERSONNEL OFFICE

WEEKLY ATTENDANCE STATISTICS REPORT

TO: CHAPLAIN
DUE DATE: FIRST WORKING DAY OF EACH
WEEK
FORM USED: GENERAL RECORD
SIGNATURE: RPC BYRD
ADDRESS: COMMAND CHAPLAIN

QUARTERLY STATEMENT OF OPERATIONS AND NET WORTH

TO: COMMANDING OFFICER
DUE DATE: 31 DEC, 31 MAR, 30 JUN, 30 SEP
EACH YEAR
FORM USED: LOCALLY PREPARED FORM
SIGNATURE: RELIGIOUS OFFERINGS FUND AD-
MINISTRATOR (ORIGINAL COPY)
ADDRESS: COMMANDING OFFICER (ORIGINAL
COPY)
COPY TO: CRP FILES/COMMAND CHAPLAIN/
RELIGIOUS OFFERINGS FUND ADMIN-
ISTRATOR/RELIGIOUS OFFERINGS
FUND SUB-ACCOUNT CUSTODIANS/
CHAPEL BULLETIN BOARD

As with all correspondence prepared for signature, the RPC or RP1 should proofread all reports before submitting them for signature. The tickler file may not be suitable for every situation, but leading RPs should devise some method of calling attention to reports due.

COMMAND RELIGIOUS PROGRAM (CRP) PUBLICATIONS

Ships and stations throughout the Department of the Navy usually have a centralized administrative office where command directives and general publications are stored. The office of the chaplain is usually detached from such administrative offices, but publications are usually available to RPs for use in the office of the chaplain.

Information concerning CRP publications is provided in RP 3 & 2, module 3, *Administration*, NAVEDTRA 287-03-45-83. It should be noted that a copy of each command publication need not be kept in the office of the chaplain. However, RP staff members should have at least a general

knowledge of most administrative publications and be able to refer to them should the need arise.

PUBLICATIONS STOWAGE

Command Religious Program publications should be stored in accordance with classification regulations in effect throughout the Navy. Most CRP publications are unclassified and can usually be stored openly within the office of the chaplain. However, care should be taken to ensure that the publications are not misplaced. Lending publications is not a good policy and should be avoided; however, if publications must be lent, the duty RP should ensure that the person who borrows the publication completes a GSA Form 23 (Chargeout Record). This record should be retained by the office of the chaplain until the publication is returned.

PUBLICATION CHANGES

Quite often, information contained in publications becomes invalid, outdated, or otherwise obsolete and must be updated. Usually changes are limited to one or two pages, or the change may affect only one sentence. Since it would not be cost effective to reprint the entire publication each time a minor change is ordered, pen-and-ink changes or page changes will most often suffice.

Pen-and-Ink Changes

Publication changes involving only a word or two are called pen-and-ink changes. This type of change transmittal is sent out via message. The

change will be identified by noting the publication, chapter, page, paragraph, and line affected. For example, if the Secretary of the Navy determined that the following change was necessary to the wording of SECNAVINST 5210.11, the change would be issued as follows:

SECNAVINST 5210.11 (Change 1)
 From: Secretary of the Navy
 To: All ships and stations
 Subj: Department of the Navy File Maintenance Procedures and Standard Subject Identification Codes (SSIC).

1. Page 1, par. 3, line 4, change "Department of the Navy" to read "Navy Department."
2. This change is effective upon receipt.

A. B. SEA
 Secretary of the Navy

After the pen-and-ink change has been entered, a notation should be made on the record-of-changes page, which is usually located in the front of the publication near the table of contents.

Page Changes

When major changes need to be made to a page of a publication, a page change is issued. In this case, the corrected page is simply inserted in place of the old page. This change should also be recorded on the record-of-changes page as previously stated. Figure 3-3 shows a sample record of changes.

CHANGE		DATE REC'D	DATE MADE	SIGNATURE
NO.	DATE			
1	10 JUL 76		27 AUG 76	<i>R. Byrd</i> RP2 R. BYRD
2	24 Feb 77		1 Feb 78	<i>V. Weaver</i> Lt. V. Weaver

Figure 3-3.—Record of changes.

Superseded or Revised Publications

When a great number of minor or major changes are necessary to a publication, it may be either completely revised or superseded by a new publication. In such cases, either an entirely new, revised publication or requisition instructions for ordering the new publication will be forwarded to all applicable commands. Procedures for disposal of superseded publications are delineated in SECNAVINST P5212.5, *Disposal of Navy and Marine Corps Records*.

PUBLICATIONS CORRECTIONS PETTY OFFICER

The leading RP should appoint an RP2 or RP3 as publications corrections petty officer. At least semiannually, the leading RP should review and check publication changes entered to ensure CRP publications are complete and current. Additionally, the administrative officer periodically receives a listing of instructions, publications, and directives in effect, including series indicators and effective edition indicators. This list can be used by the RPC or RP1 to further ensure that the publications in the office are kept up to date.

LIBRARY OPERATIONS

The Command Religious Program can be a major contributing factor to the morale of personnel who are at sea for extended periods of time. One way to help maintain high morale is to provide a well-stocked shipboard library. Religious Program Specialists are tasked with the operation and maintenance of the shipboard library. The commanding officer may appoint the chaplain or the senior RP aboard as library officer responsible for operating and maintaining the library. The library officer has the following responsibilities:

- Assign and train personnel to function as librarians
- Receive, inventory, record, catalog, and shelve new books
- Update the library collection on a continuing basis
- Maintain library spaces

- Encourage the use of the library by publicizing hours of operation and new books received

Detailed procedures for the operation of the library at sea may be found in chapter 8 of Religious Program Specialist 3 & 2, module 1, *Personnel Support*, NAVEDTRA 287-01-45-82.

NAVAL COMMUNICATIONS

In the Navy, all written material, such as letters, documents, publications, charts, and messages addressed to or sent from a command, is considered to be official correspondence. OPNAVINST 3120.32, *Standard Organization and Regulations of the U.S. Navy*, contains detailed information concerning official correspondence.

Official naval correspondence is prepared in naval format, using the *Department of the Navy Correspondence Manual*, SECNAVINST 5216.5C. The standard naval letter format is also used to correspond with certain agencies of the United States Government, especially those within the Department of Defense. Some civilian agencies that correspond extensively with the Department of Defense have adopted the naval format.

Most official letters addressed to persons outside the Navy are written in business form, including those dealing with matters relating to individuals and those written to civilian firms and to government officials or agencies that have not adopted the naval form.

Since the Command Religious Program is a command responsibility, all correspondence relating to it and involving the Navy in an official way is considered to be official correspondence.

In the following section, the drafting of professional and pastoral correspondence as well as messages will be discussed.

DRAFTING LETTERS

The basic principles of preparing naval letters can be applied to all forms of official naval correspondence, including directives.

A letter will be more effective if it is carefully planned. An outline, or perhaps some brief notes, will enable the writer to ensure that all ideas intended to be conveyed have been included and arranged properly in the letter.

Letter Purpose

Planning should begin with a clear purpose. The first step in letter preparation is a clear understanding of the objective(s) of the letter. Identifying the subject will help to clarify the purpose and furnish guidelines as to what should be included in, or omitted from, the letter.

It is possible for a letter to deal with more than one subject, but this is not advisable in most instances unless the subjects are very closely related. A reply on one subject may be prepared in hours, whereas days or weeks may elapse before an appropriate answer can be given on another subject. Therefore, if both subjects are covered in the same letter, unnecessary delay in obtaining a response to one item may result. Furthermore, correspondence may be addressed to more than one department, officer, or agency, and confusion among addressees may result as to which subject should be addressed first. Therefore, writing several letters to the same addressee on the same day would be better than preparing one letter with multiple subject lines. Some common purposes of letters are listed below.

- To request permission or authorization to act
- To request that an action be taken
- To convey information or instructions
- To reply to letters received

While not every letter the RP drafts will fall into one of these categories, they will serve to illustrate how to plan a letter. For instance, when the purpose is to request something, the request should be definitely and clearly stated. Usually there also should be a statement as to why the request is being made and any additional explanations or suggestions that are required or appropriate. When a letter is written in reply to one that was received, the receipt is acknowledged either by citing the letter as a reference or by acknowledging the receipt in the body of the reply.

Organizing the Letter

The order in which the various parts of the letter are arranged should be planned with the reader in mind. A letter of request, for instance, may begin with the request itself, followed by an

explanation as to why the request is being made. Sometimes, however, it may be clearer to the reader if the letter begins with a discussion of the situation and leads up to the request. A letter of reply frequently begins by acknowledging the letter received. When assembling the letter, the RP should (1) see the body of the letter as a succession of units; (2) arrange these units in the most satisfactory order; (3) complete each unit before moving on to the next; and (4) maintain continuity by providing transition from one unit to another.

In letters of average length, each important unit may be one paragraph, although there is no rule about this. For example, an explanation of various steps of a procedure may be presented more effectively by devoting a paragraph to each step. Some letters, on the other hand, may be so simple that the entire letter may consist of only one paragraph. Just as each letter has a subject, it follows that each paragraph should cover a topic or subtopic. Each paragraph should be structured so that one idea leads naturally to another, and one paragraph leads to the next. In the case of long letters, the final paragraph may be a summarization of the letter.

Choice of Words

Choosing the right words is an important step in writing. The best words are those that are precise in meaning, are suited to the intended reader, and are as short, simple, and direct as possible.

One mistake that writers often make is using a word that sounds or looks like the correct word. For example, "the chaplain was appraised of the situation. . ." It probably would have been better in the first place simply to have said, "The chaplain was informed as to the situation. . . ." But in any event, the writer should have known that "to tell" is to apprise, whereas appraise means to evaluate.

The writer should be able to distinguish between the following words: affect and effect; eminent and imminent; counsel and council; adapt and adopt; principal and principle; capitol and capital. These words may be perceived as spelling problems, but the writer must also be aware of the meaning of a word in order to use it correctly. If the meaning or spelling of any word is not clear, the writer should consult the dictionary.

Some examples of words that are frequently misused are listed below with tips

to help you remember the proper usage of each word.

PRINCIPAL means MAIN or the main one

- The principal of the school
- Payment of principal and interest
- The principals in the play have the main roles
- The principal objections to the plan are. . .

PRINCIPLE means RULE or theory

- The principles of democracy
- We understand it in principle

In choosing between principal and principle, remember—if the word main could be substituted for principal, then principal is the correct word. If the word rule could be substituted for principle, then principle is the correct word. This pattern may not be true in every instance, but it is a good way to remember the difference.

From words that are related or similar in meaning, the discriminating writer will select the one that best suits the purpose of the letter. The words obtain, procure, and secure can serve as an example. Obtain is the more general term. Procure has, in the Navy, a specific connotation of obtaining material through official channels and by approved supply procedures. Secure is often used incorrectly for obtain or procure. Its specialized Navy use, meaning to fasten something down or make it firm, is the correct clue to its general meaning. While the words fewer and less seem much alike in meaning, fewer describes number, and less describes quantity “fewer AWOL cases”; “amp drawing less water.”

In choosing words, always keep in mind the person for whom the letter is intended. For example, when a letter to a senior command is being prepared, “Attention is invited” is used rather than “Attention is directed”; and “it will be appreciated if. . . can be maintained” is used instead of “. . . shall be maintained.”

A directive addressed to all hands should be written in language all can understand. This means that the words chosen must be meaningful to all hands. The following sentence is an example of a simple idea stated in a very complicated manner: “Having cognizance of our rigid operating schedule, the commanding officer, in an attempt to ameliorate morale, is endeavoring to ascertain the proclivities of those personnel who are encountering difficulty. . .”

The following sentence is the same idea stated more simply: “Being aware of our

strict operating schedule, the commanding officer, in an attempt to boost morale, is trying to determine the nature of those difficulties personnel are encountering.”

Paragraph Organization

A well-written paragraph has unity, which means that the ideas it contains are closely related and are arranged so that they develop a single topic or subtopic of the general subject. In modern official letter writing, the tendency is toward short paragraphs for the sake of readability. This requires not only that all unnecessary verbiage be pared away, but also that the subject matter be carefully organized and subdivided.

THE TOPIC SENTENCE.— A fairly long paragraph is frequently made more effective if introduced by a topic sentence. Such a sentence makes a general statement that is developed in greater detail in the remainder of the paragraph. A topic sentence need not stand at the beginning of a paragraph; in fact, it is possible to have a well-written paragraph with a topic sentence in the middle or at the end. In naval correspondence, the topic sentence is less likely to be placed in the middle of the paragraph. If placed at the end, it becomes a summary—a very useful device for pulling the paragraph together and leaving a strong final effect. However, the topic sentence at the end of a paragraph is not used extensively in naval letters and directives. A summary paragraph for an entire letter is sometimes appropriate.

ORDER OF SENTENCES.— A well-organized paragraph has its various ideas introduced in an orderly sequence. This sequence may be place order, chronological order, logical order, or order for emphasis. All four have the same purpose—to lead the reader along the desired path with a minimum of backtracking or skipping about, and thereby leave the reader with a clear, strong impression of what the writer is trying to convey.

PLACE ORDER is used for descriptions. The following description was taken from the report of a shipboard accident.

During preparation for the transfer of fuel, seven sections of 2 1/2-inch hose were connected and rigged between a Navy cargo ship and a fuel oil barge. The hose passed through a hold of the ship in which there were several light fixtures of the type designed for use with globes and

guards. The globe and guard were missing from one light fixture, so the light bulb was unprotected. One hose tender was stationed in the hold and another stood outside at a hatch that opened into it.

Notice that the writer begins with the rigging of the hose between the two ships. Then the reader is led inside the hold of the cargo ship and can picture the situation there. Finally, the positions of the two men involved in the accident are given.

The next two paragraphs of the accident report illustrate the use of CHRONOLOGICAL ORDER to narrate events and to explain the various steps involved.

Upon signal to commence the transfer of fuel, a pump was started on the barge, and pressure was applied within the hose. A section of hose in the cargo hold ruptured; the hose whipped with great force, and struck, and broke the unprotected light bulb.

Arcing from the filament of the broken bulb ignited combustible vapor and caused a flash fire which, although extinguished within a short time, severely burned both men. The man who was stationed inside the hatch died approximately 3 weeks later.

Note the amount of concrete detail in both the description and the narrative. This is a condensed report. The original probably had much more detail, such as the names and hull numbers of the ships, the number of the cargo hold, and the names and rates of the accident victims.

Another example of chronological order taken from a Navy directive provides guidelines for USN-R and USNR-R(TAR) personnel who are requesting conversion to the RP rating. In this case, procedures in which time frames are important are involved.

Those USN-R applicants who are approved for conversion to the RP rating must agree to recall to active duty for 24 months with the regular Navy on the date of conversion. Assignment of USNR-R (TAR) applicants approved for conversion to the RP rating will normally be delayed 6 months to allow NAVRESPERSCEN to program a relief. Therefore, such personnel must incur sufficient active obligated service to cover a 24-month

general assignment in addition to the probable 6-month delay.

When the above eligibility criteria are met, USNR-R applicants will submit a NAVPERS 1306/7 to Commander Naval Military Personnel Command (NMPC-483) via their commanding officer. The back of the form and/or attached sheets should be used to cite past experience and special qualifications. The request must contain a copy of an appropriate Administrative Remarks/ Page 13 entry and an interview by a Navy chaplain.

When there are many steps to be covered, it is often desirable to present them in tabulated form rather than in a paragraph. When this is done, the steps are usually designated by letters or numbers as appropriate.

In the example below, the ideas are arranged in LOGICAL ORDER, leading to a conclusion in the final paragraph.

Most people, no doubt, have thumbed through a mail-order catalog and have been impressed with the number of items available. Tools, clothes, toys, drugs, stationery, and all sorts of household appliances and general supplies are available. Actually, the largest catalog carries around 100,000 different articles.

Compare this 100,000 with the range of items required by the Navy. In our catalogs we carry some 1,200,000 items—more than 10 times as many as can be found in the largest commercial catalog. The Navy supply system carries everything from missile parts to brooms, from electronic parts to potatoes, from uniforms to medicines.

More than 20 million items are issued by the Navy each year. To meet these demands, the Navy carries an inventory of around \$5.5 billion.

In other words, within the total defense supply operation, the Navy portion alone is big business. Measured in terms of dollars, it is twice as large as the entire General Motors industrial complex.

This example demonstrates several things. It shows how facts can be advanced to support a conclusion. In this case, the conclusion that the Navy supply system is big business is supported

by evidence of (1) the range of items carried, (2) the volume of supplies issued, and (3) the size of the inventory. This is also a good example of the use of comparison (Navy supply system catalog compared to a commercial mail-order catalog) to help the reader visualize the facts offered. Emphasis is heightened in paragraph three by the contrast presented in parallel structures. The final paragraph sums up the information presented in the preceding paragraphs and states the conclusion drawn from the evidence.

Time-honored rules of rhetoric have established that for emphasis, an item should stand first or last. This has been regarded as true whether one is speaking of the sentence, the paragraph, or the piece of writing as a whole. When we think of ORDER FOR EMPHASIS, we have this principle in mind. Whether the items placed first and last are remembered longer is open to some question, but either position certainly gives them emphasis at the moment. Which of the two positions offers the greater emphasis depends upon the individual situation. The important thing for the writer to remember is that position is a device for gaining emphasis.

STANDARD NAVAL LETTERS

Information regarding the format, typing, and mailing procedures for the standard naval letter, joint letter, multiple-address letter, speedletter, and memoranda can be found in the *Department of the Navy Correspondence Manual*, SEC-NAVINST 5216.5C, and chapter 5 of RP 3 & 2, module 3, *Administration*, NAVEDTRA 287-03-45-83.

PASTORAL CORRESPONDENCE

Pastoral correspondence stems from the chaplain's pastoral relationship with personnel of the command, their dependents, or civilians. These letters may be regarded as a written extension of the oral communication that takes place between a minister, priest, or rabbi and those who seek to worship. Such correspondence is addressed frequently to naval personnel, their families, civilian clergy, and community social agencies. Business form is used, and the correspondence is signed with the chaplain's own name. The signature should be followed appropriately by the identification, "Chaplain, U.S. Navy," rank, and corps designation. Pastoral correspondence is usually private in nature. Care should be taken

by all office personnel to safeguard this privacy. See figure 3-4.

PROFESSIONAL CORRESPONDENCE

Professional correspondence takes place between chaplains and relates to matters within their Chaplain Corps. Business form may be used.

When professional correspondence is addressed to the Chief of Chaplains, the appropriate staff chaplain normally receives a copy of the letter. See figure 3-5.

MESSAGES

While the letter is the form of written communication most widely used throughout the world, the message is used more extensively within the military organization. Communications equipment can be used to electronically transmit messages to or from virtually any location. A naval message is used only when information is of an urgent nature and must be transmitted rapidly. A message should not be used if the necessary information or directive can be sent by some other means, such as letter mail, and still reach its destination in time for proper action to be taken.

General Style

Naval messages are prepared by following communication instructions issued by the Chief of Naval Operations. Details on the drafting of messages, forms used, and the handling of messages are furnished by local communication activities.

Message drafters must include the word *admin* in the Message Handling Instructions block of the DD Form 173. This will indicate the administrative nature of the message. Nearly all message traffic handled internally by the office of the chaplain will be administrative in nature, except perhaps for messages dealing with serious injury or death. The main reason for the categorizing of messages as either ADMIN or OPERATIONAL is to channel the traffic through the fleet broadcast so that operational traffic will usually take precedence. As previously mentioned, administrative traffic dealing with serious injury or death will usually be transmitted without delay.



DEPARTMENT OF THE NAVY
NAVAL EDUCATION AND TRAINING PROGRAM
DEVELOPMENT CENTER
PENSACOLA, FLORIDA 32509

IN REPLY REFER TO

23 June 1986

Mrs. Leroy Morin
5239 A Street
Some City, Texas 12345

Dear Mrs. Morin:

I have talked with your husband concerning your letter of 7 June 1986.

Petty Officer Morin states that he realizes he hasn't written during the past three weeks. He says that he is sorry for this and didn't mean to cause you so much worry. With his extra load of college courses and being undermanned in his duty section (he is working nights now), there is little or no time for relaxing or writing.

Your husband stated that he is taking leave at the end of next month and coming home for 30 days. He tells me that another Machinist's Mate Second Class has been ordered in and is expected to report aboard next week. He will be finished with his college work next month as well.

These factors I have mentioned, coupled with his earnest desire to put you at ease, should help to relax your mind.

If there is any other way I can assist you, do not hesitate to ask.

Sincerely,

ALAN A. APPLESMTIH
Lieutenant Commander
Chaplain, U.S. Navy

287.190

Figure 3-4.—Sample of pastoral correspondence.



DEPARTMENT OF THE NAVY
NAVAL EDUCATION AND TRAINING PROGRAM
DEVELOPMENT CENTER
PENSACOLA, FLORIDA 32509

IN REPLY REFER TO

24 May 1986

Chaplain B. J. Barber
Captain, U. S. Navy
Naval Station
Norfolk, Virginia 23511

Dear Chaplain Barber:

Concerning your letter about YNC John W. Johnson, I can only say that you are getting a "top notch" person.

He has the ability and the drive to carry out any type of program you might want. He is especially adept in the Sunday School programs. Chief Johnson's ability to work with people of all ages and backgrounds is unique.

I highly recommend him to you. The old saying is true in this case: My loss is your gain!

Sincerely,

A handwritten signature in cursive script that reads "Alan A. Applesmith".

ALAN A. APPLESMTIH
Lieutenant Commander
Chaplain, U.S. Navy

287.191

Figure 3-5.—Sample of professional correspondence.

Originator, Drafter, Releasing Officer

The originator of a message is the command by whose authority the message is sent. The drafter—usually the communications officer or a department head—is the person who actually composes the message for release. The releasing officer authorizes transmission of the message for, and in the name of, the originator. Usually the commanding officer is the releasing officer, but

releasing authority may be delegated if the commanding officer so desires.

Heading

Figure 3-6 shows a copy of DD Form 173. The RP will not need to fill in all the blocks on this form, but should know which parts must be completed and the function of each of them.

JOINT MESSAGEFORM						SECURITY CLASSIFICATION				
						UNCLASSIFIED				
PAGE	DTG RELEASE TIME			PRECEDENCE		CLASS	SPECAT	LMP	CIC	ORIG BSC IDENT
	DATE TIME	MONTH	YR	ACT	INFO					
1 of 1										
BOOK	MESSAGE HANDLING INSTRUCTIONS									
<p>FROM: CMO</p> <p>TO: CINCLAMFLT</p> <p>UNCLAS //NO 5266//</p> <p>MESSAGE FORMAT</p> <p>A. SECNAVINST 5216.1C</p> <p>1. (TEXT)</p> <p>2. (TEXT)</p> <p>3. (TEXT)</p>										
<p>DISTR</p> <p>ACTION II</p> <p>OO . . . OI . . . O3 . . . CMO</p>										
DRAFTER TYPED NAME TITLE OFFICE SYMBOL PHONE						SPECIAL INSTRUCTIONS				
H.B. JONES, LT, 43C, 5599 I FEB										
TYPED NAME TITLE OFFICE SYMBOL AND PHONE						SIGNATURE				
M.K. SMITH, CAPT, 43 59995						UNCLASSIFIED				
SIGNATURE						SECURITY CLASSIFICATION				DATE TIME GROUP
UNCLASSIFIED										

DD FORM 173/2 (OCR) PREVIOUS EDITION IS OBSOLETE

6
5
4
3
2
1
0

Figure 3-6.—Sample DD Form 173.

The titles of commands or activities depicted in the heading of messages should be abbreviated in accordance with the Standard Navy Distribution List (SNDL), parts I and II. The use of some abbreviations in the heading, such as ACT (action addressee) and RR (routine precedence), is permitted for brevity. It is not necessary to list the type and hull number after the name of a ship. However, short titles or abbreviations should not be used in a message addressed to a member of Congress, a commercial concern, or another nonmilitary addressee.

DATE-TIME GROUP.— Although the RP does not fill in the date-time group block, knowledge of this information is important. Messages are identified, referred to, and filed by the date-time group.

The date-time group (DTG) is expressed in six digits plus a time zone suffix, a three-letter month abbreviation, and a two-digit year designation. The first pair of digits (05 0102Z JAN 86) denotes the day of the month, the second pair (05 01 02Z JAN 86) the hour of the day, and the third pair (0501 02 Z JAN 86) the minute of the hour. These six numbers are followed by the time zone indicator, in this case, the capital letter Z.

Following the time zone suffix is the month, always abbreviated by three capitalized letters: JAN, FEB, MAR, APR, MAY, JUN, JUL, AUG, SEP, OCT, NOV, DEC. The two-digit year is expressed as 85, 86, and so forth.

Duplicate date-time groups should not be used by the same originator during any 24-hour period. Personnel in the communications center, when about to transmit two or more messages at nearly the same time, will usually shift the date-time group up or back a minute or two so that no two messages transmitted that day will have the same DTG.

When asking the communications center for a copy of a message, the RP should refer to it by the DTG, the subject line, and the originator of the message. Given this information, communications center personnel can usually find the message quickly.

SECURITY CLASSIFICATION.— Specific details in regard to security measures for handling message traffic are contained in OPNAVINST 5510.1. *Department of the Navy Information Security Program Regulation*. Most message traffic handled by RP personnel is unclassified. However, all message traffic, whether classified or unclassified, should generally be handled on a need-to-know basis. The leading RP should

caution subordinates to be particularly careful to ensure the security of all messages.

Precedence

The heading portion of the DD Form 173 contains the PRECEDENCE block, which is usually completed by the drafter, although it may be changed by the releasing officer. The precedence marking assigned is dictated by the subject matter of the text and the desired delivery time.

There are four precedence categories with which the RP should become familiar. Each category has a speed-of-service objective that indicates the maximum desired handling and delivery time. These four categories indicate the following:

- The originator's desired speed of delivery of the message
- The relative order of processing and delivery that the message should receive in the telecommunications center
- The relative significance that the addressee(s) should give to the message

The four precedence categories and their appropriate procedure signs (prosigns) are given below.

ROUTINE (Precedence prosign R)—This precedence marking is assigned to those types of messages that justify electronic transmission but are not urgent enough to require a higher precedence. Examples: Messages concerning normal peacetime operations, programs, and projects; stabilized tactical operations; plans concerning projected operations; periodic or consolidated intelligence reports; ship movements; supply and requisition; and administrative, logistics, and personnel matters. Speed-of-service objective: Within 6 hours.

PRIORITY (Precedence prosign P)—This precedence marking is reserved for messages that furnish essential information for the conduct of operations in progress. Priority is the highest precedence normally authorized for administrative messages. (Exceptions are messages reporting death, serious illness, or serious injury. These may be assigned Immediate precedence.) Examples: Situation reports on the position of a front where an attack is imminent or where fire or air support will soon be placed; orders to aircraft formations or units to take actions that will coincide with ground or naval operations; immediate movement of naval, air, or ground forces; weather observations with surface wind speeds 33 knots

or less; and all oceanographic observations. Speed-of-service objective: Within 3 hours.

IMMEDIATE (Precedence prosign 0)—Reserved for messages relating to situations that gravely affect the armed forces or populace and require immediate delivery. Examples: Amplifying reports of initial enemy contact; reports of unusual movements of the military forces of foreign powers in time of peace or strained relations; attack orders to commit a force in reserve without delay; reports of widespread civil disturbance; and requests for, or directions concerning distress assistance. Speed-of-service objective: Within 30 minutes.

FLASH (Precedence prosign Z)—This precedence indicator is reserved for initial enemy contact reports or operational combat messages of extreme urgency. Examples: Initial enemy contacts; messages recalling or diverting friendly aircraft about to bomb targets unexpectedly occupied by friendly forces; warnings of imminent large-scale attacks; extremely urgent intelligence messages; messages containing major strategic decisions of great urgency; and reports of tropical storms, typhoons, or hurricanes believed to be previously undetected. Speed-of-service objective: As fast as possible, with objective of less than 10 minutes.

In addition to the above categories, there is an **EMERGENCY COMMAND PRECEDENCE** (precedence prosign Y), which is limited to use by the National Command Authority and certain designated commanders of unified and specified commands.

Messages that have both action and information addressees may be assigned a single precedence; however, they may be assigned a dual precedence when a higher precedence is desired for the action addressee than is desired for the information addressees. It is important that the assignment of dual precedence be considered on all messages with information addressees when other than Routine precedence is assigned to the action addressee(s).

Message Text

The text is that part of a message that contains the thought or idea the drafter wishes to communicate. The text must be clear, accurate, and concise.

Brevity is encouraged, but not at the expense of accuracy; brevity should be achieved through the proper choice of words and good writing techniques. Uncommon phrases or expressions must not be used to such an extent that the meaning becomes ambiguous or obscure.

Abbreviations in the text should be limited to those whose meanings are self-evident or those that are recognizable by virtue of long-established usage. The only exception would be for administrative or technical material in which authorized abbreviations are used, and persons familiar with the abbreviations will be the only ones handling the message. If in doubt, clarity should never be sacrificed for the sake of brevity.

Incoming Messages and Routing Procedures

Communications centers process large amounts of message traffic every day. Copies of many of these messages will be routed to the chaplain. American Red Cross messages, messages concerning events in which the chaplain participates, general messages to all hands, and publication correction messages are but a few of the messages received daily in the office of the chaplain. The leading P is responsible for ensuring that a “message run” to the communications center is made whenever necessary, but certainly one should be made at least once each morning. The leading RP should also monitor all incoming messages. If anyone in addition to the chaplain should note or have a copy of the message, the chaplain will so indicate.

Whenever messages that require a reply are received, the leading RP must ensure that the entire RP staff works closely with the chaplain in rendering a timely response. Also, when the chaplain has released a very important message, the leading RP should coordinate with the communications center to determine when the message was sent so that the chaplain can be notified.

After the chaplain, leading RP, and other concerned individuals have noted incoming messages, those that are informative to all hands should be placed on the ship or station message board. This message board is usually a clipboard or binder suitable for holding several messages. The message board should be read and initialed daily by RP staff members.

American Red Cross (AMCROSS) Messages

There are over 3,000 American Red Cross chapters in the United States, averaging about one per county. Red Cross chapters are listed in the white pages of the local phone directory, either under the heading of “Red Cross” or under the county government. Whenever an emergency arises at home, such as the severe illness or death of an immediate family member, service members may be notified through the American Red Cross.

In addition to stateside availability, many military installations overseas have Red Cross offices. Figure 3-7 shows a typical AMCROSS message; figure 3-8 shows the reply.

AMCROSS Messages At Sea

Each Red Cross chapter, regardless of location, has the capability of linking with military communications systems in Washington, D.C. Service members stationed virtually anywhere in the world can be contacted by

any Red Cross chapter. This is also true of ships and submarines at sea. A large ship, such as an aircraft carrier, may handle dozens of AMCROSS messages per month.

AMCROSS Message Handling and Follow-up

AMCROSS messages are normally addressed to the commanding officer or officer in charge, and usually indentify the member of the unit in the subject line. Command communications

```
NNNN

P 201411Z APR 83
FM AMCROSS WASHINGTON DC
TO USS EVERSAIL
BT
UNCLAS C571 09501 NAVY 4811 RPT NAVY 4811
FM SMF AMCROSS DENTON, TX TO SAF NATL. RE BT2 SOME N.
NAME, NAVY 123-45-6789 CG01 USS EVERSAIL, FPO NY 09501. MOTHER
JANE NAME REQUESTS EM LV DUE DEATH OF FATHER JOHN IN
CONSTRUCTION ACCIDENT. STANDARD MORTUARY, DENTON, TX,
PLUS COUNTY CORONER CONFIRM DEATH 19 APR. FUNERAL
PENDING. SVCMN NOT AWARE DEATH. MOTHER REQUESTS SVCMN
CALL 101-555-1212 SOONEST. PLS ADVISE.
```

Figure 3-7.—Sample of AMCROSS message received aboard ship.

```
YYYY DE XXXX 012/34

YYYYXXXX RUCNXXX3456 17118855-UUUU--RMFRSUU.
ZNR UUUUU
P 221510Z APR 83
FM USS EVERSAIL
TO AMCROSS WASHINGTON DC
BT
UNCLAS //N02120//
BT2 SOME N. NAME, USN, 123-45-6789
A. AMCROSS WASHINGTON DC 201411Z APR 83
1. SVCMN INFORMED CONTENTS REF A BY SHIP'S CHAPLAIN
2. EMERG LV GRANTED
3. REGRET SHIP'S LOCATION AND OP SCHEDULE DO NOT
PERMIT IMMEDIATE DEPARTURE. SVCMN EXPECTS TO BOARD
FLIGHT TO CONUS 24 APR WITH PROBABLE ETA DALLAS LATE
THAT DAY.
4. SVCMN WILL CALL MOTHER FROM DALLAS TO GIVE FIRM
ETA DENTON.
BT
2021
```

Figure 3-8.—Sample of reply to AMCROSS message.

center personnel routinely make copies of AMCROSS messages for the office of the chaplain or executive officer. At this point, the RP staff is required to take action.

As soon as the service member is informed of the contents of the AMCROSS message, usually by the chaplain, the division officer and/or department head should be informed so that emergency leave arrangements can be granted by the command. The RP can speed up this process by coordinating with the personnel office. A service member aboard a ship at sea may not be able to depart immediately; however, commanding officers normally will make every effort to get the individual home as quickly as possible. When there is a delay in departure, a message will be sent giving an estimated time of departure and arrival of the service member.

A tickler file should be constructed for the sole purpose of handling AMCROSS messages. Copies of all messages received or sent in this instance should be kept in a tickler file until after the member returns to the command. The chaplain will usually want to check with the member after the emergency leave period to ascertain whether additional help is needed. In some cases the emergency leave situation may have a serious impact on the family status of the service member. This situation at home may necessitate a request for a humanitarian transfer or even a hardship discharge from the military service. The RP staff member may not be directly involved in such requests, but should be able to instruct the person as to the procedure to be followed in such cases. Specific information concerning the humanitarian transfer is found in the *Enlisted Transfer Manual* (NAVPERS 15909), chapter 18. Details for requesting a hardship discharge are found in the *Naval Military Personnel Manual*, Article 3850120. RPs should also be familiar with chapter 5 of RP 3 & 2, module 1, *Personnel Support*, NET 287-01-45-82, which also provides guidance on this subject.

COMMAND RELIGIOUS PROGRAM EQUIPMENT

The Command Religious Program usually operates with the basic equipment, such as typewriters, tape recorders, copy machines, and audiovisual equipment. In the future, many commands will acquire word processing equipment to support the Command Religious Program.

Personnel who use assigned equipment must assume responsibility for its routine maintenance and cleanliness. However, RP personnel should not attempt to make major repairs to equipment.

Such simple procedures as adding toner or paper to the copy machine and changing the typewriter ribbon are considered normal office functions. Even in carrying out these simple tasks, the RP should refer to the appropriate instruction sources for information about routine care of the equipment.

EQUIPMENT FAILURE/BREAKDOWN

Few pieces of equipment will operate continuously over a long period of time without having some temporary or permanent breakdown. Most equipment requires routine maintenance to prevent premature failure and to extend the life of the equipment.

Equipment has limited or no usefulness if it is not operating properly. Therefore, every effort should be made to reduce or eliminate as much downtime of assigned equipment as possible.

MAINTENANCE DOCUMENTS AND DOCUMENTATION

In today's Navy, the proper documentation of all actions involving the spending of defense dollars is required. Equipment may range in cost from a few pennies to several million dollars. The efficient, safe operation and maintenance of all assigned equipment is the inherent responsibility of every military member.

Equipment repair beyond the capabilities or authorization of the RP staff, or buildings/grounds upkeep beyond routine maintenance functions creates the need for maintenance by others. In such cases maintenance may be conducted by the local public works center (PWC) or the work maybe consigned to nongovernment agencies who contract with the Navy. In such cases documentation of the need for maintenance must be submitted on appropriate maintenance request forms.

For example, if aboard ship the space heating unit in the office of the chaplain becomes inoperable, the leading RP should submit an OPNAV 4790/2K to the repair office to request repairs. Specific guidance for completing each book on this form is contained in OPNAVINST 4790 series. Figure 3-9 shows a sample OPNAV 4790/2K.

Activities ashore normally use NAVFAC 9-11014/TF-1 as the standard maintenance document. Unlike shipboard maintenance and repair, where crew members perform most of the tasks, shore activities often depend upon the public sector for maintenance and repair contracts. Figure 3-10 shows a sample of NAVFAC 9-11014/TF-1.

OPNAV 4790/2K (Rev. 6-73)		SHIP'S MAINTENANCE ACTION FORM (2-KILO)				COMP	DEFL
SECTION I. IDENTIFICATION							
1. SHIP'S UIC		2. WORK CENTER		3. JOB SEQ. NO.		4. APL/AEL	
A. SHIP'S NAME			5. EQUIPMENT HOUR NAME			6 W 7 S 8 A 9 D 10 11 12.	
B. HULL NUMBER		13. IDENT /EQUIPMENT SERIAL NUMBER		14. ETC			
19. SAFETY HAZARD <input type="checkbox"/>	16. LOCATION (Compartment/Deck/Frame/Side)			17. WHEN DISCOVERED DATE			
18. ALTERATIONS (SERIAL, ORGALT, P/A Ctg, etc.)				19. P/P/P		20. HOURS NUMBER	
CONFIGURATION CHANGE				FOR INSURV USE			
21. SUFFIX		22. U		23. S		24. P/F	
SECTION II. DEFERRAL ACTION							
25. S/F HOURS EXP.		26. DEFER. DATE		27. S/F HOURS REQ		28. DEADLINE DATE	
SECTION III. COMPLETED ACTION							
29. ACT. TIME		30. S/F HOURS		31. COMPLETION DATE		32. ACT. MAINT. TIME	
33. T		34. METER READING		FOR SELECTED EQUIPMENTS ONLY			
SECTION IV. REMARKS/DESCRIPTION							
35. REMARKS/DESCRIPTION							
36. CONT. SHEET							
37. CBMP SUMMARY							
38. FIRST CONTACT/MAINT. MAN (P.L.N.T.)		39. RATE		40. SECOND CONTACT/SUPERVISOR (P.L.N.T.)		41. PRI 42. T/A 43. INTEGRATED PRIORITY	
C. DIV. INIT.		D. DEPT. INIT.		E. COMMANDING OFFICER'S SIGNATURE		F. TYCOM AUTHORIZATION	
44. ILC		45. TYCOM		46. SPECIAL PURPOSE			
SECTION V. SUPPLEMENTARY INFORMATION							
47. BLUEPRINTS, TECH. MANUALS, PLANS, ETC.				48. PREARRIVAL/ARRIVAL CONFERENCE ACTION/REMARKS		AVAILABLE ON BOARD	
						YES NO	
SECTION VI. REPAIR ACTIVITY PLANNING/ACTION							
49. REPAIR W/C		50. EST. HOURS		51. ASST. REPAIR W/C		52. ASST. EST. HOURS	
53. SCHED. START DATE		54. SCHED. COMP. DATE					
55. REPAIR ACTIVITY UIC		56. WORK REQ. ROUTINE		57. EST. MANDAYS		58. EST. MANDAY COST \$	
59. EST. MATERIAL COSTS \$							
60. EST. TOTAL COST \$				61. JOB ORDER NUMBER		62. LEAD P&E CODE	
63. DATE OF EST.							
64. FINAL ACT		65. HOURS EXPENDED		66. DATE COMPLETED		67. COMPLETED BY (Signature - Rate)	
68. ACCEPTED BY (Signature - Rate/Mark)							

Figure 3-9.—Sample of OPNAV 4790/2K (Ship's Maintenance Action Form).

The OPNAV 4790/2L is a maintenance document that amplifies the OPNAV 4790/2K. Space is provided for small-scale drawings and blueprint references or model pictures. Specific instructions for completion of this form are also contained in OPNAVINST 4790 series. A sample OPNAV 4790/2L is shown in figure 3-11.

The operation, care, and maintenance of audiovisual equipment used in the CRP are covered in chapter 7 of RP 3 & 2, module 1, *Personnel Support*, NAVEDTRA 287-01-45-82.

MAINTENANCE ASHORE

At a shore installation, the leading RP should become familiar with the following management procedures and be prepared to take the actions indicated.

- Know about the assigned spaces. Be aware of the location; room temperature; operation and safety features and discrepancies of switches, panels, thermostats, fire alarms, fire-fighting equipment, heating units, and so forth.

- Work closely with the public works center. Record the names and phone numbers of a few key personnel and follow the proper procedures for effecting maintenance actions and submitting maintenance documents.

- Conserve energy.

- Consult operating manuals for assigned equipment and follow stated maintenance guidelines.

- Be knowledgeable about all maintenance documents and documentation procedures.

- Ensure that subordinates are trained and educated regarding maintenance actions and documentation.

MAINTENANCE ABOARD SHIP

Aboard ship, the leading RP should become familiar with the following maintenance procedures and be prepared to take the actions indicated.

- Know the location of assigned spaces—even in the dark. Know where control panels and switches are located. Be able to locate and operate

damage control and fire-fighting equipment as required.

- Report equipment discrepancies to the proper office immediately for repair.

- Ensure that routine maintenance of assigned equipment is accomplished and documented.

- Conserve energy. Electrical power produced by the ship's generators is a precious commodity and should always be used wisely and efficiently. Take care not to overload circuits.

- Consult operating manuals for assigned equipment and follow stated maintenance guidelines.

- Be knowledgeable about all maintenance documents and documentation procedures.

- Ensure that subordinates are instructed and trained in maintenance actions and that documentation of maintenance is performed.

PMS ABOARD SHIP

Aboard ship preventive maintenance is the order of the day. The old dictum "an ounce of prevention is worth a pound of cure" applies here. Just as we care for the engine of our car by frequent oil changes and lubrication, all hands must apply equal diligence in performing preventive maintenance on assigned equipment.

To achieve this goal, the Navy has developed the Planned Maintenance System (PMS). This is a controlled system that orders periodic maintenance actions to be taken on equipment. Maintenance actions may be ordered daily, weekly, monthly, quarterly, or maintenance may be required according to operation schedules, such as "after 100 hours of operation" or "after pulling into port." Generally speaking, the frequency of maintenance actions is determined by statistics on the effectiveness of PMS in the past.

While the importance of PMS aboard ship cannot be overemphasized, PMS at shore stations may be required of RPs as well. Whether at sea or ashore, RPs should study OPNAVINST 4790, which contains procedures for conducting PMS. Volume 2 of this series is particularly helpful.

A particularly vital PMS function aboard ship is maintenance performed on damage control equipment. RPs may be assigned as Damage

SECTION I. IDENTIFICATION

A. SHIP'S NAME		B. HULL NUMBER	JOB CONTROL NUMBER			
			C. SHIP'S UIC	D. WORK CENTER	E. JOB SEQ. NO.	
		F. CONTINUATION FOR		<input type="checkbox"/> 2K	<input type="checkbox"/> 2L	<input type="checkbox"/> 2P

SECTION II. REMARKS/SKETCHES

G.

SECTION III. AUTHENTICATION

H. FIRST CONTACT/MAINTENANCE MAN (Print)	I. DATE		J. SECOND CONTACT/SUPERVISOR (Print)	K. DATE	
	YR.	DAY		YR.	DAY

Figure 3-11.—Sample of OPNAV 4790/2L (Supplemental Form).

Control Petty Officer (DCPO) for their division or department. If so, close interaction with personnel of the ship's repair division (leading Hull Technician) will be required. Since no one can predict the day or hour when damage control equipment will be needed, it follows that damage control systems must be fully operational at all times.

PROCUREMENT OF SERVICES OF AUXILIARY CHAPLAINS, CONTRACT CHAPLAINS, AND CLERGY FOR OCCASIONAL MINISTRIES

Occasionally, when a special religious service, day of religious observance, or seminar is to be conducted, the command chaplain may need the assistance of an auxiliary chaplain. At other times, the command chaplain may have to be away for some reason, such as emergency leave or hospitalization. If this fact is known ahead of time, then the services of an auxiliary chaplain, contract chaplain, or clergy for occasional ministries can be planned and budgeted for well in advance.

ROLE OF THE COMMANDING OFFICER

In instances where auxiliary chaplains, contract chaplains, or clergy for occasional ministries are needed, the commanding officer may submit a request for their services. A Standard Form 171 should be used, together with an ecclesiastical endorsement of the proposed auxiliary chaplain by the denominational affiliate. These documents, along with a personal request from the proposed auxiliary chaplain, are forwarded to the Chief of Chaplains for approval. Figures 3-12 through 3-15 show the four parts of the Standard Form 171.

PROCEDURES FOR EMPLOYMENT OF AUXILIARY CHAPLAINS, CONTRACT CHAPLAINS, AND CLERGY FOR OCCASIONAL MINISTRIES

SECNAVINST 1730.3 defines auxiliary chaplains as members of the clergy appointed by a commanding officer and approved by the Chief of Chaplains (OP-09G). Auxiliary chaplains

should be employed only in those situations where adequate services of Navy chaplains are not available.

Contract chaplains are members of the clergy approved by the Chief of Chaplains (OP-09G) to provide services under a nonpersonal services contract.

The RP staff may be involved with the auxiliary chaplain and the contract chaplain on a limited basis in the following ways.

- When a proposed budget allocation for services of an auxiliary or contract chaplain is formulated, the leading RP should assist in the preparation of the budget.

- The RP staff may assist the proposed auxiliary or contract chaplain by obtaining the necessary forms for them and by providing typing assistance.

Specific details concerning the hiring of auxiliary and contract chaplains are discussed in SECNAVINST 1730.3 and in RP 3 & 2, module 2, *Logistics Support and Financial Control*, NAVEDTRA 287-02-45-81.

THE RP STAFF AND CIVILIAN EMPLOYEES

A need may arise for the employment of civilians in the office of the chaplain. In such cases, both civilian and military staff members should work together as a team to accomplish the mission of the Command Religious Program. Further guidance in civilian and military working relationships is contained in chapter 5, "Personnel Management," of this manual.

The RP staff may be called upon by the chaplain to process employment applications of civilians under the guidance of the local civilian personnel office. The staff may assist in the assembly and forwarding of the applications and the ecclesiastical endorsements. They may also communicate with agencies on behalf of the applicant.

GUEST SPEAKERS AND TRAINING COURSE DIRECTORS

Occasionally, the commanding officer may invite clergy or other members of the local community to speak at a religious service or to direct a command-sponsored religious function. These special occasions may include a spiritual

Personal Qualifications Statement

Read instructions before completing form

Form Approved:
OMB No. 3206-0012

1 Kind of position (job) you are filing for (or title and number of announcement)		DO NOT WRITE IN THIS BLOCK FOR USE OF EXAMINING OFFICE ONLY			
2 Options for which you wish to be considered (if listed in the announcement)					
3 Home phone Area Code Number	4 Work phone Area Code Number Extension				
5 Sex (for statistics only) <input type="checkbox"/> Male <input type="checkbox"/> Female	6 Other last names ever used				
Name (Last, First, Middle)					
Street address or RFD no. (include apartment no. if any)					
City	State ZIP Code				
8 Birthplace (City & State or foreign country)					
9 Birth date (Month day year)	10 Social Security Number				
11 If you have ever been employed by the Federal Government as a civilian, give your highest grade, classification series, and job title					
Dates of service in highest grade (Month day and year) From To					
12 If you currently have an application on file with the Office of Personnel Management for appointment to a Federal position, list (a) the name of the area office maintaining your application, (b) the position for which you filed, and (if appropriate) (c) the date of your notice of rating, (d) your identification number, and (e) your rating					
13 Lowest pay or grade you will accept	14 When will you be available for work? (Month and year)				
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PAY</td> <td style="text-align: center;">GRADE</td> </tr> <tr> <td style="text-align: center;">\$ per</td> <td style="text-align: center;">OR</td> </tr> </table>	PAY	GRADE	\$ per	OR	
PAY	GRADE				
\$ per	OR				
15 Are you available for temporary employment lasting					
(Acceptance or refusal of temporary employment will not affect your consideration for other appointments) A Less than 1 month? YES NO B 1 to 4 months? YES NO C 5 to 12 months? YES NO					
16 Are you interested in being considered for employment by					
A State and local government agencies? YES NO B Congressional and other public offices? YES NO C Public international organizations? YES NO					
17 Where will you accept a job?					
A In the Washington D.C. Metropolitan area? YES NO B Outside the 50 United States? YES NO C Anyplace in the United States? YES NO D Only in (specify locality) YES NO					
18 Indicate your availability for overnight travel					
A Not available for overnight travel YES NO B 1 to 5 nights per month YES NO C 6 to 10 nights per month YES NO D 11 or more nights per month YES NO					
19 Are you available for part-time positions (fewer than 40 hours per week) offering					
A 20 or fewer hours per week? YES NO B 21 to 31 hours per week? YES NO C 32 to 39 hours per week? YES NO					
20 Veteran Preference Answer all parts. If a part does not apply to you, answer "NO"					
A Have you ever served on active duty in the United States military service? (Exclude tours of active duty for training in Reserves or National Guard) B Have you ever been discharged from the armed services under other than honorable conditions? You may omit any such discharge changed to honorable or general by a Discharge Review Board or similar authority. If "YES" give details in item 34 C Do you claim 5-point preference based on active duty in the armed forces? If "YES" you will be required to furnish records to support your claim at the time you are appointed D Do you claim 10-point preference? If "YES" check the type of preference claimed and complete and attach Standard Form 15, Claim for 10-Point Veteran Preference, together with the proof requested in that form Type of Preference <input type="checkbox"/> Compensable Disability 30% or More <input type="checkbox"/> Compensable Disability Below 30% <input type="checkbox"/> Non-compensable Disability <input type="checkbox"/> Purple Heart Recipient <input type="checkbox"/> Spouse <input type="checkbox"/> Widower(s) <input type="checkbox"/> Mother					
E List dates, branch, and serial number of all active service (enter "N/A" if not applicable)					
From	To	Branch of Service	Serial or Service Number		

THE FEDERAL GOVERNMENT IS AN EQUAL OPPORTUNITY EMPLOYER

287.2A

Figure 3-12.—Sample of Personal Qualifications Statement (Standard Form 171)—Page 1.

21 Experience Begin with current or most recent work or volunteer experience and work back. Account for periods of unemployment exceeding three months and your residence address at that time on the last line of the experience blocks in order of occurrence.							
May inquiry be made of your present employer regarding your character, qualifications, and record of employment? (A "NO" will not affect your consideration for employment opportunities except for Administrative Law Judge positions.)							
<input type="checkbox"/> YES <input type="checkbox"/> NO							
A Name and address of employer's organization (include ZIP Code, if known)		Dates employed (give month and year)			Average number of hours per week		
		From _____ To _____					
		Salary or earnings			Place of employment		
		Beginning \$ _____ per _____		Ending \$ _____ per _____	City _____		State _____
Exact title of your position		Name of immediate supervisor	Area Code _____	Telephone Number _____	Number and kind of employees you supervised		
Kind of business or organization (manufacturing, accounting, social services, etc.)		If Federal service, civilian or military: series, grade or rank, and date of last promotion			Your reason for wanting to leave		
Description of work (Describe your specific duties, responsibilities and accomplishments in this job):							
For agency use (skill codes, etc.)							
B Name and address of employer's organization (include ZIP Code, if known)		Dates employed (give month and year)			Average number of hours per week		
		From _____ To _____					
		Salary or earnings			Place of employment		
		Beginning \$ _____ per _____		Ending \$ _____ per _____	City _____		State _____
Exact title of your position		Name of immediate supervisor	Area Code _____	Telephone Number _____	Number and kind of employees you supervised		
Kind of business or organization (manufacturing, accounting, social services, etc.)		If Federal service, civilian or military: series, grade or rank, and date of last promotion			Your reason for leaving		
Description of work (Describe your specific duties, responsibilities and accomplishments in this job):							
For agency use (skill codes, etc.)							
C Name and address of employer's organization (include ZIP Code, if known)		Dates employed (give month and year)			Average number of hours per week		
		From _____ To _____					
		Salary or earnings			Place of employment		
		Beginning \$ _____ per _____		Ending \$ _____ per _____	City _____		State _____
Exact title of your position		Name of immediate supervisor	Area Code _____	Telephone Number _____	Number and kind of employees you supervised		
Kind of business or organization (manufacturing, accounting, social services, etc.)		If Federal service, civilian or military: series, grade or rank, and date of last promotion			Your reason for leaving		
Description of work (Describe your specific duties, responsibilities and accomplishments in this job):							
For agency use (skill codes, etc.)							

Figure 3-13.—Sample of Personal Qualifications Statement (Standard Form 171)—Page 2.

Attach Supplemental Sheets or Forms Here

22 A Special qualifications and skills (skills with machines, patents or inventions, your most important publications (do not submit copies unless requested), your public speaking and publications experience, membership in professional or scientific societies, etc.)											
B Kind of license or certificate (pilot, registered nurse, lawyer, radio operator, CPA, etc.)				C Latest license or certificate Year _____ State or other licensing authority _____			D Approximate number of words per minute Typing _____ Shorthand _____				
23 A Did you graduate from high school or will you graduate within the next nine months, or do you have a GED high school equivalency certificate? Yes <input type="checkbox"/> Month and year _____ No <input type="checkbox"/> Highest grade completed _____				B Name and location (city and State) of last high school attended							
C Name and location (city, State, and ZIP Code, if known) of college or university (If you expect to graduate within nine months, give MONTH and YEAR you expect to receive your degree)				Dates Attended From _____ To _____		Years Completed Day _____ Night _____		No. of Credits Completed Semester Hours _____ Quarter Hours _____		Type of Degree (B.A., etc.) _____	Year of Degree _____
D Chief undergraduate college subjects				No. of Credits Completed Semester Hours _____ Quarter Hours _____		E Chief graduate college subjects				No. of Credits Completed Semester Hours _____ Quarter Hours _____	
F Major field of study at highest level of college work											
G Other schools or training (for example, trade, vocational, Armed Forces or business). Give for each the name and location (city, State, and ZIP Code, if known) of school, dates attended, subjects studied, number of classroom hours of instruction per week, certificate, and any other pertinent data.											
24 Honors, awards, and fellowships received											
25 Languages other than English. List the languages (other than English) in which you are proficient and indicate your level of proficiency by putting a check mark (✓) in the appropriate column. Candidates for positions requiring conversational ability in a language other than English may be given an interview conducted solely in that language. Describe in Item 35 how you gained your language skills and the amount of experience you have had (e.g., completed 72 hours of classroom training, spoke language at home for 18 years, self-taught, etc.).											
Name of Language(s)	PROFICIENCY										
	Can Prepare and Deliver Lectures		Can Converse		Have Facility to Translate Articles, Technical Materials, etc.		Can Read Articles, Technical Materials, etc. for Own Use				
	Fluently	With Difficulty	Fluently	Passably	Into English	From English	Easily	With Difficulty			
26 References. List three persons who are NOT related to you and who have definite knowledge of your qualifications and fitness for the position for which you are applying. Do not repeat names of supervisors listed under Item 21. Experience											
Full Name				Present Business or Home Address (Number, Street, City, State and ZIP Code)				Business or Occupation			

Figure 3-14.—Sample of Personal Qualifications Statement (Standard Form 171)—Page 3.

commands, statistical data should be kept on each service conducted. This data can be beneficial in a number of ways.

● The Active Duty Chaplain's Quarterly Report, OPNAV 1730/3, (revised 6-83)

requires some of this data. See figure 3-16.

● Weekly records of attendance and offerings will give a good estimate of the receipt of future nonappropriated funds.

ACTIVE DUTY CHAPLAIN'S REPORT							
FOR THE PERIOD FROM _____ TO _____							
PRIVACY ACT STATEMENT							
UNDER AUTHORITY OF 5 UNITED STATES CODE 301, DEPARTMENTAL REGULATIONS, YOU ARE REQUIRED TO PROVIDE CURRENT INFORMATION TO THE PROGRAM SPONSOR CONCERNING YOUR ACTIVITIES, NEEDS, AND ACHIEVEMENTS. THIS INFORMATION WILL PROVIDE SUPERVISORY CHAPLAINS AND THE OFFICE OF THE CHIEF OF CHAPLAINS WITH DATA NEEDED FOR BRIEFINGS AND OVERALL SUPERVISION OF THE CHAPLAINS PROGRAM. PROVIDING PERSONAL INFORMATION IS VOLUNTARY. HOWEVER, INACCURATE COMPLETION OF THIS REPORT FORM MAY ADVERSELY AFFECT THE TOTAL PROGRAM OF THE CHAPLAIN CORPS.							
1 FROM				2 SOCIAL SECURITY NUMBER			
3 TO: (Major Claimant Chaplain)				4 FAITH GROUP			
5 VIA: (1)				6 PRIMARY DUTY			
7 VIA: (2)				8 NUMBER DAYS DEPLOYED IN REPORTING PERIOD			
9 SUBSPECIALTY CODE		10 UNIT IDENTIFICATION CODE		11 BILLET SEQUENCE CODE		12 BILLET SUBSPECIALTY CODE	
13 STATISTICAL REPORT							
MINISTRY	TOTAL	MINISTRY	TOTAL	MINISTRY	TOTAL	MINISTRY	TOTAL
a Divine Services		b Average Attendance Divine Services		c Sacrament/Pastoral Acts		d Pastoral Counseling	
e Work Area Visitation		f Pastoral Calls		g Religious Ed Classes		h Small Groups	
i Training Conducted		j Assisted CACO		k Interviews		l Services for Other Faiths	
14 NARRATIVE REPORT (Continue on reverse, if necessary)							
15 REPORTING CHAPLAIN'S SIGNATURE						16 DATE	

OPNAV 1730/3 (Rev 6-83)

Figure 3-16.--Sample of Active Duty Chaplain's Annual Report (OPNAV 1730/3) (Rev. 6-83).

41.4

● The chaplain can determine where efforts need to be concentrated in order to enhance layperson participation in the Command Religious Program (CRP).

● Charts and graphs based on attendance data can show at a glance the amount of progress being made within the CRP; problems can be pinpointed, and successes noted.

● The leading RP is responsible for procuring and compiling statistical data for all services conducted.

● At shore installations, if present spaces are inadequate to house CRP activities, and a construction request is to be submitted through the chain of command, weekly statistics would be necessary to establish credibility for the request,

● Statistics can help to justify an increased CRP budget. For example, if the CRP ashore has \$4,000 allocated to sponsor the first annual Vacation Church School at the installation chapel, and on the second day uses up the entire allocation issued because of unexpected participation, this statistical data would indicate the need for an increased allocation of funds.

APPOINTMENT AND DESIGNATION OF LAY READERS

The Command Religious Program is designed for the spiritual benefit and morale building of

all command personnel as well as their dependents. The voluntary contribution of the time and talent of laypersons will help make the CRP a success.

Article 5810150 of the *Naval Military Personnel Manual* delineates the responsibility of the commanding officer to make provisions for religious services for assigned personnel. Some commands at sea will not have a chaplain assigned. On ships or in deployed squadrons where a chaplain is assigned, he or she will be endorsed by only one of the many faith groups represented by command personnel. For example, a certain command may have 1,800 members. Both a Roman Catholic and a Protestant chaplain may be assigned. However, there may be Jewish personnel, Latter-Day Saints, or members of other religious groups who have no chaplain of their particular faith to minister to them.

In such cases, the commanding officer may designate an officer or enlisted person, who volunteers for the position, to represent a particular religious body as a lay reader, and in the absence of a chaplain, to conduct worship services as appropriate. This designation should be in writing from the commanding officer to the volunteer. The letter of designation should be made a part of the member's service record. OPNAVINST 1730.1A indicates that the duration of the designation of a lay reader is to be only for the period of time the chaplain is not available, such as a 2-month deployment of the chaplain on a destroyer.

CHAPTER 4

FINANCIAL MANAGEMENT AND LOGISTICS

A budget has been defined as “a statement of the financial position of an administration for a definite period of time based on estimates of expenditures during the period and proposals for financing them.” No business or activity could survive very long without planning, formulating, and adhering to some form of budget. The one source of income used to cover Command Religious Program (CRP) expenses is appropriated funds. These funds are monitored through a carefully programmed and prioritized spending plan.

APPROPRIATED FUNDS

Each year commands throughout the Navy submit their financial plan to Congress via the chain of command. Most allocations are planned for the Navy some 24 months in advance and are authorized for a controlled amount. Hence, each command within the Department of the Navy has a certain funding authorization approved by Congress each year for operations. These authorizations are known as appropriated funds and are used to buy supplies and equipment, make repairs, and cover other costs for each command.

OPERATIONS AND MAINTENANCE (NAVY) (O&M,N)

While all operations and maintenance funds are distributed from government revenue and taxes, all funds are not authorized for the same purpose. Certain authorizations are for the Army, Navy, Air Force, and Marine Corps. After each branch of service receives an authorization, the authorized amount is distributed according to the needs reflected in the various budgets submitted.

This type of appropriated fund is allocated to the Office of the Chief of Naval Operations each fiscal year and is used by each command having input to the Navy budget. (This is assuming all cumulative budgets for the entire Navy are fully funded.) The purpose of the allocation is to

provide commanders the means to maintain their units in a continuous state of operational readiness throughout the fiscal year, with a spending plan to cover needs incurred in maintaining such readiness—buying equipment, maintaining equipment, stocking supplies, and so forth.

Other branches of service submit similar budget requests for O&M dollars. These budgets are for operational and maintenance needs to maintain the armed forces in a constant state of readiness.

From this O&M allocation, the commanding officer finances command operations, including the operation of the Command Religious Program.

LOGISTIC SUPPORT OF THE COMMAND RELIGIOUS PROGRAM

Logistic support of the Command Religious Program may include, but is not limited to, the following areas:

- Contracting for music services, such as organists and choir directors
- Purchasing literature for use in the Command Religious Program
- Purchasing multimedia equipment and material for use in the Command Religious Program
- Providing equipment, transportation, printing, or other services to enable chaplains and Religious Program Specialists to perform their duties effectively
- Supporting the professional development of chaplains in short-term training courses or other training opportunities

BUDGETING

Budgeting is a forecasting process and presents a cumulative structure similar to the one shown in figures 4-1 through 4-20. Commands

**COMMAND RELIGIOUS PROGRAM
O&M,N BUDGET FY 84-87 (PROJECTED)**

DATE 11 March 1983

FISCAL YEAR	ELEMENT OF EXPENSE				TOTAL OBLIGATIONS
	SUPPLIES (T)	PURCHASED SERVICES	EQUIPMENT	TRAVEL	
1. FY 84	\$19,221.89	\$26,470.00	\$25,686.00	\$7,108.28	\$78,086.17
2. FY 85	\$17,762.04	\$32,470.00	\$ 2,946.55	\$6,316.28	\$59,494.87
3. FY 86	\$12,991.14	\$32,470.00		\$8,739.28	\$54,200.42
4. FY 87	\$12,991.14	\$32,470.00		\$8,739.28	\$54,200.42
TOTAL OBLIGATIONS					

Figure 4-1.—O&M, N Budget FY 84-87 (Projected).

**FY 84 COMMAND RELIGIOUS PROGRAM BUDGET
-APPORTIONMENT REQUIREMENTS-**

DATE 11 March 1983

EXPENSE ELEMENT	1ST QTR	2ND QTR	3RD QTR	4TH QTR	TOTAL
1. Training (Q)					
2. Printing (Y)					
3. Supplies (T)	\$ 7,319.48	\$ 3,967.47	\$ 3,967.47	\$ 3,967.47	\$19,221.89
4. Purchased Services (Q)	\$ 6,617.50	\$ 6,617.50	\$ 6,617.50	\$ 6,617.50	\$26,470.00
5. Equipment (W)	\$14,832.00	\$10,454.00			\$25,286.00
6. Travel (E)	\$ 694.00	\$ 2,787.00	\$ 2,835.28	\$ 792.00	\$ 7,108.28
7. Vehicle Rental (Q)					
TOTAL OBLIGATIONS	\$29,462.98	\$23,825.97	\$13,420.25	\$11,376.97	\$78,086.17

CODE KEY FOR EXPENSE ELEMENTS

E—TRAVEL OF MILITARY PERSONNEL
Q—PURCHASED SERVICES
T—SUPPLIES
W—EQUIPMENT (\$300.00 TO \$3,000.00)
Y—PRINTING

A—UTILIZED BY ALL FAITH GROUPS
N—NEED
P—PRORATED AMONG FAITH GROUPS
H—ALREADY ON BOARD, HOWEVER WILL NEED
TO BE REPLACED IN THE FUTURE
C—COMMAND DIRECTED EVENTS

Figure 4-2.—Apportionment requirements.

**COMMAND RELIGIOUS PROGRAM
FY84 IMPACT STATEMENTS**

IF FUNDED AT AN 80% LEVEL: PROGRAMS I, II, III, IV, V, VI, VIII, IX, and X would be fully funded. Program VII (Support Equipment) would be partially funded excluding some carpeting and support equipment.

IF FUNDED AT A 60% LEVEL: PROGRAMS I, II, III, IV, V, VI, VIII, IX, and X would be funded. Only "T" elements of Program VII (Support Equipment) would be funded. Program VII "W" elements would not be funded.

IF FUNDED AT A 40% LEVEL: PROGRAMS I, II, IX, and X would be funded. All other programs, to include Religious Education and Administration, would not be funded.

BUDGETING ON THE MARGIN	
78,086.17	100%
72,866.05	80%
50,834.50	60%
34,292.51	40%

New Projects Level:
All programs listed will be funded plus the undertaking of new projects.

Expanded Scope Level:
All programs listed below plus remainder of Program VII.

Enhanced Level:
Programs I, II, III, IV, V, VI, VII (partial), VIII.

Basic Needs Level:
Programs I, II, IX, X.

Figure 4-3.—Impact statements.

FY84 PROGRAM PRIORITIZATION AND CUMULATIVE COST DATA					
PROGRAM	EXPENSE ELEMENT				CUMULATIVE COST DATA
	T	Q	W	E	
I. Scheduled Worship	\$3,732.29	\$24,800.00			
II. Rites and Sacraments	1,752.23	600.00			
IX. Destructive Weather/Disaster Control	1,802.99				
X. Command Directed Events	1,605.00				\$34,292.51
-----40%-----					
III. Religious Education	\$3,352.01				
IV. Administration	1,805.79				
VI. Professional Development & Training				\$7,108.28	
V. Maintenance & Cleaning Materials	1,250.22				
VIII. Musical Instrument Maintenance	1,070.00				
VII. Support Equipment/"T" Elements Only	1,955.69				\$50,834.50
-----60%-----					
VII. Support Equipment/Carpet "W" Elements Only			\$13,104.00		\$63,938.05
			3,120.00		67,058.05
			3,744.00		70,802.05
			2,064.00		72,866.05
-----80%-----					
-----\$68,228.94-----					

Figure 4-4.—Program prioritization and cumulative cost data.

PROGRAM I		SCHEDULED WORSHIP (SUNDAY & DAILY)		DIVINE WORSHIP/MASSES		FY86		
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	CANDLES (Std)	12 hr burn; 24 hrs, 1 set	12	BOX (1)	32.02	32.02	T	N
2.	COMMUNION HOSTS, SMALL	400/service	5,600	EA	.007	39.20	T	N
3.	WINE	2 btl/service	24	CASE	35.00	70.00	T	N
4.	GRAPE JUICE	2 cans/service	24	CASE	19.20	38.40	T	N
5.	BULLETINS	400/service	24,000	HD	--	--	Y	N
6.	MUSIC SUPPORT:							
	Choir Director	52 services/ 52 rehearsals	104	EA	50.00	5,200.00	Q	N
	Organist	52 services/ 52 rehearsals	104	EA	50.00	5,200.00	Q	N
7.	FLOWERS:							
	Regular Service	52 services	52	SET (2)	20.00	520.00	Q	NPA
	Christmas	Poinsettias (12 per year)	12	EA	15.00	90.00	Q	NPA
	Easter	Lilies: (12 per year)	12	EA	15.00	90.00	Q	NPA
Estimate based on 52 regular services and 8 special services per year.								
8.	PEW BIBLES	Worship	200	EA	3.50	350.00	T	NPA
9.	ALTAR BIBLE	Worship	1	EA	315.00	315.00	T	N
10.	SEASONAL NEEDS:							
	Advent Candles	Advent	2	SET	31.20	31.20	T	NPA
	Palms	Palm Sunday	900	HD	10.00	45.00	T	NPA
	Christ Candle	Christmas	2	EA	20.00	20.00	T	NPA
	Candlelight Service Set	Christmas	2	SET	49.00	98.00	T	NPA
	Paschal Candle	Annual	2	EA	50.00	50.00	T	NPA
11.	COMMUNION CUPS	400/service	5,600	EA	.0145	81.20	T	N
12.	ALTAR LINEN:							
	Altar Cloth	Worship	4	EA	78.00	156.00	T	NPA
	Purificators	Worship	8	EA	3.50	14.00	T	NPA
	Corporals	Worship	8	EA	3.50	14.00	T	NPA
	Lavabo Towels	Worship	8	EA	2.10	8.40	T	NPA
					TOTAL COST OF THIS PROGRAM - \$12,462.42			
EXPENSE ELEMENTS:								
T - \$ 1,362.42								
Q - \$11,100.00								

287.198

Figure 4-5.-Cost data for divine worship/masses.

Estimate based on 40 regular services (Communion services).

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	CANDLES (Std)	12 hr burn; 24 hrs, 1 set.	12	EA	2.06	24.72	T	N
2.	COMMUNION HOSTS, (Small)	25	480	EA	.007	2.66	T	N
TOTAL COST OF THIS SERVICE - \$27.38								
EXPENSE ELEMENTS:								
T - \$27.38								
Q - --								
Y - --								
Estimate based on 52 regular services								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	CANDLES	12 hr burn; 24 hrs, 1 set.	12	EA	2.06	24.72	T	N
TOTAL COST OF THIS SERVICE - \$24.72								
EXPENSE ELEMENT:								
T - \$24.72								

287.199

Figure 4-6.-Cost data for communion services.

Estimate based on 52 regular services.

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	CANDLES	12 hr burn; 24 hrs, 1 set.	12	EA	2.06	24.72	T	N
2.	COMMUNION HOSTS, Small	20	1,040	EA	.007	7.28	T	N
3.	WINE	2 btl.s per yr.	2	CASE	35.00	5.50	T	N
4.	PEW BIBLES	Worship	25	EA	3.50	43.75	T	NPA
5.	HYMNALS (Book of Worship)	Worship	25	BX	N/C	N/C	T	NA
TOTAL COST OF THIS SERVICE - \$81.25								
Estimate based on 52 regular services.								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	CANDLES	12 hr burn; 24 hrs, 1 set.	12	EA	2.06	24.72	T	N
2.	COMMUNION HOSTS Small	100	1,200	EA	.007	8.40	T	N
3.	WINE	1/2 btl./service	6	CASE	35.00	16.50	T	N
4.	BULLETINS	100 per service	5,200	HD			Y	N
5.	MUSIC SUPPORT: Organist	52 services	52	EA	50.00	2,600.00	Q	N
TOTAL COST OF THIS SERVICE - \$2,649.62								

287.200

Figure 4-7.—Cost data for regular services.

ROMAN CATHOLIC: SUNDAY 0830/1130								
Estimate based on 104 Sundays, 350 weekdays, and 8 special Masses per year.								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	CANDLES (Std)	12 hr burn; 48 hrs, 2 sets	70	BOX (3)	32.02	96.06	T	N
2.	COMMUNION HOSTS:							
	Large	1 per Mass	462	EA	.06	27.72	T	N
	Small	400/Sunday Masses	20,800	EA	.007	145.60	T	N
		20 Daily Masses	7,000	EA	.007	49.00	T	N
		Holy Days	900	EA	.007	6.30	T	N
3.	WINE							
	Sunday	1 btl per 2 Masses	52	CASE	35.00	143.00	T	N
	Daily	1 btl per week	52	CASE	35.00	143.00	T	N
	Holy Days	3 btls total	3	CASE	35.00	8.25	T	N
4.	BULLETINS							
	Sunday	400 per	20,800	HD				
5.	MASS CARDS	50/year	50	HD	10.00	5.00	T	N
6.	MUSIC SUPPORT:							
	Choir Dir.	52 services/ 52 rehearsals	104	EA	50.00	5,200.00	Q	N
	Organist	104 services	104	EA	50.00	5,200.00	Q	N
	Choir Music	P/C choirs	625	EA	.60	184.00	T	NPA
7.	MISSALETTES	Mass	350	EA	1.48 (FOB)	518.00	T	N
8.	FLOWERS:							
	Sunday Masses	Mass	50	SET(2)	20.00	520.00	Q	NPA
	Christmas	Mass	12	EA	15.00	90.00	Q	NPA
	Easter	Mass	12	EA	15.00	90.00	Q	NPA
9.	ALTAR LINEN:							
	Altar Cloth	Worship	4	EA	78.00	156.00	T	NPA
	Purificators	Worship	8	EA	3.50	14.00	T	NPA
	Corporals	Worship	8	EA	3.50	14.00	T	NPA
	Lavabo Towels	Worship	8	EA	2.10	8.40	T	NPA
10.	SEASONAL NEEDS:							
	Advent Candles	Advent	2	SET	31.20	31.20	T	NPA
	Palms	Palm Sunday	900	HD	10.00	45.00	T	NPA
	Christ Candle	Christmas	2	EA	20.00	20.00	T	NPA
	Candlelight Service Sets	Christmas Eve	2	SET	49.00	98.00	T	NPA
	Paschal Candle	Holy Week	2	EA	50.00	50.00	T	NPA
11.	PEW BIBLE	Worship	200	EA	3.50	350.00	T	NPA
						TOTAL COST THIS PROGRAM - \$13,212.53		
EXPENSE ELEMENTS:								
T - \$ 2,112.53								
Q - \$11,100.00								

Figure 4-8.—Cost data for Roman Catholic 0830/1130 services.

287.201

ROMAN CATHOLIC: SUNDAY 0630								
Estimate based on 52 regular services.								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	CANDLES (Std)	12 hr burn; 48 hrs, 1 set	12	EA	2.06	24.72	T	N
2.	COMMUNION HOSTS:							
	Large	1 per Mass	52	EA	.06	3.12	T	N
	Small	20 per Mass	1,040	EA	.007	7.28	T	N
3.	WINE	2 btls per year	2	CASE	35.00	5.50	T	N
4.	PEW BIBLES	Worship	25	EA	3.50	43.75	T	NPA
5.	HYMNALS (Book of Worship)	Worship	25	BX	N/C	N/C	T	NA
						TOTAL COST THIS SERVICE - \$84.37		
EXPENSE ELEMENTS:								
T - \$84.37								

Figure 4-9.-Cost data for Roman Catholic 0630 services.

287.202

PROGRAM II: RITES AND SACRAMENTS FY84								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	FUNERALS/MEMORIAL SERVICES (P & RC)							
	Candles	12 hr burn; 48 hrs, 1 set	12	BOX(1)	32.02	32.02	T	N
	Bulletins	100/service	1,200	HD				
	Organist	12 services	12	EA	50.00	600.00	Q	NA
	Hosts (Sm)	100/service	6	EA	.007	4.20	T	N
	Hosts (Lg)	1/service	6	EA	.06	.36	T	N
2.	BAPTISMS:							
	Candles (Std)	12 hr burn; 24 hrs, 1 set		BOX(1)	32.02	32.02	T	N
	Candles (Infant)	Baptism	50	BOX(1)	1.75	82.00	T	N
	Certificates	Baptism	100	EA	1.50	150.00	T	N
3.	WEDDINGS:							
	Candles (Altar)	12 hr burn; 24 hrs, 1 set	30	BOX(1) EA	32.02	80.03 (30 candles)	T	NA
	Candles (Wed)							
	Large	24 hr burn 1 per 23 services	2	EA	13.20	26.40	T	NA
	Small	2 per service	700	BOX(1)	32.02	820.20	T	NA
	Certificates	1 per service	350	EA	1.50	525.00	T	NA
						TOTAL COST THIS PROGRAM - \$2,352.23		

Figure 4-10.-Cost data for rites and sacraments.

287.203

PROGRAM III: RELIGIOUS EDUCATION FY84								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
	<u>3rd and 4th Grades</u>							
	Teachers' Book	2 per qtr.	8	EA	4.15	33.20	T	N
	Students' Book	15 per qtr.	60	EA	2.73	163.80	T	N
	<u>5th and 6th Grades</u>							
	Teachers' Book	2 per qtr.	8	EA	4.15	33.20	T	N
	Students' Book	12 per qtr.	48	EA	2.73	131.04	T	N
	<u>Junior High</u>							
	Teachers' Book	2 per qtr.	8	EA	5.20	41.60	T	N
	Students' Book	10 per qtr.	40	EA	2.73	109.20	T	N
	<u>Senior High</u>							
	Teachers' Book	2 per qtr.	8	EA	1.73	13.84	T	N
	Students' Book	8 per qtr.	32	EA	1.47	47.04	T	N
	<u>Adult (Single)</u>							
	Teachers' Book	2 per qtr.	8	EA	1.73	13.84	T	N
	Students' Book	30 per qtr.	120	EA	1.47	176.40	T	N
	<u>Adult (Married)</u>							
	Teachers' Book	2 per qtr.	8	EA	1.73	13.84	T	N
	Students' Book	40 per qtr.	160	EA	1.47	235.20	T	N
	Religious Education Films (Training) (Not FY 83 Item)	6 per year	6	EA	25.00	150.00	T	N

Figure 4-11.-Cost data for religious education programs.

RELIGIOUS EDUCATION								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
<u>ROMAN CATHOLIC:</u>								
<u>Confraternity of Christian Doctrine (C.C.D.)</u>								
<u>Grades K-1</u>								
	Teachers' Book	1 per year	1	EA	12.00	12.00	T	N
	Students' Book	1 per year	12	EA	5.85	70.20	T	N
	Project Book	1 per year	12	EA	2.20	26.40	T	N
<u>Grade 2</u>								
	Teachers' Book	1 per year	1	EA	12.00	12.00	T	N
	Students' Book	1 per year	12	EA	5.85	70.20	T	N
	Project Book	1 per year	12	EA	2.20	26.40	T	N
<u>Grades 3-4</u>								
	Teachers' Book	1 per year	1	EA	12.00	12.00	T	N
	Students' Book	1 per year	12	EA	5.85	70.20	T	N
	Activity Book	1 per year	12	EA	2.20	26.40	T	N
<u>Grades 5-6</u>								
	Teachers' Book	1 per year	1	EA	12.00	12.00	T	N
	Students' Book	1 per year	12	EA	5.85	70.20	T	N
	Activity Book	1 per year	12	EA	2.20	26.40	T	N
<u>Grades 7-8</u>								
	Teachers' Book	1 per year	1	EA	12.00	12.00	T	N
	Students' Book	1 per year	12	EA	5.85	70.20	T	N
	Activity Book	1 per year	12	EA	2.20	26.40	T	N
	Convert Class Books	1 per year	12	EA	3.00	36.00	T	N
	Baptismal Instruction Book	1 per year	24	EA	3.00	72.00	T	N
	Marriage Instruction Book	1 per year	60	EA	1.25	75.00	T	N
	Marriage Instruction Book	1 per year	60	EA	2.00	120.00	T	N
	Catechisms	1 per year	100	EA	1.00	100.00	T	N

287.205

Figure 4-12.-Cost data for religious education programs.

VACATION BIBLE SCHOOL (ECUMENICAL)

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
ECUMENICAL VACATION BIBLE SCHOOL								
	Examination Kit.	1 per year	1	EA	24.56	24.56	T	N
	All-School Mold	6 per year	6	EA	1.34	8.04	T	N
<u>Pre-Kindergarten</u>								
	Teachers' Book	2 per year	2	EA	4.55	9.10	T	N
	Students' Book	25 per year	25	EA	3.91	87.75	T	N
	Teaching Kit.	1 per year	1	EA	6.37	6.37	T	N
<u>Kindergarten</u>								
	Teachers' Book	2 per year	2	EA	4.55	9.10	T	N
	Students' Book	25 per year	25	EA	3.91	87.75	T	N
	Teaching Kit.	1 per year	1	EA	6.37	6.37	T	N
<u>Grades 1-2</u>								
	Teachers' Book	2 per year	2	EA	4.55	9.10	T	N
	Students' Book	25 per year	25	EA	3.91	87.75	T	N
	Teaching Kit.	1 per year	1	EA	6.37	6.37	T	N
<u>Grades 3-4</u>								
	Teachers' Book	2 per year	2	EA	4.55	9.10	T	N
	Students' Book	25 per year	25	EA	3.91	87.75	T	N
	Teaching Kit.	1 per year	1	EA	6.37	6.37	T	N
<u>Grades 5-6</u>								
	Teachers' Book	2 per year	2	EA	4.55	9.10	T	N
	Students' Book	20 per year	20	EA	3.91	78.20	T	N
	Teaching Kit.	1 per year	1	EA	6.37	6.37	T	N
<u>Grades 7-8</u>								
	Teachers' Book	2 per year	2	EA	4.55	9.10	T	N
	Students' Book	20 per year	20	EA	3.91	78.20	T	N
WOMEN OF THE CHAPEL								
	Study Book	50 per year	50	EA	2.00	100.00	T	N
MEN OF THE CHAPEL								
	Study Book	50 per year	50	EA	2.00	100.00	T	N

TOTAL COST OF THIS PROGRAM - \$3,352.01

EXPENSE ELEMENTS:

T - \$3,352.01

287.206

Figure 4-13.-Cost data for Vacation Bible School (ecumenical).

ADMINISTRATION PROGRAM VI ADMINISTRATION FY 84

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	INDEX CARDS 3" X 5" 7530002470318	Office	5	HD	.22	1.10	T	N
2.	INDEX CARDS 5" X 8" 7530002439437	Office	5	HD	.59	2.95	T	N
3.	CHALK 7510002236706	Office/Fellowship Hall	1	GR	2.34	2.34	T	N
4.	PAPER CLIPS 7510001614292	Office	5	MX	1.76	8.80	T	N
5.	LETTER BINDER CLIPS (LG) 7510002855995	Office	6	DZ	1.92	11.52	T	N
6.	ENVELOPES FRANKED 7530007675708	Office	4	BX	4.73	17.92	T	N
7.	ENVELOPES BROWN FRANKED 7530002866965	Office	4	DZ	1.92	7.68	T	N
8.	ENVELOPES PLAIN 7530002866970	Office	1	BX	4.78	4.78	T	N
9.	MEMO LONG OPNAV 5216/144A 0107LF0522320	Office	50	PD	1.00	50.00	T	N
10.	MEMO SHORT OPNAV 5216/144 0107LF7788097	Office	100	PD	.60	60.00	T	N
11.	LEGAL PADS 7530002866173	Office	12	DZ	6.86	82.32	T	N
12.	STENO PADS 7530002237939	Office	12	DZ	5.51	66.12	T	N
13.	BOND PAPER 8 1/2" X 11" 7530002900617	Office	6	RM	1.82	10.92	T	N
14.	MANIFOLD (WHITE) 7530010722537	Office	12	BX	3.64	43.68	T	N
15.	MANIFOLD (GREEN)	Office						
16.	MANIFOLD (YELLOW) 7530010722538	Office	2	BX	3.64	7.28	T	N
17.	MARKERS (BLACK)	Office	100	EA	1.50	150.00	T	N
18.	PENCIL #2 7510002865755	Office	40	DZ	.66	26.40	T	N
19.	CHINA MARKING PENCIL 7520002236672	Office	6	DZ	3.38	20.22	T	N
20.	RULER (WOOD 12") 7510001616215	Office	3	EA	.18	.54	T	N
21.	STAPLES 7510002729410	Office	5	BX	2.49	12.45	T	N
22.	TAPE, TRANSPARENT 7510005519823	Office	5	RO	1.24	6.20	T	N
23.	TAPE, PACKING 751000744952	Office	2	RO	3.48	6.96	T	N
24.	WHITE-OUT FLUID 7510010224973	Office	12	EA	.90	11.80	T	N

287.207

Figure 4-14.-Cost data for administration program.

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
25.	CORRECTION TAPE 751000341358	Office	18	EA	.21	3.48	T	N
26.	OFFICIAL FILE COPY 0197LLNF29160	Office	3	HD	1.50	4.50	T	N
27.	DD FORM REQ DUPLICATION 0102LF0008440	Office	4	PD	1.20	4.80	T	N
28.	DD FORM REQ PRINTING 0102LF0028801	Office	4	PG	9.00	36.00	T	N
29.	OPNAV 4790/36 WORK REQUEST 0107LFO479183	Office/Chapel	2	PD	1.80	3.60	T	N
30.	KLEENEX 8540002818360	Office	25	BX	.49	12.25	T	N
31.	CARBON PAPER 7530002444063	Office	1	HD	2.23	2.23	T	N
32.	MASKING TAPE 7510002666712	Office	10	RO	.50	5.00	T	N
33.	BALL-POINT PEN (BLACK) 7520010589978	Office	17	DZ	1.87	31.79	T	N
34.	RECORD BOOK 14" X 8 1/2" 7530002223524	Office	10	EA	3.22	32.20	T	N
35.	RECORD BOOK 10 1/2 X 7530002223525	Office	10	EA	1.50	15.00	T	N
36.	RECORD BOOK 8" X 5 1/2" 7530002223521	Office	10	EA	.98	9.80	T	N
37.	BINDER (SMALL) 7510002816180	Office	25	EA	1.35	42.50	T	N
38.	BINDER (LARGE) 7510002816179	Office	25	EA	2.54	63.50	T	N
39.	DD FORM 1348 REQ 0102LFO131010	Office	3	BX	17.00	51.00	T	N
40.	THUMB TACKS 7510002726888	Office	3	HD	.53	1.59	T	N
41.	1149 ORDER FORMS 0102LFO111801	Office	1	PG	9.00	9.00	T	N
42.	TYPING RIBBON 7510002852997	Office	96	EA	.94	90.24	T	N
43.	MANILA FOLDERS 7530002851732	Office	1	HD	4.16	4.16	T	N
44.	ASST COLORED MARKERS 7520009350979	Office	6	DZ	1.14	6.84	T	N
45.	LEDGER	Office	2	EA	3.00	6.00	T	N
46.	SF-63 MEMO OF CALL (7540-00-634-4018)	Office	4	PG	2.25	9.00	T	N
47.	SCISSORS 5110002550420	Office	3	EA	3.01	9.03	T	N

287.207

Figure 4-14.-Cost data for administration program—Continued.

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
48.	PAPER PLATES 9" 7530008993056	Office/ Fellowship Hall	10	PG	15.34	153.40	T	N
49.	FORKS 6" 734000221315	Office/ Fellowship Hall	10	HD	2.08	20.80	T	N
50.	SPOONS 6" 734000221317	Office/ Fellowship Hall	10	HD	1.87	18.70	T	N
51.	KNIVES 6" 734000221316	Office/ Fellowship Hall	10	HD	2.02	20.20	T	N
52.	NAPKINS 8540002857001	Office/ Fellowship Hall	3	BX	34.84	104.52	T	N
53.	CUPS 7350001623006	Office/ Fellowship Hall	7	BX	34.84	243.32	T	N
54.	EASEL 7520005797013	Office	2	EA	32.30	65.00	T	N
55.	EASEL PADS 7530006198880	Office	20	PD	3.60	72.00	T	N
TOTAL COST OF THIS PROGRAM						\$1,805.79		
EXPENSE ELEMENTS:								
T - \$1,805.79								

287.207

Figure 4-14.-Cost data for administration program-Continued.

throughout the armed forces submit budgetary input, which moves through the various levels of command before the budget is finally submitted to Congress. This input usually occurs some 24 months before the affected fiscal year begins, and planning usually begins 3 years before that. For example, in FY 86 commanders are thinking about future budgets, including the FY 91 budget.

Budgeting is one of the most misunderstood and misused terms in the management vocabulary. Some managers tend to think of a budget as an assignment of money from "upstairs" that is totally inadequate to finance operations. However, managers must demonstrate inability to get the most mileage out of available resources. Unapproved budget is not an "allotment check" for them to spend as they like—CRP managers have an obligation to avoid waste and formulate a spending plan that ensures wise disbursement of appropriated funds.

PROGRAMMING

In the budgeting process for the Command Religious Program, programming is a constant and necessary ingredient for success. CRP needs are translated into programming requirements (figs. 4-1 through 4-20). These requirements are inserted as line items within the various programs making up the Command Religious Program, as depicted in figures 4-5 through 4-20.

BUDGETING ON THE MARGIN

Provisions for scheduled worship services, the administration of rites and sacraments, and command-directed activities are programs that are basic to the needs of any Command Religious Program, regardless of its scope. The bare essentials of the CRP are as follows:

- Scheduled worship services
- Pastoral counseling functions

PROGRAM V MAINTENANCE AND CLEANING MATERIALS FY 84

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	TOILET PAPER 8540005303770	Office/Fellowship Hall/Chapel	7	BX	34.43	240.24	T	N
2.	PAPER TOWELS 7920005436492	Office/Fellowship Hall/Chapel	10	BX	25.16	251.16	T	N
3.	DETERGENT SPRAY 7930003577386	Office/Fellowship Hall/Chapel	50	EA	.98	49.00	T	N
4.	FLOOR WAX 7930001415888	Office/Fellowship Hall/Chapel	10	CN	14.24	142.40	T	N
5.	FLOOR STRIPPER 7930000456923	Office/Fellowship Hall/Chapel	25	GL	1.66	41.50	T	N
6.	SPONGES 7920002402555	Office/Fellowship Hall/Chapel	50	EA	.57	28.50	T	N
7.	MOP 7920002248726	Office/Fellowship Hall/Chapel	6	EA	4.00	24.00	T	N
8.	BROOM 79200002923474	Office/Fellowship Hall/Chapel	4	EA	3.50	14.00	T	N
9.	SCOURING POWDER 7930009856902	Office/Fellowship Hall/Chapel	25	EA	.69	17.25	T	N
10.	PINE OIL 6840005843129	Office/Fellowship Hall/Chapel	25	GL	2.40	60.00	T	N
11.	FURNITURE POLISH 7930002667121	Office/Fellowship Hall/Chapel	25	EA	1.89	47.25	T	N
12.	SM PLASTIC BAGS 8105006558285	Office/Fellowship Hall/Chapel	5	BX	13.62	66.30	T	N
13.	LG PLASTIC BAGS 8105006558286	Office/Fellowship Hall/Chapel	5	BX	28.60	143.00	T	N
14.	BUFFER PAD (POLISH) 7910006853909	Office/Fellowship Hall/Chapel	5	BX	9.04	45.20	T	N
15.	BUFFER PAD (STRIP) 7920001516120	Office/Fellowship Hall/Chapel	6	PK	5.82	34.92	T	N
16.	DEODORANT/AIR 6840007216055	Office/Fellowship Hall/Chapel	12	CN	.73	8.76	T	N
17.	TOILET SOAP 85200053162184	Office/Fellowship Hall/Chapel	50	BR	.25	12.50	T	N
18.	DEODORANT/TOILET 6840002466438	Office/Fellowship Hall/Chapel	12	CN	2.02	24.24	T	N

TOTAL COST THIS PROGRAM - \$1,250.22

EXPENSE ELEMENT:
T - \$1,250.22

287.208

Figure 4-15.—Cost data for maintenance and cleaning materials.

PROGRAM VI PROFESSIONAL DEVELOPMENT AND TRAINING FY 84

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	CHIEF OF CHAPLAINS PROFESSIONAL DEVELOPMENT COURSE (NORFOLK) -A	Professional Development	2 per yr.	EA	694.00	\$1,388.00	E	N
2.	CHIEF OF CHAPLAINS PROFESSIONAL DEVELOPMENT COURSE (JACKSONVILLE) -A	Professional Development	3 per yr.	EA	529.00	1,587.00	E	N
3.	RELIGIOUS PROGRAM SPECIALIST "C" SCHOOL -A	Qualification for Advancement	1	EA	341.28	341.28	E	N
4.	SITE VISIT, MCB CAMP PENDLETON, RELIGIOUS EDUCATION DEVELOPMENT CENTER -A	Site Evaluation/Preparation for Establishment of Religious Education Development Center	1	EA	792.00	792.00	E	N
5.	DENOMINATIONAL ANNUAL CONFERENCE -B	Ecclesiastical Requirement	5 per year	EA	600.00	3,000.00	E	N
(NOTE: All costs are estimates.)								
EXPENSE ELEMENTS:								
E - \$7,108.28			TOTAL COST OF THIS PROGRAM - \$7,108.28					

287.209

Figure 4-16.—Cost data for professional development and training.

- Administration of rites and sacraments to assigned personnel, their dependents, and other authorized persons

- Participation in command-directed activities

After these line items are translated into apportionment requirements, they form the various programs in the budget. After these program requirements are developed, they will be prioritized (figs. 4-3 and 4-4). Each program now has a "pricetag."

Prioritizing

Prioritizing is simply listing "costed" programs in inverse order of need (fig. 4-3). Managers of the Command Religious Program must determine what dollar amount is essential to fund the basic-needs program(s). This dollar figure is placed at the left margin above the

complete program. This program and all programs below can be funded by that amount.

Then there exists a higher dollar amount which, if approved, would allow the managers of the Command Religious Program to provide more programs. This is known as an enhanced level of funding, and includes programs that are still classified as needs but are above the category of basic-level needs.

There exists still another level of funding (fig. 4-3) that would serve to expand the scope of the Command Religious Program to include many aspects of religious education, ministry, support, and services. These programs would be classified as essential to a streamlined program that would expand the scope of the Command Religious Program in some desirable directions.

Percentages

When budgeting on the margin, managers should total the cost of all programs, regardless

PROGRAM VII SUPPORT EQUIPMENT FY84 (MAJOR REQUIREMENT)

NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	BAPTISMAL FONT	Sacrament	1	EA	15.69	15.69	T	NA
2.	PIANO (SM GRAND)	Worship	1	EA	7,200.00	7,200.00		NA
3.	CARPET	Worship	546 Sq. Yds.	Sq. Yd.	24.00	13,104.00	W	NA
4.	CARPET	Worship	86 Sq. Yds.	Sq. Yd.	24.00	2,064.00	W	NA
5.	CARPET	Worship	130 Sq. Yds.	Sq. Yd.	24.00	3,120.00	W	NA
6.	CARPET/OFFICE	Office	156 Sq. Yds.	Sq. Yd.	24.00	3,744.00	W	NA
7.	DESK (7110002626693)	Office	1	EA	673.00	673.00	W	N
8.	DESK (7110009580779)	Office	2	EA	475.00	950.00	W	N
9.	DESK (RP) (7110001431038)	Office	3	EA	258.00	774.00	T	N
10.	DESK ATTACHMENT (7110005978014)	Office	3	EA	74.00	222.00	T	N
11.	CREDENZA (7110008330486)	Office	1	EA	371.00	371.00	W	N
12.	CREDENZA (7110007625513)	Office	1	EA	309.00	309.00	W	N
13.	CHAIR (7110009647516)	Office	1	EA	183.00	183.00	T	N
14.	CHAIR (7110009575419)	Office	3	EA	117.00	351.00	W	N
15.	FILING CABINET (2/7110001491637)	Office	1	EA	163.00	163.00	T	N
16.	FILING CABINET (2/7110001491668)	Office	1	EA	252.00	252.00	T	N
17.	BOOKSHELF (7110009735127)	Office	2	EA	173.00	346.00	T	N
18.	DRAPES	Office	25 Sq. Yds.	Sq. Yd.	24.00	600.00	W	N

TOTAL COST OF THIS PROGRAM - \$27,241.69

EXPENSE ELEMENT:

W - \$25,686.00

T - \$ 1,955.69

Figure 4-17.—Cost data for support equipment.

287.210

PROGRAM VIII MUSICAL INSTRUMENT MAINTENANCE FY84								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	PIPE ORGAN (1)	Tuning	1	EA	470.00	470.00	Q	NA
2.	ELECTRIC ORGAN (3)	Tuning	6	EA	50.00	300.00	Q	NA
3.	PIANOS (3)	Tuning	6	EA	50.00	300.00	Q	NA
TOTAL COST OF THIS PROGRAM - \$1,070.00								
EXPENSE ELEMENT:								
Q - \$1,070.00								

287.211

Figure 4-19.—Cost data for musical instrument maintenance.

PROGRAM IX: DESTRUCTIVE WEATHER/DISASTER CONTROL (DCE-11) FY84								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	COMBAT KIT (CATHOLIC) 9925-00-926-5206	Disaster Control	2	EA	459.59	919.18	T	N
2.	COMBAT KIT (PROTESTANT) 9925-00-926-5205	Disaster Control	2	EA	351.89	703.78	T	N
3.	WINE	Disaster Control	4	EA	1.45	5.83	T	N
4.	SMALL HOST	Disaster Control	500	EA	.007	3.50	T	N
5.	LARGE HOST	Disaster Control	50	EA	.06	3.00	T	N
6.	GRAPE JUICE	Disaster Control	4	EA	.80	3.20	T	N
7.	ROSARIES	Disaster Control	500	EA	NC	NC	T	N
8.	NEW TESTAMENTS	Disaster Control	100	EA	1.50	150.00	T	N
9.	JEWISH PRAYER BOOKS 0506LP2520000	Disaster Control	12	EA	NC	NC	T	N
10.	WEEKDAY MISSALS (Complete Edition)	Disaster Control	2	EA	7.25	14.50	T	N
TOTAL COST OF THIS PROGRAM - \$1,802.99								
EXPENSE ELEMENT:								
T - \$1,802.99								

287.212

Figure 4-19.-Cost data for disaster control.

PROGRAM X: COMMAND-DIRECTED EVENTS FY84								
NO.	ITEM	UTILIZATION	QUANTITY	UNIT OF ISSUE	COST PER UNIT	AMOUNT	EXPENSE ELEMENT	CODE
1.	GOSPEL SOUL CHILDREN'S CHOIR	Dr. Martin L. King, Jr. Birthday Celebration	1	1	\$1,450.00	\$1,450.00	T	CN
2.	SPECIAL CHILDREN'S CHRISTMAS PARTY	Feeding	1	1	155.00	155.00	T	CN
TOTAL COST OF THIS PROGRAM -						\$1,605.00		
EXPENSE ELEMENT:								
						T -	\$1,605.00	

287.213

Figure 4-20.—Cost data for command-directed events.

of the level they may fall under (fig. 4-3). In effect, CRP managers are saying, "If the CRP budget is approved only at the 40 percent level, these programs will be funded, but the others will not. A 60 percent approval will provide those programs plus programs ... and so on.

IMPLEMENTING THE SPENDING PLAN

The CRP budget (spending plan) should be completed and presented to the commanding officer before the required submission date. Early submission will be an advantage in the following ways.

- It gives the commanding officer time to review the material before, or along with, the budget submissions of other departments. The CRP is in direct competition with other departments for allocated resources.

- It gives the chaplain and leading RP sufficient time in case further planning/programming is required.

LINE-ITEM INPUT TO THE BUDGET

The best place to start budget calculations is at \$0. The CRP or RP1, the chaplain, the Chapel

Council President, and other budget planners should then make their input to the budgetary process. For example, a council member concerned with religious education may be asked to present a budget estimate for the funding of religious education material for the fiscal year. Likewise, the RP who is serving as supply petty officer may be asked to provide a figure for supplies for the fiscal year. These requests are translated into line items. Guidance for this portion of the budgeting process is found in the *Command Religious Program Planning Guide*. Figure 4-21 shows the cover page from the *Command Religious Program Planning Guide*. This publication is available from the chaplain Resource Board in Norfolk, Virginia.

EXPENSE ELEMENTS

Each expense element should be reconsidered individually when the budget is being planned. When line items are being planned, each calculation coded under an expense element should be estimated as closely as possible. For example, including a lump sum of \$500 for temporary duty travel (TDY travel) will not suffice. The RPC or RP1 should check with the travel section of the local disbursing office to ascertain the current rates allowed for TDY travel, per diem, and related expenses.

Most line items in the CRP budget can be categorized by the listing of expense elements

COMMAND RELIGIOUS PROGRAM



PLANNING GUIDE

287.214

Figure 4-21.—Cover page from Command Religious Program Planning Guide.

in figure 4-22. The leading RPC or RP1 should check with the comptroller to ensure that the expense elements and budget line items have been coded correctly. A comparison with the previous FY budget and the 30 September inventory will be most helpful.

HELPFUL REFERENCE SOURCES

When the chaplain, the RP staff, and other budget planners begin formulating the budget, the RPC and RP1 should ensure that all major reference sources are readily available. These sources should include, but are not limited to, the following:

1. Budgets for previous fiscal years
2. Command operating schedule (if applicable)
3. Auditor's reports
4. Schedules of days of religious observance
5. Calendars
6. NAVPERS 15992
7. NAVCOMPTMAN
8. GSA Supply Catalog
9. GSA Furniture Catalog
10. GSA Industrial Products Catalog
11. GSA Office Products Catalog
12. GSA Tools Catalog
13. Ecclesiastical supply catalogs
14. NAVSUP P-437 (if applicable)
15. NAVSUP P-409
16. NAVSUP P-485 (if applicable)

17. Defense Logistics Agency Cataloging Handbook
18. NAVFAC P-80
19. Navy Interest Identification List (procured by local supply officer)
20. Table of Allowances (procured by local supply officer)
21. TA411, Parts A & B (procured by local supply officer)
22. Management Listing—C Basic (procured by local supply officer)
23. Julian date calendar
24. Reports of inventory
25. Budget line items listing
26. Budgeted expense elements
27. Departmental budget inputs
28. Accumulated statistical data on religious services
29. Construction proposals (if any)
30. Marine Corps Order P1700.8 (if applicable)
31. Marine Corps Bulletin 7100 (series) (if applicable)

JUSTIFICATION OF THE BUDGET

Once all programming has been completed, a written justification of each program item must accompany the budget as it moves toward approval.

A simple request, or a statement such as "The Command Religious Program needs _____," is not sufficient justification for an item. The need

ITEM	CODED EXPENSE ELEMENT (EE)
TDY TRAVEL	EE-E
TDY PER DIEM	EE-E
CONTRACT SERVICES	EE-Q
SUPPLIES (STOCK/NONSTOCK FUND)	EE-T
EQUIPMENT	EE-W
CUSTODIAL SERVICES	EE-Q
RENTS	EE-M
FACILITY EQUIPMENT	EE-Q
MINOR CONSTRUCTION	EE-Q
PRINTING	EE-Y

287.215

Figure 4-22.—Listing of coded expense elements used most often by the Command Religious Program budget planners.

for the item must be established by submitting the following information:

- Status of the CRP before budget submission
- Desired CRP goal supported by a budget item
- A negative impact statement indicating the potential adverse effect on the CRP and command personnel if the budget item is disapproved

BUDGET APPROVAL

After the CRP budget has been approved by the commanding officer, it becomes a part of the command budget. The command budget is then forwarded to the reporting senior of the commanding officer, where it is placed with the budgets of all other reporting commands. The budgets are then forwarded to the next higher level of command, where the process is repeated. Eventually all Navy budgets reach the Office of the Chief of Naval Operations, where they are compiled, labeled as Operations and Maintenance (O&M) budgets for the Department of the Navy, and presented to Congress. Figure 4-23 shows the

itinerary of a CRP budget for a fictitious Atlantic Fleet unit. It should be noted that a budget can be disapproved at any level before the final budget is submitted to Congress. If Congress approves the budget, funds are released to commanding officers to finance command operations according to departmental budgets as they have been presented,

It should be emphasized that while all commands conduct financial operations according to prescribed regulations, certain procedures may vary from command to command. This may be due to personnel assignments, command mission, or other factors.

BUDGET MANAGEMENT

Management of the budget generally encompasses two elements: effectiveness and efficiency. Management of the budget should be effective in that planned goals of the Command Religious Program are met while remaining within budget constraints. Management of public funds entrusted to CRP managers must also be efficient. This is accomplished by the use of a frugal spending plan. Managers should always be on guard against unexpected expenses.

BUDGET ITINERARY OF USS EVERSAIL (CG-00)

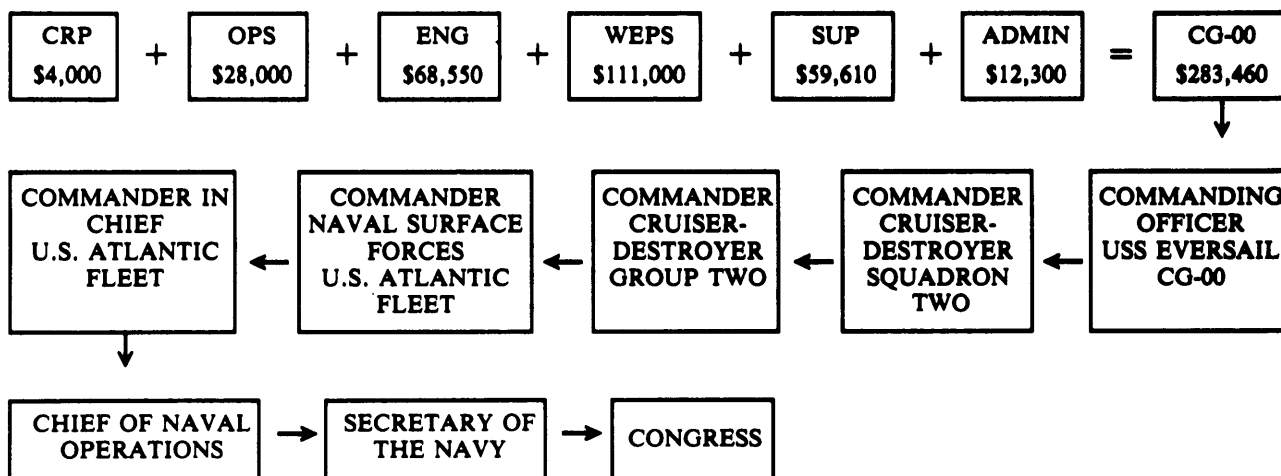


Figure 4-23.-Budget itinerary of USS Eversail.

287.216

NONAPPROPRIATED FUNDS

American religious traditions normally include the concept of stewardship of money as an aspect of religious life. Voluntary contributions are a customary part of religious worship. Such contributions from Navy and Marine Corps chapel groups are known as the religious offerings fund. This fund is used for projects of a religious or humanitarian nature which are deemed important to the contributing group.

RELIGIOUS OFFERINGS FUNDS

Religious offerings funds are nonappropriated funds established by, and administered under the authority of, the commanding officer. When a Command Religious Program serves two or more commands located at a single installation, the fund will be consolidated and administered under the authority of the "housekeeping" command. There may be some exceptions to this rule. For example, CB units that deploy maybe authorized to maintain their own accounts.

Except for specific recommendations for disbursements from the chapel council, the religious offerings fund is not thought of in terms of the budgeting process (as is the case of appropriated funds). There are several reasons for this.

- The religious offerings fund is a non-appropriated fund.
- The fund consists primarily of voluntary contributions.
- Appropriated funds are never to be supplemented by the religious offerings fund.
- Unlike appropriated funds, the amount of the religious offerings fund is not fixed, but varies with receipts.

However, as in the case of appropriated funds, there should be a spending plan for the religious offerings fund that is approved by the commanding officer via the command chaplain and executed by managers of the Command Religious Program.

SOURCES OF REVENUE

The major source of revenue for the religious offerings fund is from voluntary offerings and contributions received at religious services. Other sources of income are the following:

- Designated contributions from individuals or organizations for the support of religious programs, projects, or charitable causes
- Proceeds from the authorized sale of property purchased with the religious offerings fund
- Grants from the Chief of Chaplains Fund or other nonappropriated funds

Whenever offerings are received at religious services, they are counted and recorded on a Religious Offerings Fund Receipt Voucher as shown in figure 4-24.

Faith Group Subaccounts

As previously stated, only one consolidated religious offerings fund is permitted at an installation. However, the commanding officer may authorize maintenance of separate subaccounts within the fund when different faith groups—Roman Catholic, Protestant, Jewish, or others—are authorized to hold religious services and contribute to the religious offerings fund.

Petty Cash Fund

A petty cash fund may be authorized by the commanding officer in the amount of \$50 for small miscellaneous expenditures. Any single disbursement from the fund cannot exceed the amount determined by the commanding officer—usually \$25. The religious offerings fund administrator is responsible for maintaining the petty cash fund. Recordkeeping duties should be performed by a junior RP who serves as the religious offerings fund accountant. Recordkeeping operations should be supervised by the leading RP.

RELIGIOUS OFFERINGS FUND RECEIPT VOUCHER

(NAME OF COMMAND)

I. COLLECTION

DATE 7 Sept. 80
 TIME 1030
 RELIGIOUS GROUP Protestant
 ATTENDANCE 218

II. OTHER RECEIPTS

DATE _____
 RELIGIOUS GROUP _____
 SOURCE _____

III. DEPOSITED

DATE _____
 BY _____

IV. COMMENTS

CHECKS (LIST ON BACK IF NECESSARY)

	\$	
\$20.00 x 1	=	\$ <u>20.00</u>
10.00 x 4	=	<u>40.00</u>
5.00 x 6	=	<u>30.00</u>
2.00 x 1	=	<u>2.00</u>
1.00 x 150	=	<u>150.00</u>
.50 x 12	=	<u>6.00</u>
.25 x 160	=	<u>40.00</u>
.10 x 61	=	<u>6.10</u>
.05 x 52	=	<u>2.60</u>
.01 x 48	=	<u>.48</u>
TOTAL	\$	<u>297.18</u>

TOTAL \$ 297.18

COUNTED BY Mary Petry COUNTED BY Daniel Allison
 CERTIFIED BY L. L. Jayne

Figure 4-24.—Religious Offerings Fund Receipt Voucher.



DEPARTMENT OF THE NAVY

NAVAL EDUCATION AND TRAINING PROGRAM
DEVELOPMENT CENTER
PENSACOLA, FLORIDA 32509-5000

IN REPLY REFER TO

001:HGM:rb
7040
30 March 1986

From: Commanding Officer
To: Command Chaplain

Subj: ESTABLISHMENT OF PETTY CASH FUNDS

Ref: (a) SECNAVINST 1730.7
(b) OPNAVINST 1730.1A
(c) NAVSO P-3520
(d) NAVEDTRAPRODEVCCENINST 7010.3

1. Purpose. To establish a petty cash fund for the NAVEDTRAPRODEVCCEN Command Religious Program.
2. Administration. The petty cash fund shall be administered in accordance with the provisions of references (a), (b), (c), and (d).
3. Action. The subaccount custodians of the Protestant and the Roman Catholic subaccounts shall each submit a purchase order in the amount of \$25 to the fund administrator. The purchase orders shall be made payable from each subaccount for the purpose of establishing a \$50 central petty cash fund to make small miscellaneous purchases. The religious offerings fund administrator shall then draw a check payable to the subaccount custodians for \$25 each. A memorandum entry shall be made on the Receipts and Expenditures Record showing the establishment of the central petty cash fund. The amount of \$25 shall be subtracted from the assets of each subaccount, but not from the composite balances of each subaccount or the composite balance of the religious offerings fund, since the net worth of the fund is not affected. Each subaccount custodian shall ensure that the fund is replenished at the end of each month, or more often if necessary. Any single purchase utilizing petty cash shall not exceed \$25.

H. G. MILLER

Distribution

Figure 4-25.-Letter from commanding officer authorizing the establishment of a central petty cash fund.

287.218

PURCHASE ORDER NAVCOMP FORM 5515 (5 PT) (REV. 5-75) S/N 0104-LF-706-5300		ACTIVITY NO.	DATE 1 OCT 1986	PURCHASE ORDER NO. P-1
FROM: CDR J. E. WILSON CUSTODIAN OF PROT. SUBACCT. NETPDC REL. OFFERINGS FUND		DELIVER TO:		
GENTLEMEN: Being governed by instructions hereon, please enter our order for the following:				
QUANTITY	DESCRIPTION	UNIT	UNIT PRICE	AMOUNT
	To establish a petty cash fund			\$25.00
Total expenditure				\$25.00
DATE REQUIRED	DISCOUNT TERMS	VIA	SIGNATURE OF AUTHORIZED REPRESENTATIVE <i>J E Wilson</i>	
BILLING INSTRUCTIONS				
A. Separate invoices must be rendered for each order.				
B. Do not pack invoice with merchandise; mail under separate cover.				
C. Transportation charge, when applicable, must be added to invoice.				
D. Full name and address of this activity and Purchase Order No. must appear on all documents accompanying or have reference to delivery of this order.				
E. SEE REVERSE OF THIS SHEET FOR OTHER INSTRUCTIONS.				
NOTE: NONCOMPLIANCE WITH THESE INSTRUCTIONS WILL RESULT IN RETURN OF INVOICE AND DELAY PAYMENT.				
NOTE: NOTIFY US IMMEDIATELY IF UNABLE TO COMPLETE ORDER BY REQUIRED DATE.				
PART 1		VENDOR COPY		
<small>© U.S. Government Printing Office 1984-706-443</small>				

PURCHASE ORDER NAVCOMP FORM 5515 (5 PT) (REV. 5-75) S/N 0104-LF-706-5300		ACTIVITY NO.	DATE 1 OCT 1986	PURCHASE ORDER NO. C-1
FROM: RPC R. R. BYRD CUSTODIAN OF ROM. CATH. SUBACCT. NETPDC REL. OFFERING FUND		DELIVER TO:		
GENTLEMEN: Being governed by instructions hereon, please enter our order for the following:				
QUANTITY	DESCRIPTION	UNIT	UNIT PRICE	AMOUNT
	To establish a petty cash fund			\$25.00
Total expenditure				\$25.00
DATE REQUIRED	DISCOUNT TERMS	VIA	SIGNATURE OF AUTHORIZED REPRESENTATIVE <i>R R Byrd</i>	
BILLING INSTRUCTIONS				
A. Separate invoices must be rendered for each order.				
B. Do not pack invoice with merchandise; mail under separate cover.				
C. Transportation charge, when applicable, must be added to invoice.				
D. Full name and address of this activity and Purchase Order No. must appear on all documents accompanying or have reference to delivery of this order.				
E. SEE REVERSE OF THIS SHEET FOR OTHER INSTRUCTIONS.				
NOTE: NONCOMPLIANCE WITH THESE INSTRUCTIONS WILL RESULT IN RETURN OF INVOICE AND DELAY PAYMENT.				
NOTE: NOTIFY US IMMEDIATELY IF UNABLE TO COMPLETE ORDER BY REQUIRED DATE.				
PART 1		VENDOR COPY		
<small>© U.S. Government Printing Office 1984-706-443</small>				

287.219

Figure 4-26.-Purchase orders authorizing a disbursement for petty cash.

Figure 4-25 shows a letter from the commanding officer authorizing the establishment of a central petty cash fund. To establish the central petty cash fund, the custodian of each religious offerings fund subaccount submits a

purchase order, shown in figure 4-26, authorizing a disbursement for petty cash. Checks are then drawn in equal amounts from each account to total \$50 and are payable to the religious offerings fund administrator. A memorandum

NETPDC (NAME OF COMMAND)		RELIGIOUS OFFERINGS FUND		RECEIPTS AND EXPENDITURES RECORD						PERIOD: FROM <u>1 OCT 86</u> TO <u>31 OCT 86</u> FY <u>87</u>	
DATE	DESCRIPTION	CHECK NO.	P.O. NO.	ROMAN CATHOLIC SUBACCOUNT		PROTESTANT SUBACCOUNT		OTHER SUBACCOUNT		COMPOSITE BALANCE	
				RECEIPTS	EXPEND. BALANCE	RECEIPTS	EXPEND. BALANCE	RECEIPTS	EXPEND. BALANCE		
10/1	ESTABLISH PETTY CASH										
	FUND:										
	CATHOLIC \$ 25.00		C-1								
	PROTESTANT 25.00		P-1								
	TOTAL \$ 50.00	101									

Figure 4-27.—Memorandum entry on Receipts and Expenditures Record establishing a petty cash fund.

287.220

entry, such as the one shown in figure 4-27, is made on the Receipts and Expenditures Record to show that a petty cash fund has been established. The disbursements from each subaccount that established the \$50 petty cash fund are posted by memorandum entry only in each individual account, since the composite balance, or the net worth of the religious offerings fund, is not affected.

The central petty cash fund should be replenished at the end of each month or more

often if necessary. Faith group subaccount custodians who have authorized the disbursement of funds from the central petty cash fund should ensure that a purchase order for the amount used is prepared by the religious offerings fund accountant. This document is then submitted to the religious offerings fund administrator, who should ensure that a check is drawn against that subaccount in the appropriate amount to replenish the central petty cash fund up to the original amount of \$50. Figure 4-28 illustrates this process.

NETPDC (NAME OF COMMAND)				RECEIPTS AND EXPENDITURES RECORD					
DATE	DESCRIPTION	CHECK NO.	P.O. NO.	ROMAN CATHOLIC SUBACCOUNT			PROTESTANT SUBACCOUNT		
				RECEIPTS	EXPEND.	BALANCE	RECEIPTS	EXPEND.	BALANCE
9/1	Balance Brought Forward					1880.57			2254.18
9/7	Sunday Collections			280.16		2160.53	297.18		2551.36
9/14	Sunday Collections			199.32		2359.85	213.36		2764.72
9/17	CMD Club	530	C-81 P-86		60.00	2299.85		66.00	2698.72
9/18	Ecumenical Bookstore	531	C-80		51.00	2248.85			2698.72
9/21	Sunday Collections			355.16		2604.01	325.03		3023.75
9/26	Pretty Florists	532	C-82 P-87		50.00	2554.01		50.00	2973.75
9/28	Sunday Collections			211.53		2765.54	249.91		3223.66
9/29	Marynoll Missionaries	533	C-83		200.00	2565.54			3223.66
9/29	Franciscan Fathers	534	C-84		200.00	2365.54			3223.66
9/29	Sisters of Charity	535	C-85		200.00	2165.54			3223.66
9/29	Sacred Heart Hospital	536	C-86		200.00	1965.54			3223.66
9/29	Most Holy Sacrament Convent	537	C-87		200.00	1765.54			3223.66
9/29	St. Bernard Seminary	538	C-88		200.00	1565.54			3223.66
9/29	Navy Relief Society	539	P-88			1565.54	500.00		2723.66
9/29	American Red Cross	540	P-89			1565.54	250.00		2473.66
9/29	American Bible Society	541	P-90			1565.54	200.00		2273.66
9/29	Church World Service	542	P-91			1565.54	200.00		2073.66
9/29	World Relief Commission	543	P-92			1565.54	200.00		1873.66
9/29	World Vision International	544	P-93			1565.54	200.00		1673.66
9/30	Replenish Petty Cash	545	C-90 P-95		20.84	1544.70		21.00	1652.66
9/30	Total			1046.17	1381.84	1544.70	1085.48	1687.00	1652.66
9/30	Balance Forward					1544.70			1652.66

287.221

Figure 4-28.—Record of Receipts and Expenditures entry replenishing petty cash.

An entry for this transaction should be made in the Expenditures column of the appropriate sub-account in the Receipts and Expenditures Record in the same manner as for any other expenditure.

No disbursements should be made from the petty cash fund by the religious offerings fund administrator without a supporting Petty Cash Voucher (fig. 4-29) that has been endorsed by the subaccount custodian and signed by the person receiving the cash. Each voucher should be numbered sequentially for the fiscal year.

Supporting invoices and receipts must be attached to the Petty Cash Vouchers when the administrator submits them to the subaccount custodians at the time the fund is replenished. Each voucher submitted is annotated or stamped *reimbursed* or *paid*, and the date and number of the replenishing check are recorded on the voucher.

**RELIGIOUS OFFERINGS
FUND ADMINISTRATOR**

As a direct representative of the commanding officer, the command chaplain must be appointed in writing as the religious offerings fund administrator in keeping with OPNAVINST 1730.1A. (See fig. 4-30.) The administrator exercises

executive control over the fund under the general policy guidance of NAVSO P-3520 and other command directives that apply.

Since management is inherent in the role of leading RP, and since one of the main purposes of the RP rating is to assist chaplains in administrative areas, it follows that many management duties associated with the administration of the fund will fall on the RP staff, particularly the first class or chief. OPNAVINST 1730.1A and RP occupational standards indicate that RPs maybe assigned as subaccount custodians. These actions will free the chaplain to perform ministry.

Assisting the chaplain in the administration of the fund may include many of the following responsibilities for the leading RP:

- Ensuring that proper records of receipts for, and expenditures from, the religious offerings fund (ROF) are kept and reported to the command chaplain
- Working closely with subaccount custodians to ensure that each authorized subaccount's assets are protected
- Supervising RPs who are assigned ROF accounting duties

PETTY CASH VOUCHER		
<u>NETPDC</u> (NAME OF COMMAND)		RECEIPT NUMBER 51
		DATE SEPTEMBER 2, 1986
PAY TO JAKE LANZA	AMOUNT (WRITTEN) EIGHTEEN & $\frac{92}{100}$ DOLLARS	AMOUNT (FIGURES) \$18.92
PURPOSE SODAS FOR VISITORS	SUBACCOUNT NAME ROMAN CATHOLIC	AMOUNT \$18.92 <i>Paid</i> <i>Sgt. 30, 1986</i> <i>ck no. 545</i>
APPROVED BY (SIGNATURE) <i>M. R. Smithers</i>	RECEIPT OF ABOVE AMOUNT IS ACKNOWLEDGED (SIGNATURE) <i>Jake Lanza</i>	

287.222

Figure 4-29.—Petty Cash Voucher.



DEPARTMENT OF THE NAVY

NAVAL EDUCATION AND TRAINING PROGRAM
DEVELOPMENT CENTER
PENSACOLA, FLORIDA 32509-8000

IN REPLY REFER TO
001:HGM:rb
7010
30 March 1986

From: Commanding Officer
To: CDR I. M. REDDY, CHC, USN 123-45-6789/4100

Subj: APPOINTMENT AS ADMINISTRATOR OF THE NAVEDTRAPRODEVCCEN
RELIGIOUS OFFERINGS FUND

Ref: (a) SECNAVINST 1730.7
(b) OPNAVINST 1730.1A
(c) NAVEDTRAPRODEVCCENINST 7010.3

1. You are hereby appointed administrator of the NAVEDTRAPRODEVCCEN Religious Offerings Fund.
2. The fund will be administered in accordance with references (a), (b), and (c).
3. As administrator you are authorized to approve expenditures from the fund in an amount not to exceed \$500. Disbursement in excess of that amount will be submitted to the commanding officer (or designated representative) for approval prior to obligation.
4. The duration of the appointment shall be for two years from the date of this letter.

H. G. MILLER

Distribution

287.223
Figure 4-30.—Letter from commanding officer appointing CDR Reddy NAVEDTRAPRODEVCCEN religious offerings fund administrator.

- Ensuring that all purchase orders are prepared for the ROF administrator's signature
- Ensuring that all goods or services received via purchase order are free from discrepancy so that payment of the invoice can be arranged
- Ensuring that all checks, purchase orders, vouchers, or other financial documents are prepared for the signature of the ROF administrator
- Maintaining a central petty cash fund (if authorized)
- Ensuring that religious offerings fund receipts are deposited in the bank in a timely manner

APPOINTMENT OF AN INTERIM ROF ADMINISTRATOR

When the religious offerings fund administrator is expected to be absent from the duty station for more than 15 but less than 30 days, an interim ROF administrator will be named by the commanding officer. The administrator must relinquish all religious offerings fund assets, in any form or amount, to the interim administrator. The interim administrator should prepare, in duplicate, a memorandum receipt for such assets. The fund administrator should keep the copy of this receipt, and the original should be filed with the permanent fund records. The interim administrator should assume all duties of the administrator during the interim period. When the interim period is over, the interim administrator must return the fund to the administrator; the administrator should receipt for the fund on both the original and the copy and return the original to the fund records. The interim administrator should retain the duplicate. If the administrator is absent for more than 30 days, the appointing authority should designate, in writing, a new administrator and transfer the fund.

SUBACCOUNT CUSTODIAN

If the commanding officer authorizes subaccounts for various faith groups, a subaccount custodian for each group will be designated in

writing. Figure 4-31 shows a sample letter of appointment from the commanding officer. The custodian may be a chaplain of the particular faith group, or an RP may serve in this capacity. The subaccount custodian will have the following responsibilities:

- Arranging for the counting of the offerings received at worship services. This counting and verifying of the amount should be done by two responsible persons selected from attendees of the worship service. After the amount is verified by the two counters, it is recorded on a Religious Offerings Fund Receipt Voucher.
- Serving as spokesperson for the group to convey the group's wishes to the command chaplain regarding the spending of assets in the group's subaccount.

ACCOUNTING PROCEDURES

If the commanding officer authorizes separate faith group subaccounts within the religious offerings fund, each group may receive offerings at their religious services as appropriate. These groups may then have the offerings posted to their faith group subaccount by the fund accountant. As previously mentioned, there should be a spending plan for the fund that is submitted by the command chaplain to the commanding officer for approval. If approved, it is executed by managers of the Command Religious Program. Disbursements may be made from the subaccount according to the desires of the faith group. These desires are conveyed to the command chaplain via the faith group subaccount custodian. The command chaplain will determine the legality of proposed expenditures from the group's assets. Faith group assets automatically become assets of the consolidated religious offerings fund.

Bank Deposits

Any time money is received into the religious offerings fund in any form or amount, the following procedures should apply:

1. Before deposit, the money should be counted by the fund accountant to verify the amount.



DEPARTMENT OF THE NAVY

NAVAL EDUCATION AND TRAINING PROGRAM
DEVELOPMENT CENTER
PENSACOLA, FLORIDA 32509-5000

IN REPLY REFER TO
001:HGM:rb
7010
30 March 1986

From: Commanding Officer
To: CDR Leon F. HARRELL, CHC, USNR

Subj: APPOINTMENT AS CUSTODIAN OF THE PROTESTANT SUBACCOUNT
OF THE NAVEDTRAPRODEVCCEN RELIGIOUS OFFERINGS FUND

Ref: (a) SECNAVINST 1730.7
(b) OPNAVINST 1730.1A
(c) NAVEDTRAPRODEVCCENINST 7010.3

1. You are hereby appointed Protestant Subaccount Custodian of the NAVEDTRAPRODEVCCEN Religious Offerings Fund.
2. The Subaccount will be administered in accordance with references (a), (b), and (c).
3. You shall authorize purchases from the Protestant Subaccount of the NAVEDTRAPRODEVCCEN Religious Offerings Fund within limits specified in reference (c). You shall ensure that appropriate accounting records are maintained in accordance with references (a), (b), and (c).
4. This appointment shall remain in effect for two years from the date of this letter.

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287.224

Figure 4-31.—Letter from commanding officer appointing CDR Harrell NAVEDTRAPRODEVCCEN Protestant sub-account custodian.

2. A check or money order should be stamped on the back with the words *FOR DEPOSIT ONLY* into the proper account, or the authorized signature(s) should be affixed for deposit.

3. If money is received on other than a regular working day or when the bank is closed, it should be counted and then locked in a safe until deposit can be made.

4. A bank deposit should be made on the first working day after money is received. Figure 4-32 shows a typical bank deposit slip for the religious offerings fund.

5. The amount of money received must be posted to the proper subaccount on the Receipts and Expenditures Records.

6. Deposits must also be entered on the stub of the religious offerings fund checkbook, and the new composite balance must be carried forward.

Checkbook

The religious offerings fund checkbook should be of the type depicted in figure 4-33. The check stub should be completed at the time each transaction is made. When the canceled checks are returned (usually monthly) by the bank, they should be taped to the stubs. This package will

serve as a supporting voucher for all transactions involving the religious offerings fund.

Bank Statements

Full-service banks usually service the religious offerings fund account free of charge since the fund is maintained by a nonprofit organization. In this case there are no bank service charges levied against, or any interest paid to, the religious offerings fund. Some banks may pay interest on checking or share draft accounts. As long as no investment intent is implied, the religious offerings fund can be administered at such a bank. The command chaplain and the local comptroller will give guidance in this area. The accounting department of the bank usually issues a bank statement to the fund accountant once a month. This statement shows the balance at the beginning of the statement period, plus all receipts and minus all disbursements during the period, and a composite balance at the end of the period. Accompanying the statement are all certifications of deposits that have been added to the fund and all checks paid from the fund and canceled by the bank. It should be noted that some checks written against the account toward the end of the statement period may not have been presented to the bank for payment during the current statement period. The religious offerings fund accountant should account for these checks when reconciling

DEPOSIT TICKET		
RELIGIOUS OFFERINGS FUND NETPDC, PENSACOLA, FL 32509		
DATE	18	
SIGN HERE FOR LESS CASH RECEIVED		
THE WARRINGTON BANK WARRINGTON, FLORIDA 32507		
C A S H	CURRENCY	
	COIN	
CHECKS		
TOTAL from reverse side		
TOTAL		
LESS CASH RECEIVED		
NET DEPOSIT		
		63-592 632
		USE OTHER SIDE FOR ADDITIONAL LISTING BE SURE EACH ITEM IS PROPERLY ENDORSED

Figure 4-32.—Bank deposit slip.

the bank statement. If any checkbook or bank statement discrepancies are noted, they should be brought to the attention of the leading RP, the command chaplain, and the bank officials immediately.

Statement of Operations and Net Worth

At the end of each quarter and at the end of each fiscal year, a Statement of Operations and Net Worth is prepared by the fund accountant and reviewed by the leading RP and the fund administrator. Figure 4-34 shows the form that is used in preparing such a statement. The Statement of Operations and Net Worth should be posted on the chapel bulletin board

for all interested persons to review. A copy should be made available for each assigned chaplain and the commanding officer, and a copy should be kept as part of the permanent records of the fund. The fund accountant must ensure that all vouchers, receipts, records, deposit slips, bank statements, the checkbook, and all other supporting financial documents are accessible when preparing the Statement of Operation and Net Worth.

Opening and Closing Balances

The religious offerings fund should not be allowed to accumulate above or be depleted below a certain amount. The amount of carry-over to

BALANCE				RELIGIOUS OFFERINGS FUND (FOR TNG PURPOSES ONLY) No. 1076	
No. 1076	_____ 19__			CBC GULFPORT, MISSISSIPPI	
TO:	_____				_____ 19__
FOR:	_____			PAY TO THE	
DEPOSITS {	_____			ORDER OF: _____	\$ _____
	_____				_____ DOLLARS
TOTAL				FIRST MISSISSIPPI NATIONAL BANK	
AMOUNT THIS CHECK				Biloxi, Mississippi	
					_____ Administrator
BALANCE				FOR _____	_____ CUSTODIAN
No. 1077	_____ 19__			RELIGIOUS OFFERINGS FUND (FOR TNG PURPOSES ONLY) No. 1077	
TO:	_____			CBC GULFPORT, MISSISSIPPI	
FOR:	_____				_____ 19__
DEPOSITS {	_____			PAY TO THE	
	_____			ORDER OF: _____	\$ _____
TOTAL					_____ DOLLARS
AMOUNT THIS CHECK				FIRST MISSISSIPPI NATIONAL BANK	
				Biloxi, Mississippi	
					_____ Administrator
BALANCE				FOR _____	_____ CUSTODIAN
No. 1078	_____ 19__			RELIGIOUS OFFERINGS FUND (FOR TNG PURPOSES ONLY) No. 1078	
TO:	_____			CBC GULFPORT, MISSISSIPPI	
FOR:	_____				_____ 19__
DEPOSITS {	_____			PAY TO THE	
	_____			ORDER OF: _____	\$ _____
TOTAL					_____ DOLLARS
AMOUNT THIS CHECK				FIRST MISSISSIPPI NATIONAL BANK	
				Biloxi, Mississippi	
					_____ Administrator
BALANCE				FOR _____	_____ CUSTODIAN

287.226

Figure 4-33.—Typical checkbook for use by the religious offerings fund administrator and accountant.

RELIGIOUS OFFERINGS FUND STATEMENT OF OPERATIONS AND NET WORTH	TO: (INCLUDE ZIP CODE)			FROM: (INCLUDE ZIP CODE)			PERIOD
	PROTESTANT SUBACCOUNT	CATHOLIC SUBACCOUNT	JEWISH SUBACCOUNT	(OTHER) SUBACCOUNT	(OTHER) SUBACCOUNT	(OTHER) SUBACCOUNT	FROM _____ TO _____
1. NET WORTH, BEGINNING OF PERIOD Date _____							TOTAL
2. ADD: RECEIPTS (PER RECEIPT AND EXPENDITURE RECORD)							
3. TOTAL (LINE 1 PLUS LINE 2)							
4. LESS: DISBURSEMENTS (PER RECEIPT AND EXPENDITURE RECORD)							
5. NET WORTH, END OF PERIOD							
RECAPITULATION OF NET WORTH							
6. CASH IN BANK AND ON HAND							
7. PETTY CASH							
8. OTHER							
9. NET WORTH, END OF PERIOD							
10. TOTAL AMOUNT OF ORDERS PLACED BUT NOT PAID							
TYPED NAME AND GRADE OF FUND ADMINISTRATOR				SIGNATURE			

287.227

Figure 4-34.—Statement of Operations and Net Worth.

each quarter or fiscal year should be determined by the command chaplain after input is received from the chapel council and the RP staff. Figure 4-35 shows a Receipts and Expenditures Record with the amount of carry-over posted.

Disbursements from the Religious Offerings Fund

The desires of the contributing faith group or groups, with the concurrence of the commanding officer and command chaplain, will determine the manner in which disbursements are made from the religious offerings fund.

The command chaplain and the chapel council may often make specific recommendations to the commanding officer regarding donations to charities or the sponsoring of humanitarian projects.

Unauthorized Expenditures from the Religious Offerings Fund

Logistic support for the Command Religious program is provided through the use of appropriated funds. The religious offerings fund is not to be used to pay the salaries of support personnel, to purchase literature and material, to pay printing bills, to cover administrative costs, or to cover any other expense for which an appropriated fund exists. The following expenditures or obligations are specifically prohibited:

- Loans to individuals
- Purchases of motor vehicles
- Purchases of stocks, bonds, or other such investments

NETPDC (NAME OF COMMAND)		RELIGIOUS OFFERINGS FUND		RECEIPTS AND EXPENDITURES RECORD									PERIOD: FROM 1 Oct 86 TO 31 Oct 86, FY 87
DATE	DESCRIPTION	CHECK NO.	P.O. NO.	ROMAN CATHOLIC SUBACCOUNT			PROTESTANT SUBACCOUNT			OTHER ACCOUNT			COMPOSITE BALANCE
				RECEIPTS	EXPEND.	BALANCE	RECEIPTS	EXPEND.	BALANCE	RECEIPTS	EXPEND.	BALANCE	
9/1	Balance Brought Forward					1880.37			2254.18				4134.55
9/7	Sunday Collections			280.16	2160.53		297.18		2551.34				4711.89

287.228

figure 4-35.—Receipts and Expenditures Record entry showing composite balance carried over to the next month.

- Obligations or commitments in excess of current CASH assets of the fund

RP1 should determine the following from time to time and before an audit:

AUDITS OF THE RELIGIOUS OFFERINGS FUND

An audit of the religious offerings fund may be ordered by the commanding officer at anytime. An auditor will be appointed by the commanding officer for this purpose.

The auditor submits the formal audit findings in writing to the commanding officer and the command chaplain after the audit is completed. A copy should be retained as part of the financial records of the religious offerings fund.

Religious offerings funds at Marine Corps installations will be audited at the end of each quarter by the area auditor. Formal audit findings from these area auditors are submitted in a manner similar to that used by Navy units. Audits may be ordered at the following times:

- At the close of the fiscal year
- When the religious offerings fund administrator is relieved
- When a religious offerings fund sub-account custodian is relieved (partial audit)
- When the religious offerings fund is dissolved

PREPARING FOR AN AUDIT

Auditing procedures may vary slightly from command to command. However, the RPC or

- Do bank deposit slips, checkbook, and bank statement balances all agree?

- Does the sum of all account balances on the Receipts and Expenditures Record equal the composite balance?

- Does the opening composite balance, plus all receipts, minus all expenditures, equal the closing composite balance as recorded on the Receipts and Expenditures Record?

- Have all purchases drawn from the religious offerings fund been substantiated by consecutively numbered purchase orders that have been signed by the fund administrator?

- Has the commanding officer authorized the establishment of a \$50 petty cash fund to make miscellaneous purchases?

- Has the petty cash fund been replenished monthly, or made often if necessary, by each subaccount as disbursements have been made?

- Has the religious offerings fund administration been appointed in writing by the commanding officer?

- Have the various faith groups in the Command Religious Program been authorized in writing by the commanding officer to maintain separate subaccounts within the religious offerings fund?

- Has a custodian for each faith group been appointed in writing by the commanding officer?
- Does the custodian authorize all disbursements from the appropriate subaccount?
- Have all financial reports been submitted accurately and in a timely manner?
- Has a copy of the quarterly and annual Statement of Operations and Net Worth been posted on the chapel bulletin board for all interested persons to read?
- Does the religious offerings fund accountants retain copies of receipts, vouchers, and invoices to substantiate all transactions?
- Were all purchases or withdrawals from the religious offerings fund authorized?
- Do separate individuals administer appropriated funds for the Command Religious Program and the nonappropriated religious offerings fund?
- Are all other religious offerings fund assets accounted for?

CHAPEL COUNCILS

Religious ministries are provided in the Navy and Marine Corps to meet the needs of assigned personnel, their dependents, and other authorized persons. Religious needs are defined in part by the various faith groups, but are determined also by the persons served and their unique situations. Chaplains seeking to identify and meet specific religious needs in the commands to which they are assigned are helped immeasurably by the participation of the persons served.

Various models for encouraging lay participation in the identification of religious needs and for designing programs to meet those needs have been found effective in some chapel situations. Most of these models include, in some form, an organization known as a chapel council. It may also be called a chapel board or a chapel advisory group.

While not obligatory, the establishment of a chapel council authorized by the commanding officer is strongly recommended wherever religious services are held on a continuing basis for various faith groups afloat or ashore. Figure 4-36 shows a sample letter from the commanding

officer authorizing the establishment of a chapel council.

Duties and Responsibilities

Chapel councils can be helpful in the development and implementation of programs to meet identified religious needs, including the development of service projects and the expansion of charitable endeavors.

Chapel councils have a particularly important responsibility in ensuring that the nonappropriated religious offerings fund is used according to the desires of contributors. Duties may include the following:

- Recommending specific expenditures from the religious offerings fund
- Encouraging stewardship by interpreting mission and service opportunities to the faith groups

Governing of Chapel Council Operations

While there may be considerable variation between the patterns established for chapel councils of various installations, regulations governing the operation of any particular chapel council should be in written form and approved by the commanding officer. The preferred format for such a governing document is a directive issued by the commanding officer.

The chapel council members should work closely with the command chaplain and the RP staff in formulating a spending plan for the religious offerings fund. These persons may also provide input to the budget process of the CRP appropriated fund—for example, recommendations to the command chaplain concerning the purchase of literature or equipment. Expenditures from the religious offerings fund are made primarily in the following areas:

- Donations to religious missions and religious outreach projects
- Donations to charitable and relief projects

LOGISTICS

Most guidance pertinent to logistic support of the Command Religious Program is provided in chapters 2 and 3 of *Religious Program Specialist*



DEPARTMENT OF THE NAVY
NAVAL EDUCATION AND TRAINING PROGRAM
DEVELOPMENT CENTER
PENSACOLA, FLORIDA 32509

IN REPLY REFER TO
001:HGM:rb
1732
30 March 1986

From: Commanding Officer
To: Command Chaplain

Subj: ESTABLISHMENT OF CHAPEL COUNCIL

Ref: (a) NAVEDTRAPRODEVCCENINST 1730.1

1. Purpose. To establish the NAVEDTRAPRODEVCCEN Chapel Council.

2. Administration. The NAVEDTRAPRODEVCCEN Chapel Council will be administered in accordance with reference (a).

3. Membership. The following persons are designated as members of the subject council for a period not to exceed two years from the date of this letter.

- a. _____ (Chairman)
- b. _____ (Member)
- c. _____ (Member)
- d. _____ (Member)

H. G. MILLER

Distribution

287.229

Figure 4-36.—Sample letter from commanding officer establishing chapel council.

3 & 2, Module II, *Logistic Support and Financial Control*, NAVEDTRA 287-02-45-81. Most logistic support functions of the CRP can be conducted smoothly by adhering to procedures outlined in the above publication and other pertinent directives issued by the command.

NAVY SUPPLY SYSTEM

At any given time there are more than 20 million separate stock numbers assigned to items within the Navy supply system. One of the main purposes of the Navy supply system is to ensure that the Navy has access to items on the open market that are needed to maintain naval forces in the highest possible state of readiness. Guns, paper, motors, beans, uniforms—you name it, the Navy needs it.

OPEN PURCHASES

Occasionally a piece of equipment may break down and require a repair part that is no longer stocked in the Navy supply system (assigned a national stock number). There is probably a legitimate reason for this. For example: (1) According to statistics, since the part fails only once every 17 years and costs \$2,000 to replace, Navy supply officials have determined it is not cost effective to keep the part in stock. (2) If the part does fail frequently, it is now cheaper to replace the entire piece of equipment rather than to buy the new part. (3) The company that originally manufactured the part has gone out of business or has stopped producing the part.

This same line of reasoning may apply to consumables used in the Command Religious Program. They may no longer be stocked by the Navy supply system, because (1) they are obsolete, (2) stocking them is no longer cost effective, (3) the company has stopped producing them, or (4) there is currently little demand for them.

Whenever this situation arises, RPs and chaplains should check with the supply officer concerning the open-purchase system, whereby items may be purchased by the command on the open market. However, this system should not be used simply because it may be more convenient. In order for the Navy supply system to work smoothly, it must not be circumvented.

For example, if the Command Religious Program needs 10 boxes of candles to use during religious services throughout the fiscal year, these candles are available through the supply system and should be purchased that way. Such a

procedure as picking them up on the way home or buying them with petty cash funds is not legitimate. Such an authorization by the chaplain may lead to much difficulty when paying the bill.

On the other hand, when ships deploy overseas, some items needed for operation of the Command Religious Program may be difficult to obtain in any way other than by open purchase. One such item is sacramental wine. Although sacramental wine is available in the supply system, logistic requisitions of large shipments (enough wine to accommodate a squadron of ships for an extended deployment) may be difficult to arrange. Again, conferring with the supply officer would be the best approach in meeting this need.

Leading RPs should make a list of all items needed for logistic support of the Command Religious Program. A corresponding list of applicable stock numbers should be compiled to match this list. If there are legitimate items not available in the system but needed for the operation of the Command Religious Program, these items should be identified and listed, and the list should be reviewed often.

Nonappropriated funds are not to be used for the open purchase of needed items. Appropriated funds are to be used by the Command Religious Program managers to provide necessary logistic support.

LOGISTIC MANAGEMENT INVOLVING OPERATING FORCES

The logistic support already mentioned in this chapter would apply to most Navy or Marine Corps installations ashore, where deployed forces are not involved. This section pertains to support for the Command Religious Programs of operational forces, such as the Fleet Marine Force (FMF) or forward deployed ships.

The Squadron or Group Chaplain

Groups of ships or squadrons often form task forces and operate together as directed by their respective fleet commanders. In these cases, a chaplain is not normally assigned to each individual ship, but a squadron or group chaplain is usually embarked in the flagship of the squadron or group commander. The chaplain will normally visit ships of the force on a rotating basis to conduct worship services, perform pastoral counseling, and provide ministry to personnel.

If the chaplain is to move around from one ship to another, the complete itinerary must be

Planned well in advance. If the ship in which the chaplain is embarked has a helicopter (helo) aboard the leading PR should contact the passenger transportation officer (PTO) to determine departure and arrival times to and from all ships of the force. Flexibility is essential since schedules are frequently changed, sometimes with short notice. Flight schedules of the "holy helo" may be arranged between ships via intership communications systems, including

- primary voice circuits in the ship's combat information center (CIC),
- visual communications (signal bridge), and
- message via teletype (radio central).

The chaplain will need a chaplain's kit containing such items as ecclesiastical appointments, vestments, literature, tape-recorded music, and sacramental wine to use in conducting services. The leading PR must ensure that this kit is packed and ready for use.

Logistic Requisition (LOGREQ) Messages

Chaplains assigned to units in the field or aboard deployed ships will often need to restock supplies when no nearby source is available. For example, units operating in the Middle East may request via message (LOGREQ) a shipment of supplies about once a week. The LOGREQ is processed at the Navy Supply Center, Norfolk, Virginia, and the load of supplies (usually brought in via a C-5 cargo plane) arrives in the Middle East each week to restock the deployed units. Consumables, repair parts, and food may be included in these LOGREQ flights. Chaplains and leading RPs should contact the supply officer to ensure that the needs of the CRP are included in the LOGREQ. Sometimes units of the force (which have no chaplain or RP, but only a lay reader) may need logistic support through a LOGREQ. If so, the squadron or group chaplain and leading RP should assist these commands whenever possible.

Chaplains Assigned to Marine Corps Units

Chaplains and Religious Program Specialists assigned to Fleet Marine Force (FMF) units accompany their respective units on field training exercises and on deployments. Logistic support

of Command Religious Programs throughout the Marine Corps is directed primarily by the current edition of Marine Corps Orders 1730.5 and 4400.154. The latter lists available supply system items, with national stock numbers (NSNs), such as chaplain's combat kit, portable altar, baptismal bowl, bulletin board, and altar candle.

Combat kits contain plastic bottles (for wine and water), host container, crucifix, chalice, candle holders, bible stand, and other items necessary to conduct worship services in the field. Each FMF chaplain billet rates a minimum of two metal mount-out boxes. These store sufficient religious supplies to support the Command Religious Program in the field for 30 days. Wine, grape juice, altar breads, hymnals, bibles, Jewish scriptures and prayer book, rosaries, Book of Mormon, and Quran (Koran) are example of what mount-out boxes contain. RPs must make sure the combat kits and mount-out boxes are complete, clean, neatly packed, serviceable, and accessible at all times.

During deployment, resupply is accomplished by submitting a requisition for each item needed to the Deployment Support Unit (DSU).

Tents are usually used for operating space for chaplains and RPs in the field. When these tents are erected, they provide privacy for pastoral counseling and a place for carrying out administrative functions. During extended operations, a large tent may be provided to serve as a field chapel.

Transportation of Chaplains

The importance of adequate transportation for the chaplain assigned to operational forces cannot be overemphasized. Rapid mobility to Marine Corps troops, to units engaged in amphibious operations, and to personnel who may be widely disbursed will necessitate that a reliable means of transportation be provided for the chaplain and RP.

Aboard a ship operating at sea the primary means of transportation is usually a helo. Arrangements for their use is made through the passenger transportation officer (PTO). Ships ashore overseas may make transportation arrangements through a local military installation if one is available. Sometimes one of the force units has a vehicle embarked that can be off-loaded to meet transportation needs in the local area. Or, the supply officer may be authorized to make transportation arrangements by renting a vehicle in the local area.

In the case of Marine Corps units in garrison on deployment, transportation requirements of the Command Religious Program are met by the unit to which the chaplain is assigned. A jeep or other vehicle may be provided. The RP or Marine Corps chaplain's clerk will be the assigned driver. If an RP or Marine Corps chaplain's clerk is not available, then a driver will be assigned from the unit.

In some foreign countries, stringent driver examination or licensing requirements may exist. Before military personnel are permitted to operate a motor vehicle in the local area, they may be required to pass local licensing examinations. If so, the unit to which the nonlicensed driver is assigned has the responsibility to make the necessary arrangements to license the prospective driver.

NEW FACILITIES (CHAPEL) CONSTRUCTION

One area of involvement for assigned chaplains and the RPC and RP1 is new facilities (chapel) construction. Not every shore establishment has an adequate chapel facility for use by participants in the Command Religious Program. Some structures were erected many years ago or were converted from other uses to serve as chapel facilities. In some instances there may not be a facility designated for use by the CRP, or the present facility may be too small to meet the needs of a growing Command Religious Program.

NO FACILITY/PRESENT FACILITY INADEQUATE

Commanding officers have a vital interest in the Command Religious Program. However, sometimes this interest cannot be fully expressed, as there is no proper chapel facility. Assigned chaplains and RPs may have to use one place for administrative operations and still another for religious services. Spaces sometimes used for worship might include the gymnasium, the station movie theater, a large classroom or conference room, or similar places. In such situations the need for accurate statistics of attendance at religious services cannot be overemphasized. Such statistics could be a key factor in identifying the need for new facilities (chapel) construction.

Chapel Life Extension Program (CLEP)

CLEP was established to upgrade and enhance chapels in the Navy and Marine Corps through

repair and modification projects. O&M funds have been programmed through 1986 for the Navy and 1990 for the Marine Corps. Each local Command Religious Program project cannot exceed the minor construction maximum of \$199,999. These improvements are not in the category of funded minor upgrade projects, such as

- energy conservation (storm windows),
- safety (street/parking lot lighting), or
- local O&M improvements (carpeting, pew reconditioning, interior painting).

Personnel Increases at the Command

Although present facilities may adequately meet the Command Religious Program needs, the command chaplain and RPs must continually project future facilities needs in concert with facilities management personnel, such as base engineers, master planners, and public works officers. Such events as the scheduling of a new division, class, or squadron of ships to be home ported at the local base or the announced addition of a schools command would eventually result in a substantial increase in command personnel, and an increase in command personnel would most likely result in a corresponding increase in attendance at CRP functions and religious services.

Installation Population Count

Space allowances for chapels and religious education facilities are based on installation population counts, among other factors. Population is defined as military strength plus dependents over 6 years of age. Civilian personnel may be included in this figure only when they are dependent on the installation for religious support. Population figures may be obtained by public works center (PWC) officials. An actual survey may be conducted, or an installation population count may be estimated according to guidelines provided in NAVFAC P-80, *Facilities Planning Guide*, Section 730. It should be noted, however, that a construction request accompanied by factual information gleaned from an actual survey (as opposed to an estimate) may have more impact when construction funding is being requested. Figure 4-37 shows the Allowance for Chapels and Religious Education Centers Table

TABLE 730-83A
Allowances for Chapels and Religious Education Centers

Population Count	Number of Chapel Seats (Column 1)	Gross SF Religious Education Building (Column 2)
501 to 1,000	200	3,855
1,001 to 2,000	300	4,695
2,001 to 3,000	500	5,535
3,001 to 4,000	600	6,375
4,001 to 5,000	800	7,215
5,001 to 6,000	900	8,055
6,001 to 7,000	1,000	8,895
7,001 to 8,000	1,200	9,735
8,001 to 9,000	1,300	10,575
9,001 to 10,000	1,400	11,415
10,001 to 11,000	1,500	12,255
11,001 to 12,000	1,600	13,095
12,001 to 13,000	1,700	13,935
13,001 to 14,000	1,800	14,775
14,001 to 15,000	2,000	15,615
15,001 to 16,000	2,100	16,455
16,001 to 17,000	2,100	17,295
17,001 to 18,000	2,200	18,135
18,001 to 19,000	2,200	18,975
19,001 to 20,000	2,300	19,815
20,001 to 21,000	2,400	20,655
21,001 to 22,000	2,400	21,495
22,001 to 23,000	2,500	22,335
23,001 to 24,000	2,500	23,175
24,001 to 25,000	2,600	24,015
25,001 to 26,000	2,700	24,855
26,001 to 27,000	2,700	25,695
27,001 to 28,000	2,800	26,535
28,001 to 29,000	2,900	27,375
29,001 to 30,000	3,000	28,215
For each additional 1,000 add	60	840

Figure 4-37.—Table of allowance for Chapels and Religious Education Centers from NAVFAC P-80.

in Section 730 of NAVFAC P-80, *Facility Planning Factor Criteria for Navy and Marine Corps Shore Installations* (generally referred to as *Facilities Planning Guide*).

Other factors, as outlined in NAVFAC P-80, *Facilities Planning Guide*, Section 730, will have an effect upon the population count, and adjustments will need to be made. Once the

population count is determined and statistical data analysis is provided, this information is used to determine the adequacy of existing chapel facilities. While NAVFAC P-80 is not the sole source for determining facility adequacy, it is the reference used to give strong indication as to adequacy. The following additional major Navy references will provide valuable

information for CRP managers concerning the construction of chapel facilities.

Maintenance of Real Property

OPNAVINST 11010.20 *Facilities Project Manual*

Planning

NAVFACINST 11010.44/Ch.1 *Shore Facilities Planning Manual*

NAVFACINST 11010.63 *Planning Services for Navy and Marine Corps Shore Installations*

OPNAVINST 11010.1 *Shore Installation and Facilities Planning and Programming*

Requirements

NAVFAC P-72 *Category Codes for Navy Facility Assets*

NAVFAC P-80 *Facility Planning Factor Criteria for Navy and Marine Corps Shore Installations*

Programming

NAVFACINST 11010.14 *Project Engineering Documentation for Proposed Military Construction Projects*

NAVFACINST 11010.32 *Military Construction Program Projects*

NAVFACINST 11010.57 *Site Approval for Naval Shore Activities*

Special Projects

OPNAVINST 11010.20 *Facilities Project Manual*

Desire

dM 37.6 *Chapels and Religious Educational Facilities*

THE REQUEST FOR FUNDING

If present chapel facilities are determined to be inadequate, the command chaplain should first consider renovation or remodeling of the present structure. If this is not feasible or if it is not recommended by the public works center (PWC), then a new structure should be considered. As previously stated, such expense involves appropriated funds only. As with any other financial proposition in the military, funding is always limited. Each fiscal year (FY), Congress approves

only a certain amount of money for the construction of new facilities, including new chapel facilities.

Generally, approval for new facilities construction is contingent upon need. The question must be asked, "Will the construction of a new chapel facility correct a deficiency in the capability of the activity to meet its mission?" If the answer to this question is "no," then, all other valid justification notwithstanding, the construction request will likely be denied. If the answer is "yes," then it must be evident throughout the complete itinerary of the construction request. In essence, the answer to this question serves as the basis of the construction request justification. This is the area in which the RPC or RP1 will need to work closely with the command chaplain to assist in the preparation of a strong justification of the request. This is where detailed statistical analysis of attendance at religious services will pay handsome dividends.

Funding for chapel facilities construction is granted under the auspices of the military construction program. This means that a funding request for construction of a new chapel facility is in direct competition with funding requests for construction of personnel quarters, military family housing, auditoriums, and many other personnel support facilities. Therefore, the need for new chapel construction must be clearly validated, and the justification of the request must be strong.

The Design Process

The design process is an important phase of chapel construction and may involve both the chaplain and the RP. Chaplains and RPs should remember that the new chapel facility will be erected to meet FUTURE needs of the Command Religious Program. Therefore, input by chaplains and RPs during the design process is very important.

Initiating the Request

Special guidelines and procedures for initiating the request will be provided by the local public works center (PWC). Chaplains and RPs should confer with the PWC when they are preparing the request. The request is submitted to Congress via the chain of command. When the request comes to the Office of the Chief of Naval Operations (OPNAV) or the Commandant of the Marine Corps (CMC), it reaches a difficult hurdle. By the time all priority items reach OPNAV or CMC,

they will most likely total more than the apportionment received. Consequently, the extra effort of planning and programming by the command chaplain and RPC and PR1 in supplying accurate justifying data to the original Basic Facility Requirement List is absolutely essential at this point. Without such data, the line item dies here.

Fired Approval of the Request

When the construction request reaches Congress, it is subjected to a fourfold review process by the House Appropriations Committee (HAC),

the House Armed Services Committee (HASC), the Senate Appropriations Committee (SAC), and the Senate Armed Services Committee (SASC). If the request is approved by these four groups, commanding officers are notified of such approval. Figure 4-38 depicts the path of the construction request.

OICC/ROICC

After funding has been approved by Congress, the commanding officer of the area Engineering Field Division (EFD) of the Naval Facilities

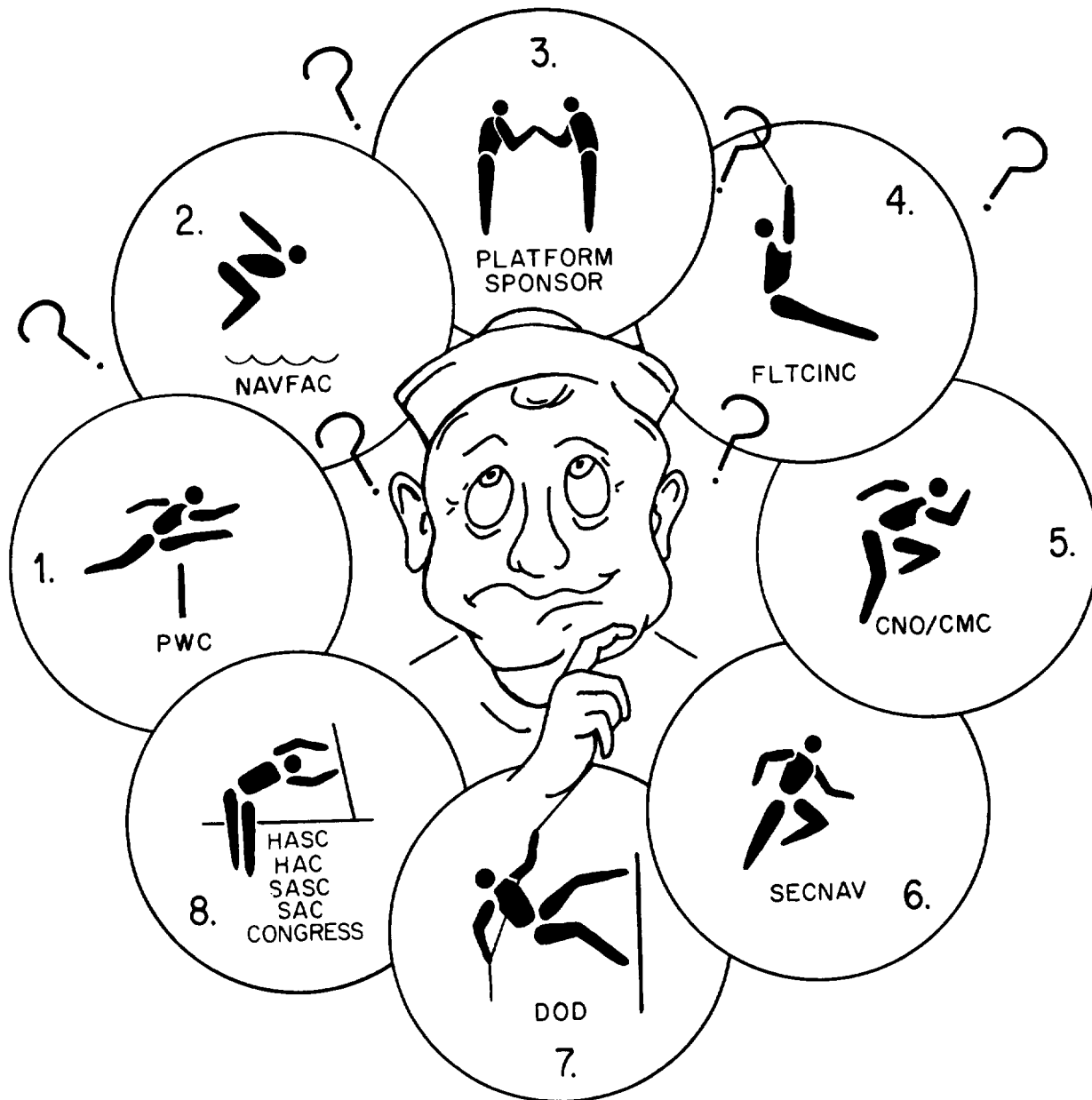


Figure 4-38.—Path of construction request.

Engineering Command (NAVFACENGCOM) oversees construction as the Officer in Charge of Construction (OICC). The representative of the OICC is the local CEC officer who serves as the Resident Officer in Charge of Construction (ROICC). The ROICC reports to and assists the OICC as appropriate.

CONTRACTING

All contract preparation, finalization, and bidding are administered by the OICC or ROICC. No input to contracting is made by the managers of the Command Religious Program. The OICC or ROICC advertises for bids, reviews them, and awards the construction contract.

PRECONSTRUCTION CONFERENCE

After the awarding of the contract, the construction contractor, officials from the public works center, and the OICC and ROICC hold a preconstruction conference. At this conference, formal plans and specifications for the new structure are reviewed in depth. If any discrepancies are noted, they are analyzed for appropriate action. The commanding officer, the commanding officer's designee, and managers of the CRP may be invited to this conference to review specifications.

CONSTRUCTION

A few days after the preconstruction conference is completed, the contractor will arrive at the construction site with a crew to begin erecting the new facility. The crew may bring in heavy construction machinery, construction materials, a trailer to serve as a construction office, trucks, and tools of the trade.

OICC Representatives

The OICC, ROICC, or a representative appointed by the OICC may make inspections and report progress to the EFD. If any discrepancies or difficulties arise, the OICC or ROICC should be notified.

Occupational Safety and Health Administration (OSHA) Involvement

Officials from the Occupational Safety and Health Administration (OSHA) will review formal plans and specifications to ensure that they

meet required safety and health standards. OSHA officials may inspect facilities construction at anytime to ensure safety and health standards are being met. In addition, officials from the public works center and local Navy safety officials may inspect construction routinely.

Subcontracting

Sometimes construction contractors do not employ their own electricians, plumbers, painters, and so forth. When the need for it arises, this work must be completed by other contractors of that particular trade. This is known as subcontracting. The contractor pays the subcontractor. The cost calculations for the subcontractors are included in the original contract bid. For example, if the contractor has bid to construct a 10,000-square-foot chapel complex and the interior walls will be subcontracted for painting, these subcontracting costs will be included in the contract bid.

OUTFITTING AND MOVING IN AFTER COMPLETION OF CONSTRUCTION

Near the end of the construction period, the RP staff will be busy receiving and temporarily storing outfitting items. The RPC or RP1 will supervise this effort. The commanding officer will be notified of a basic occupancy date (BOD) when outfitting and moving in can begin. Outfitting items may arrive daily; they must be inventoried, checked for damage, recorded, and stored. Extra personnel may be needed to form working parties. The RPC or RP1 should check with the command duty officer or officer of the day to obtain personnel for working party duties if necessary.

Primary Equipment

Primary equipment may be defined as chapel equipment that is fixed in place. This would include the altar, the pipe organ, the pews (if attached to the floor), and built-in kitchen appliances.

As previously stated, the size of chapel facilities is based on command population figures. Chapel size is specifically defined as seating capacity, and a corresponding allowance for square footage in administrative spaces is based on the seating capacity figure. NAVFAC P-80 provides guidelines for determining these allowances.

The command chaplain should check with the supply officer to obtain all necessary publications for the outfitting of the new facility.

NOTE: Publications *TA411* (Table of Allowances) and *Management Listing—C Basic* are Air Force publications and may be obtained by the supply officer. *Identification Listing Basic Allowance C9900* has not been purchased for use by the Navy in recent years. Managers of the Command Religious Program should check with the supply officer to obtain this publication. NAVSUPINST 4600.17 (Supplement 10) provides guidelines for obtaining publications from other branches of service.

Collateral Equipment

Collateral equipment may be defined as chapel equipment that is portable. This would include audiovisual equipment, portable lecterns, ecclesiastical appointments, and office machines.

Additional Equipment

Additional equipment may be defined as equipment used in the Command Religious Program which is not necessarily mission essential, but which serves to complement or maintain the facility or which may be needed for a special occasion. This equipment may include the following items:

- Draperies and window blinds
- Folding chairs
- Baby cribs and nursery items
- Portable chalkboards
- Cleaning gear

Insurance of Precious Items or Items of Historical Value

When we speak of insurance of precious or historical value items, private insurance, such as that conveyed by commercial agencies outside government, is not prescribed. In essence, the government insures itself. The connotation of insurance within the Department of the Navy addresses original cost, adjustments for appreciation or depreciation, and the resulting replacement cost of high-value items. Also, Marine Corps command procedures regarding appreciation or depreciation may vary from those of Navy commands. Some high-value items can be appraised simply by a generalized catalog or Navy supply system description. Conversely, some items cannot be accurately appraised by a general description and must be adjudged individually. For example, a typical ciborium made of widely accepted metals may have a replacement value of approximately \$200. However, a pure sterling silver ciborium may be worth many times that amount.

The RPC or RP1 will need to work closely with the command chaplain to make accurate appraisals of high-value items. In making such appraisals, the chaplain and the RP may find the place of purchase a good source of assistance. Most suppliers of church goods will gladly assist the chaplain and RP in appraisals of these items. The CRP managers should provide the following information to the suppliers:

- Original invoice showing initial cost and date of purchase
- Consecutive property account records
- Photographs of the items
- Nameplate data (if available)

Figure 4-39 shows a high-value item from a supplier of church goods.

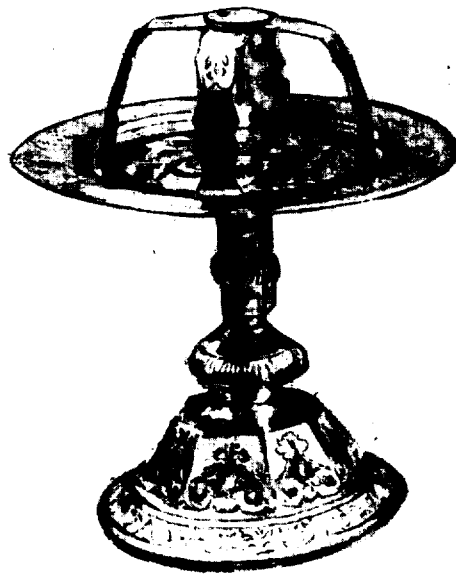


Figure 4-39.—Picture of high-value items from a supplier of church goods.

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CHAPTER 5

PERSONNEL MANAGEMENT

As senior level RPs, RPCs and RP1s are assigned to duty at Navy and Marine Corps installations. The paygrade required by the authorized billet is determined by manpower officials at Commander Naval Military Personnel Command (CNMPC) and the Enlistnd Personnel Management Center (EPMAC). The RPC or RPI may be assigned to assist chaplains in the management of religious programs and facilities at naval training centers, shore-based command staffs, Navy or Marine Corps air stations, large administrative commands, Navy or Marine Corps bases, or aboard Navy vessels.

PROGRAMS MANAGEMENT

The RP rating is a *service* rating. The primary purpose of the rating is to support chaplains in carrying out their mission to promote the spiritual, religious, moral, and personal well-being of sea services personnel and their families. The management aspects of senior RP duties may include assisting in the management of religious programs and facilities; analyzing requirements for religious facilities; processing employment applications of auxiliary and contract chaplains and clergy for occasional ministries; training volunteer personnel involved in support of religious programs; managing training programs for religious education instructors; supervising the office of the chaplain; and determining religious program support requirements.

THE COMMAND RELIGIOUS PROGRAM MANAGER

It is apparent from the duties listed in the previous paragraph that the primary role of a senior RP is that of managing the office of the chaplain and assisting in the management of the Command Religious Program (CRP). At most duty stations, at least one RPC or RP1 will be assigned.

PHASES OF PROGRAMS MANAGEMENT

There are five phases of programs management with which the RPC or RP1 should become familiar: planning, organizing, coordinating, directing, and controlling. Effective programs management encompasses all five phases.

Planning

In the planning phase, objectives of the CRP must be clearly established and interpreted to assigned personnel. All reasonable courses of action should be considered and the best one selected and developed. The planning stage includes six steps.

EVALUATE THE SITUATION.— At this step the CRP managers must view the present status of the program as a whole and ask the basic question “Where are we now?” Determination must be made as to the present status of the CRP in relation to available resources, policies, and procedures. After the current status has been determined, chaplains and RPs must determine the goals and objectives of the Command Religious Program.

ANALYZE THE OBJECTIVES.— After the objectives of the Command Religious Program have been established, they should be broken down into components so that analysis can be made of all aspects of the program. At this time, managers of the CRP should begin formulating task statements and making the initial assignments of personnel.

CONSIDER APPROPRIATE COURSES OF ACTION.— At this step, the assigned chaplain(s) and RF(s) should determine the various courses of action that could be taken to reach the established goals and objectives of the CRP.

The advantages and disadvantages of the various courses of action should be considered, RPs should not hesitate to ask pertinent questions, so that the objectives and courses of action are clear to everyone present. Suggestions by RPs should be encouraged and given careful consideration.

SELECT AND DEVELOP THE BEST COURSE OF ACTION.— After the various courses of action have been considered, the most desirable one should be selected and developed. The best course of action to take is obviously the one that will most effectively accomplish the mission of the CRP. Managers must ensure that the course of action selected meets established requirements and is compatible with the command mission.

DEVELOP AN ALTERNATE PLAN.— The development of an alternate plan will provide CRP managers with another approach should the primary plan prove to be ineffective. The alternate plan must be as carefully selected and developed as was the primary plan.

TEST BOTH PLANS FOR COMPLETENESS.— Once the plans are selected, each detail of both the primary and alternate plans should be scrutinized by CRP managers. If any aspect appears to be inadequate or faulty, further refinement or development may be necessary.

Planning never ends. CRP managers will have to make adjustments continuously to changing requirements or fluctuating resources. Proper planning is essential to CRP management as well as to management in general.

Organizing

Organizing involves a detailed analysis of the status of all aspects of the Command Religious Program (CRP). The process of organizing consists of analyzing the mission, determining the jobs, structuring the workload, and initially assigning the personnel.

Planning and organizing necessarily overlap. Since planning never really ends, it is sometimes difficult to determine when organizing actually begins. The important thing for the RPC or RP1 to remember is that it DOES begin. The purpose of organizing is to align the functions, operations, and tasks required to carry out the mission with the available material, manpower, money, time, and facilities.

Once the mission and goals of the CRP are established, the following fundamentals should be applied to help accomplish the objectives:

Unity of Command

Span of Control

Delegation of Authority

UNITY OF COMMAND.— Unity of command may be defined as a oneness of purpose behind one leader. The RPC or RP 1 must ensure that assigned personnel understand and use the chain of command in such a way that unity of command is enhanced. Subordinates must understand who is in charge. A clear line of authority is essential to good morale.

SPAN OF CONTROL.— This refers to the number of personnel that can be effectively supervised by the RPC or RP1. The span of control is often limited unknowingly by supervisors who are trying to control too much of the work or trying to supervise too many people. In each of these instances the supervisor may be unable to meet other managerial requirements or production deadlines because of the limited amount of time he or she has for each task. The supervisor also needs to represent the office at meetings and conferences and to perform various other official duties. These demands upon the supervisor's time may further limit the number of people he or she can supervise.

DELEGATION OF AUTHORITY.— Since the span of control is often limited, the RPC or RP1 should delegate assignments and the commensurate authority for getting the job done to junior supervisors, whenever practical. The leading RP should bear in mind, however, that while authority can be delegated, responsibility cannot. Delegation of authority will help guide and develop junior supervisors for their future role as senior EPs. Every supervisor in the Navy today was at one time a subordinate.

Coordinating

Coordination highlights the team concept in efforts to reach objectives. If activities outside the Command Religious Program are affected by CRP activities—and they often are—these outside activities, agencies, offices, or persons should be made aware of the goals of the CRP.

Coordinating efforts among assigned personnel involves aligning resources with tasks (objectives) at the right time, in the right place, and in the right amount in order to achieve unity of effort. The responsibility of coordination rests with the leading RPC or RP1. Supervisor should encourage assigned personnel to immediately report any difficulty encountered in accomplishing CRP objectives. This will maintain the integrity of the chain of command as well as promote the concept of a team effort.

Directing

Directing is the step in programs management in which all the efforts of planning, organizing, and coordinating are put into operation. This step will also serve to remind staff personnel of their work assignments, as task statements will be repeated.

If proper planning, organizing, and coordinating were not accomplished prior to the directing step, this fact will become apparent very soon. Subordinates may become confused if directions are given inconsistent with the original planning, organizing, and coordinating efforts.

Unforeseen problems may arise that could make direction difficult, if not impossible. If such difficulties do arise, implementation of the alternate plan may be necessary.

Directives may be given either orally or in writing. Some workers may have difficulty in understanding and following oral directions, especially if they are newly assigned or untrained. In these cases, and where directions must be followed explicitly, it will be imperative to give precise written instructions. Such cases would include rigging for divine services, preparing supply requisitions, watch-standing procedures, and other similar assignments.

Oral directions may be used to clarify a written order or directive, to give assistance, to initiate action in an emergency situation, to obtain immediate compliance when needed, and to afford subordinates the opportunity to ask questions. Effective oral directing adds the personal touch to supervision and serves to stimulate the initiative of assigned personnel as well as to promote favorable attitudes.

Controlling

Controlling is the process of determining whether or not the actual operation of the Command Religious Program is proceeding

toward objectives according to plan. Controlling involves establishing a system of checks on certain key operations and procedures to enable the supervisor to immediately identify any mistakes, deviations, or potential problem areas; to ascertain progress; and to determine whether or not the CRP objectives are being met. This system may involve testing, checking, inspecting, verifying, guiding, and/or limiting. Controlling may be characterized by many forms, and the objectives of controlling may be reached by various means, but generally a four-step process is effective.

First, the RPC or RP1 should visualize where, and to what extent, controls will be needed to keep CRP operations on the planned course. Then a determination must be made as to the use of control devices, such as charts, graphs, a work order, a performance standard, an inspection, or an examination. Whatever the form of the control device, its purpose is to portray a clear picture of CRP progress toward planned objectives.

Second, the RPC or RP1 should analyze the information taken from the control device(s) to determine CRP progress toward objectives. If there is a deviation from the program as originally planned, the leading RP should attempt to determine what caused the deviation. Several adverse factors may affect this deviation: (1) The plan is faulty. To improve this situation, re-planning, or implementation of the alternate plan may be necessary. (2) Subordinates are failing to complete assignments. To improve this situation, closer supervision, guidance, and direction may be called for. If neglect of assigned tasks is becoming habitual, disciplinary measures may be necessary. (3) Expected resources have not been received. To adjust to this situation, the RPC or RP1 may need to identify alternate resources or adjust some phases of the plan accordingly.

Third, after determining what problem(s) exist, the RPC or RP1 should decide what action is necessary to correct the course of the CRP toward the planned objectives. It is possible that new instructions, directions, or assignments will have to be given in order to accomplish the correction.

Fourth, controls are reestablished and the cycle begins anew.

The leading RP should ensure that controls are kept as simple as possible, yet functional. Checks should be made frequently to ensure that there is no duplication of controls (more than one control to accomplish the same goal).

Performance standards are perhaps one of the most common and effective control devices,

yet they are one of the most misunderstood and misused. A performance standard may be defined as a mutual understanding between supervisor and subordinate as to what constitutes acceptable performance of a given task or operation. The performance standard describes what, how much, and how well work is to be performed. Properly used, it is an excellent means of controlling the quality and quantity of work to be performed.

The following section addresses managerial styles and their characteristics.

MANAGERIAL STYLES

Most managers will develop a personalized managerial style soon after being placed in a position of greater responsibility. The style developed by these managers might have been influenced by the following:

- Formal managerial training, such as Leadership and Management Education and Training (LMET)
- The examples set by other managers
- The examples set by authority figures earlier in the manager's life

Of the three major influences on the development of a managerial style listed above, the last is often the most influential. The subordinate may wonder, "Why is the boss always grouchy?" or express surprise that "The boss is really showing an interest in me and has offered to assist if any problems should arise." If the RPC or RP1 is frequently in a grouchy mood, this person may have been reared in an atmosphere where parents or others in authority were grouchy (whether real or perceived). On the other hand, managers who show real concern for assigned personnel may be reflecting the atmosphere they have been exposed to in their homelife. It is important to note that managers can choose a positive leadership approach, such as the HIGH TASK/HIGH PERSONNEL style. This is one of four managerial styles to be considered in this section.

LOW TASK/LOW PERSONNEL

A manager who has adopted the LOW TASK/LOW PERSONNEL style of management will not normally be advanced very high in the Navy. The following characteristics are apparent in LOW TASK/LOW PERSONNEL managers.

Loyalty

The LOW TASK/LOW PERSONNEL manager is usually deficient in the area of loyalty. This deficiency may be characterized by failure to set the proper example for subordinates in the following two areas.

PUNCTUALITY.— The LOW TASK/LOW PERSONNEL manager may display an indifferent attitude in regard to reporting for work on time. Since there is little striving for efficiency, assignments are not always completed on time.

MILITARY APPEARANCE.— Because of general apathy, the LOW TASK/LOW PERSONNEL manager may not give attention to his or her appearance. Sometimes uniform regulations and grooming standards are not taken seriously.

The LOW TASK/LOW PERSONNEL manager tends to side with subordinates whenever there is dissatisfaction with command policies, but on the other hand, this manager sometimes uses command authority to threaten subordinates who step out of line. In essence, the LOW TASK/LOW PERSONNEL manager is frequently inconsistent regarding programs and personnel management.

Attention to Detail

The LOW TASK/LOW PERSONNEL manager usually misses out on the finer details of any discussion or assignment and often fails to think things through. Without proper thought and analysis on the part of this manager, it follows that chaplains, division officers, and other supervisors will have to repeat themselves many times to ensure that the assignment or objective is understood.

Also, this manager never bothers to take notes for reference purposes and is, therefore, poorly prepared to brief subordinates or to make progress reports.

Listening

The LOW TASK/LOW PERSONNEL manager is not in the habit of listening closely to those in higher authority or to subordinates. Chaplains and subordinates alike may have to repeat themselves several times because this manager is not a good listener and will miss many details related in discussions.

Teamwork

The LOW TASK/LOW PERSONNEL manager is not a good organizer, hence he or she seldom benefits from the concept of teamwork. This manager does not perceive teamwork as being either good or bad, but adopts an attitude that finds expression in the instruction "just get it done and don't bother me."

Rapport with Subordinates

The LOW TASK/LOW PERSONNEL manager seldom enjoys good rapport with other RPs. Subordinates may go to great lengths to avoid contact with this manager, and the manager may often be a topic of discussion when not in the presence of subordinates.

The Confidence of Others

Before long, the chaplain and others in authority will notice that the LOW TASK/LOW PERSONNEL manager is lagging behind in leadership, productivity, and the proper management of the Command Religious Program. Reprimands from superiors and poor performance evaluations will most likely follow.

Efficiency

Because the Low TASK/LOW PERSONNEL manager is apathetic toward both task accomplishment and personnel needs, inefficiency and poor individual productivity usually result. This manager ignores suggestions to improve efficiency offered by others and insists on doing things in the same way he or she has always done them—and then attempts to shift the responsibility to someone else if the desired results are not achieved.

LOW TASK/HIGH PERSONNEL

Many of the following characteristics are apparent in LOW TASK/HIGH PERSONNEL managers.

Loyalty

This is an area in which confusion often exists. Sometimes assignments must be done over because of apathy or failure on the part of a manager who has adopted the LOW TASK/HIGH PERSONNEL style. Occasionally, this

manager may appear to take issue with the command while trying to protect assigned personnel.

Attention to Detail

This is an area in which a LOW TASK/HIGH PERSONNEL manager often needs to improve. This manager frequently fails to pay attention to detail or to closely analyze a situation or an assignment. Sometimes this manager simply forgets.

Listening

The LOW TASK/HIGH PERSONNEL manager is usually a good listener when a subordinate seeks advice or brings a problem to the manager's attention. However, this manager usually remains on the defensive and feels ill at ease when in the presence of someone of higher authority.

Teamwork

The LOW TASK/HIGH PERSONNEL manager is usually a strong supporter of teamwork and works hard to see that subordinates get involved with operations. However, this manager sometimes delegates too much authority and, in some cases, tries to place responsibility for mission accomplishment or failure on subordinates.

Rapport with Subordinates

The LOW TASK/HIGH PERSONNEL manager will make every effort to accomplish rapport at all costs. Subordinates may soon feel that this management style is weak and may seek the leadership image in another senior RP if one is assigned. This manager often fraternizes with subordinates and feels highly protective of them, sometimes at the expense of task accomplishment.

The Confidence of Others

The LOW TASK/HIGH PERSONNEL manager usually fails to win the confidence of the chaplain, commanding officer, and others in authority. Too many failures, too many poor products, and too many assignments being late create a poor image of this manager.

Efficiency

Efficiency is not usually the strong suit of the LOW TASK/HIGH PERSONNEL manager.

Poor performance and inefficiency on the part of the manager has the effect of encouraging subordinates to be similarly inefficient. "I do my job as well as the chief does his" may express the feeling of subordinates toward this manager, and may be a fact as well.

HIGH TASK/LOW PERSONNEL

Many of the following characteristics are apparent in HIGH TASK/LOW PERSONNEL managers.

Loyalty

The HIGH TASK/LOW PERSONNEL manager usually accepts orders from those in command without question and with every intention of getting the job done regardless of the time and effort involved. However, this manager usually has a very rigid and subjective opinion of what command loyalty should entail.

This manager is often harsh and demanding toward subordinates, especially when there are signs of poor performance. Very little praise for a job well done is likely to be given to his or her subordinates.

Attention to Detail

When receiving assignments and during daily operations, the HIGH TASK/LOW PERSONNEL manager is likely to be most attentive to detail. When a slight deviation or error in performance by a subordinate is noticed, this manager is extremely critical and short-tempered. Rather than allowing the subordinate to grow through trial and error, the manager shows dissatisfaction, reassigns the subordinate, and personally performs the operation.

Sometimes when interpreting assignments, this manager tends to become overbearing and harsh rather than remaining calm and giving the assignment in a pleasant tone of voice, which would make subordinates feel more at ease.

Listening

The HIGH TASK/LOW PERSONNEL manager is not likely to be a good listener when managing subordinates. The statement "I don't want to hear it" is a favorite of this manager. In this case, subordinates soon become reluctant to bring any type of problem to this manager's attention, reasoning that their pleas would probably fall on deaf ears anyway.

Teamwork

The HIGH TASK/LOW PERSONNEL manager usually promotes teamwork of a sort. However, a true sense of teamwork may not develop, because this manager may not feel obligated to assist subordinates who experience difficulty in certain endeavors. Suppose, for example, that Chief X supervises five RPs, two of whom are Seaman Y and Seaman Z. Seaman Y types well, but has poor telephone etiquette. Seaman Z makes a fine receptionist, but types poorly. Instead of helping the seamen in the areas in which they are weak, this manager may say, "Seaman Y, since you type well, you type all the letters, but stay away from the receptionist's desk. That's Seaman Z's job. And Seaman Z, don't you touch the typewriter; just stick to the receptionist duties!" This manager occasionally uses isolation as a disciplinary measure. This type of supervision, while sometimes justified, would not be conducive to good teamwork.

Rapport with Subordinates

"I am your LPO, and I am not here to win a popularity contest." Does that sound familiar? The HIGH TASK/LOW PERSONNEL manager may actually convey such an impression to subordinates, making it clear that the development of rapport does not really matter. In any case, no doubt exists in anyone's mind as to who is in charge.

The Confidence of Others

Because the HIGH TASK/LOW PERSONNEL manager is normally a high achiever, he or she can usually win the confidence of the chaplain and command leaders through high productivity. However, because a short temper is sometimes displayed in dealing with subordinates, or a general lack of regard for them is shown, confidence in such a person as a personnel manager may be lacking. Personnel assigned to this manager may not be able to win the confidence of outsiders. For example, it may be said that "the Chief is capable, but those other RPs are poor performers."

Efficiency

The HIGH TASK/LOW PERSONNEL manager is often a fine performer; however, assigned personnel may not be sufficiently trained

to become efficient on the job. This situation may be fueled by jealousy on the part of the supervisor who reasons that I had to learn it the hard way, so they can too." This type of supervisor needs to learn that subordinates who are taught to be effective on the job can only serve to make the supervisor's job easier.

HIGH TASK/HIGH PERSONNEL

Many of the following characteristics are apparent in HIGH TASK/HIGH PERSONNEL managers.

Loyalty

A senior RP who is a HIGH TASK/HIGH PERSONNEL manager is loyal to both the command and subordinates in that the assignment, mission, and goal are always kept before all concerned. This manager never loses sight of his or her responsibility for the well-being of subordinates. Subordinates of this manager will always have the opportunity to seek guidance or advice when it is needed.

Attention to Detail

The HIGH TASK/HIGH PERSONNEL manager studies each assignment thoroughly by breaking it down into component parts and then studying each detail. In this way, assignments can be properly delegated if necessary, difficulties can be dealt with before they become real problems, and operations can be made to run smoothly—all because this manager has a keen eye for detail.

Teamwork

The HIGH TASK/HIGH PERSONNEL manager is always a strong advocate of teamwork. Through teamwork, the workers can see how their efforts, regardless of how small or seemingly insignificant, contribute to the accomplishment of the overall mission.

Rapport with Subordinates

The HIGH TASK/HIGH PERSONNEL manager usually has good rapport with subordinates and is usually fair and impartial to all assigned personnel; consequently, the morale of the subordinates is high and they are more productive. This is an area, however, that must be monitored closely by managers. Senior RPs can

place themselves in an awkward and compromising position through overt fraternization with subordinates. Fraternization and rapport with subordinates are two entirely different things. As a consequence of fraternization, the subordinate may become a close friend of the senior member and in the process lose respect for the authority position of that person. Then, if a situation arises where a reprimand must be given or strict authority needs to be imposed, the effectiveness of the senior's authority maybe diminished, and the subordinate may feel confused and betrayed—"I thought the chief was my friend; now he is putting me on report for being UA for 2 hours!" Respect., consideration, and fairness are the basis of good rapport with subordinates and can be extended and exercised by the supervisor even while the supervisor remains in firm control of the operation.

The Confidence of Others

An RPC or RP1 who is an effective manager and has the respect and admiration of others will be a welcome asset in any command. If the chaplain, and commanding officer know that the chief or first class RP can be relied upon for timely completion of any assignment, then this person will be viewed as a valuable team member who will contribute to the success of the Command Religious Program and the command mission.

Efficiency

Whenever the RPC or RP1 manager possesses all the characteristics mentioned above, the result will usually be a highly competent and effective chief or first class petty officer. Commanding officers will note superior performance and make appropriate recognition. Also, such efficiency is likely to be reflected in the amount and caliber of work produced personnel assigned to the HIGH TASK/HIGH PERSONNEL manager. Commanding officers and chaplains will realize that not only can the chief or first class RP be expected to do a good job, but so can the RPs supervised by this individual.

CONSISTENCY OF STYLE

As noted above, most managers develop one of these four managerial styles. Although slight deviations may occur from time to time, generally the managerial style adopted when a member is first advanced to petty officer will be the style

maintained throughout that member's Navy career. The RP3s and RP2s who see themselves as having adopted the second managerial style listed above may contend, "Yes, I'll admit that I'm LOW TASK/HIGH PERSONNEL manager now; but when I make chief, I'll change to the HIGH TASK/HIGH PERSONNEL style." This is a commendable line of reasoning, but in reality it seldom occurs. A manager usually continues to operate in the same managerial style that he or she adopted initially.

FLEXIBILITY OF THE MANAGER

Flexibility in management may be viewed by some as inconsistency, but personnel managers should prepare themselves to serve in quite different situations by taking advantage of the good points of all the above managerial styles. For example, if the HIGH TASK/LOW PERSONNEL manager is given an assignment that calls for an inordinate amount of interaction between manager and subordinates, the manager should consider a reevaluation of the LOW PERSONNEL style of personnel management. Or, if the HIGH TASK/HIGH PERSONNEL manager is confronted with a situation in which assigned personnel are not performing properly, a further tightening of disciplinary controls may be required to correct the situation. In any case, flexibility is the key.

LEADERSHIP AND GUIDANCE OF PERSONNEL

Navy organizational structure (in essence, the chain of command) sets the stage for leadership and guidance of personnel within the Department of the Navy. The chain of command, when used properly, is the most effective leadership tool in today's Navy. Lower echelon personnel should seek and receive guidance from, and make reports to, those in higher positions of authority in the chain of command. And higher echelon personnel should guide and communicate with personnel at lower echelons by using the chain of command in reverse order.

DISCIPLINE, GOOD MORAL CONDUCT, AND SELF-CONTROL

Discipline, good moral conduct, and self-control must be maintained by all members of the military in order to accomplish the command

mission and goals. At basic training, recruits are taught basic elements of military discipline and learn basically what is expected of them in regard to military behavior. The leading chief and leading petty officer are to expand this learning experience through close supervision of subordinates. The subordinates who respect authority and whose military behavior is beyond reproach can usually advance quickly in the Navy.

ENLISTED PERFORMANCE EVALUATION SYSTEM

The enlisted performance evaluation report is the most significant personnel management tool in the enlisted service record. This tool is used primarily by the Commander Naval Military Personnel Command in making advancement and assignment decisions. It is also used to determine eligibility for the Good Conduct Medal, reenlistment, character of service at time of discharge, continuation on active duty, and appointment to warrant or commissioned status. The performance appraisal process cannot be overemphasized and demands command attention.

Input to the Evaluation Report by the RPC or RP1

Senior petty officers should be tasked by the command chaplain to provide input to the evaluation report of assigned personnel. Because LCPOs and LPOs are the first-line personnel managers, they come in contact more frequently with subordinates than does the chaplain, division officer, department head, or commanding officer and can, therefore, provide a more detailed report of daily performance.

Documentation

Leading RPs should maintain either a file folder or notebook in which performance highlights can be documented as they occur. Thus, the RPC or RP1 will not be forced to rely on memory at evaluation reporting time. The subordinate must be informed that such a record exists and is being maintained. The leading RP must also permit the subordinate to see the documentation if the subordinate so desires.

AWARDS AND COMMENDATIONS

Incidents of outstanding or exceptional performance and award recommendations should

also be made part of the enlisted performance evaluation report. Again, documentation is a key factor in proper recognition of awards and performance evaluation reports. When receiving an award, such as a medal, letter of commendation, or other such citation, recipients can feel justly proud of their accomplishments.

SPECIAL EVALUATION REPORTS

The periodic performance evaluation report cannot be the sole method of advising service members of their performance. Throughout the evaluation period, the command must regularly counsel members in regard to their professional growth and development. Positive feedback should be provided, specific weaknesses discussed, and suggestions for improvement should be delineated. Performance counseling is an integral part of the evaluation process and helps subordinates understand the purpose and significance of the performance appraisal. Commanding officers are urged to emphasize a constructive and continuing dialogue between reporting seniors and subordinates. (NOTE: This is not to be confused with pastoral counseling as conducted by Navy chaplains.) To this end, division officers are most strongly encouraged to submit frequent performance evaluation reports on personnel in paygrades E-1 through E-3. Frequent reports will serve as an effective counseling aid. Frequent reports also provide a more meaningful summary on which commanding officers can base decisions regarding advancement recommendations, striker board selection, reenlistment code assignment recommendations, and so forth.

Another function of the special performance evaluation is to document adverse or exceptional performance. Performance evaluation reports, whether periodic or special, must be well thought out and not presented vindictively. Nor should these reports be used to flatter or bribe the ratee. The report should contain factual information. Again, documentation cannot be over-emphasized. For example: "Petty Officer Jones was late for quarters six times during this

reporting period (dates _____) and was returned from liberty twice by the shore patrol for incidents involving alcohol abuse (dates _____).” Or, “RPSN Smith has completed all assigned tasks in a timely manner and has voluntarily stayed late four times (dates _____) during this reporting period to assist in special projects.”

WORKING RELATIONSHIPS

There may be cases where an RPC or RP1 heads an RP staff and the command employs one or more civilian employees. In such cases, position descriptions, guidance as to who is in charge, who works for whom, and so forth, will be provided by the Consolidated Civilian Personnel Office, the command chaplain, and the commanding officer.

Several factors may affect working relationships in the office of the chaplain. Some of these factors are as follows:

- Education and training of personnel assigned
- Experience and expertise of personnel assigned
- Working conditions (equipment, facilities, working hours)
- Attitudes of personnel assigned

In the development of smooth and harmonious working relationships, perhaps the last two factors listed above are the most influential.

At a large shore installation, civilians maybe employed as director of religious education, secretaries, custodians, and receptionists. Also, members of the chapel council (if one exists), Sunday School teachers, and other civilian volunteers may participate regularly in the Command Religious Program. Since RPs interact with members of the local community, it is important that they portray a favorable image of the military as a whole and of the Command Religious Program.

CHAPTER 6

EDUCATION AND TRAINING

A need for the education and training of personnel is paramount in today's Navy. Millions of dollars are allocated each year for this purpose. In some of the more technical Navy ratings, such as electronics, data processing, or nuclear power, the education price tag may approach \$100,000 per student. In some of the less technical fields, such as administration or supply, there is less expense, but education costs are still high, and they are getting higher very day. Nevertheless, we must continue to educate and train Navy personnel.

The first section of this chapter deals with the training of subordinates in the various customs and traditions of major religions. The RPC and RP1 need training in this area in order to be able to supervise worship support operations.

BASIC CUSTOMS AND TRADITIONS OF VARIOUS RELIGIONS

The Command Religious Program is designed to afford the opportunity for the free exercise of religion to all command personnel and their families. Many religious groups, whose members embrace a variety of customs and traditions, may be involved. Information concerning these various customs and traditions must be made available to assigned Religious Program Specialists (RPs). This will assist them in providing effective worship support.

Chapter 2 of *RP 3 & 2*, module I, *Personnel Support*, NAVEDTRA 287-01-45-82, provides information concerning basic customs and traditions of various religions. Also, Navy chaplains and selected civilian clergy are excellent sources of information.

VOLUNTEER PERSONNEL PERFORMING LITURGICAL FUNCTIONS

Assigned personnel and their families may desire to take an active part in the Command Religious Program as lay participants. Instructors are usually needed in the religious education program. Volunteer workers are often used in the nursery during worship services. Musical productions sponsored by the Command Religious Program may depend on volunteer lay participation for their success.

Vacation Bible/Church School events and other programs of outreach or renewal can be sources of spiritual insight and development, and normally they require voluntary staff support. These lay services will benefit the volunteers as well as enhance the appeal of the Command Religious Program.

Chaplains and RPs should consider volunteers as valuable team members and should do their utmost to encourage such participation. Lay persons may be reluctant to offer their assistance and will need to be asked. Those accepting responsibility should be supported with adequate information, materials, and training to accomplish their goals. Volunteers have a great influence on the success of the Command Religious Program.

Persons who volunteer to participate in the Command Religious Program may need training of some type to function effectively in the capacity in which they are volunteering their time and talent. Such training can often be conducted by chaplains or RPs.

ALIGNMENT OF TRAINING WITH BILLET AND COMMAND MISSION

Religious Program Specialists (RPs) may be assigned a variety of duties requiring special training. For example, RPs assigned to ships may

be required to bear arms during a watch. Since male RPs are combatants, those assigned duty with Marine Corps units will be required to qualify in the handling of small arms and ammunition as their Marine Corps commanders may direct. RPs assigned to Marine Corps Fleet Marine Force (FMF) units may be required to undergo combat training.

SCHOOLING OF ASSIGNED PERSONNEL

When RPs in paygrades E-5 through E-9 are transferred on PCS orders, they are often assigned an intermediate duty station for training before reporting to their ultimate duty station. Some examples of intermediate training are RP C school, Leadership and Management Education and Training (LMET), Maintenance and Material Management (3-M) Supervisor's Course, and Fire Fighting. Funding for such training is provided by Naval Military Personnel Command (NMPC).

Occasionally, the needs of the gaining command are such that personnel must report aboard immediately. Should such a situation arise, provisions for necessary training should be made as soon as command operations permit.

Training requirements for assigned personnel should be projected far in advance and should be included as long-range budget items. Funding for training is usually difficult to arrange after the fiscal budget goes into effect on 1 October. Such cost items as travel and per diem should be calculated as closely as possible. The disbursing officer can provide guidance in this area.

TRAINING/ORIENTATION OF OTHER SERVICE VETERANS (OSVETS)

Since the establishment of the RP rating, many Marine Corps personnel have been granted permission by the Secretary of the Navy to make an interservice transfer to the Navy to serve as RPs. There are no provisions for enlisted personnel in other branches of service to effect a transfer to the Navy without completing their current enlistment. Additionally, all other Navy enlistment requirements must be met by other service veterans (OSVETS).

Marine Corps personnel who are permitted to transfer to the Navy are discharged from the Marine Corps for the convenience of the

government. Such personnel must obligate themselves to serve not less than 24 months in the Navy.

OSVETs are initially assigned to a naval training center to receive naval orientation training. Following the orientation period, they may be assigned to RP A or C school, as appropriate. If OSVETs are not assigned to RP schools, they may be assigned to a Navy duty station. Those assigned to RP A school will be assigned to their ultimate duty station near the end of the schooling period.

RECEIVING OSVETS ABOARD

Although the period of naval orientation is most helpful to the OSVET, it should be remembered that full orientation as to Navy procedures will take some time. OSVETS will have to adapt to a different military environment. Whenever commands are notified that an OSVET is to report aboard for duty, the following preparations should be made.

- The leading RP should work closely with the command personnel officer to ensure that orders, housing applications, paygrade, accrued leave, and all other facets of the personnel transfer are in order.
- The command disbursing officer should be contacted to ensure that a pay record is established and that provisions are made to facilitate full pay and allowances for the OSVET.
- Office space should be arranged for newly reporting personnel.
- Any other action that would help to effect a smooth interservice transfer of the OSVET should be accomplished. Every effort should be made to take advantage of the past experience of the OSVETS.

RELIGIOUS PROGRAM SPECIALISTS ASSIGNED TO MARINE CORPS UNITS

Navy RPs are often assigned to Marine Corps bases, air stations, or Fleet Marine Force (FMF) units and may not be familiar with procedures at these duty stations.

All male RPs are eligible for duty with Fleet Marine Force (FMF) units and Marine Corps garrisons. They must sign a **Page 13** statement in

their service record to acknowledge such eligibility. Female RPs are eligible for duty aboard noncombatant ships, at Marine Corps bases, and with nondeploying Marine Corps units. They must acknowledge this eligibility with a **Page 13** statement.

If an RP is ordered to duty with an FMF unit, two things that can be done ahead of time will be of great value to the RP when reporting for duty. First, the RP should begin immediately a program to attain the best possible physical condition before reporting aboard. Second, he should buy a pair of U.S. Marine Corps (USMC) field boots and break them in. A pair will be issued soon after the RP reports aboard, but a 10-mile hike the first day in a pair of new boots may give the hiker very sore feet!

Chaplains are forbidden by the Geneva Convention to carry firearms in combat. Therefore, in combat situations, the RP is the chaplain's bodyguard. The chaplain must be free to minister to the wounded and dying.

RPs assigned to FMF units may be required to undergo training at the Marine Corps Infantry Training School (ITS), Camp LeJeune, North Carolina, unless this training has been received previously. The length of the school varies according to the current training needs, but it is normally 3 to 4 weeks. Use of weapons (particularly the M-16 rifle and .45-caliber pistol), use of explosives, marching, close order drill, strenuous exercise, combat tactics, hand-to-hand fighting, and weapons care are all likely to be emphasized.

At times the training will be very demanding on both mind and body. The trainee may soon feel that the instructors are not there to help, but to badger and harass personnel. This is not true! The instructors and everyone in the unit want the RP to succeed in training. They know that any member who is not successful in training will weaken the effectiveness of the unit. This could place the safety of the entire unit in jeopardy.

Upon reporting to any Marine Corps command (base, station, or FMF), RPs have the option of wearing Navy or Marine Corps service uniforms. (Marine Corps Order [MCO] 10120.28 and MCO P1020.34 refer.) If RPs elect to wear Marine Corps service uniforms, they are given a complete issue and must abide by Marine Corps grooming and appearance standards or regulations. They must also meet Marine Corps physical fitness standards. If RPs elect to wear the Navy uniform, Navy grooming standards apply. A small issue of Marine Corps combat uniforms will

be issued the RP according to MCO P10120.28 and MCO P1020.34.

GENERAL MILITARY TRAINING

All Navy personnel, regardless of duty station, will receive periodic training sessions on general military topics. Such topics may include the Uniform Code of Military Justice; basic first aid; nuclear, biological, and chemical warfare; physical and information security; substance abuse; and many others. The leading RP should assign a first or second class petty officer as division or department training petty officer. As such, the training petty officer is responsible to the division officer for ensuring that general military training (GMT) is scheduled and conducted periodically—usually once a month, GMT topics should be of a general nature so that they apply to all hands. Responsibilities of the training petty officer may be limited to ensuring that all hands attend scheduled GMT sessions. While operations may preclude 100 percent attendance at GMT sessions, every effort should be made to get the trainee to the training site for each presentation.

Occasionally, the training topics may be of interest to civilian employees and/or military families at the duty station. Information about sessions at which topics of general interest are to be discussed (survivor's benefits, predeployment briefings, basic first aid, lifesaving instruction) should be given wide dissemination. The training schedules, topics, instructors, guest speakers, meeting places, and times should be publicized well in advance.

STANDARD COMMAND TRAINING; REQUIREMENTS

NOTE: Much of the information in this section is discussed in other Navy training publications. It is highlighted here primarily for the benefit of interservice transferees and OSVETs.

Standard command training gives assigned personnel a broad overview of training objectives and brings the command mission into perspective. Standard training may include refresher training, a fleet or squadron training evolution, fire fighting, or other such instruction. A unit will not function well if untrained. Education and training should be a continual process throughout a military career and lifetime.

GENERAL DAMAGE CONTROL PQS

Personnel Qualification Standards (PQS) in General Damage Control exist for all Navy personnel, regardless of rank, rate, or rating. These standards exist because many Navy personnel have been killed or seriously injured because of ignorance of basic damage control, basic fire-fighting skills, or personal protection methods. In one scene of the Navy training film *Trial by Fire* (actual footage of *USS Forrestal* disaster), some sailors are shown isolated from safety by the fire and reading the instructions for donning an oxygen-breathing apparatus (OBA). Obviously, that was not the time to learn!

Currently, all personnel assigned to ships must meet General Damage Control PQS requirements (including basic fire-fighting skills) soon after reporting aboard. The commanding officer decides how much time must be allotted for full qualification, but normally this period is not longer than 6 months. Personnel in the ship's engineering department and specifically those in the repair division are tasked by the commanding officer to provide instruction and monitor qualification in General Damage Control PQS.

Religious Program Specialists assigned to ships may be required to serve on a fire party or a damage control team on duty days. Usually a senior petty officer from the engineering department in each duty section is assigned as on-scene leader to control activities at the scene of the fire or other disaster. If assigned to a fire party or damage control team, the RP should attend all training sessions held by the on-scene leader. The location of all repair lockers, the ship's compartment numbering system, and the location and operation of fire-fighting equipment must be learned. This may require a great deal of time and effort, but it is absolutely essential! The lives of many shipmates may someday depend on how well fire-fighting and damage control skills are mastered.

Most fleet training centers conduct basic fire-fighting and damage control team training. Area commanders assign their personnel to this training according to available quotas. The training usually lasts 2 to 3 days and simulates actual shipboard situations. If an RP is assigned to a fire party or damage control team, this training would be most valuable.

MAINTENANCE AND MATERIAL MANAGEMENT (3-M) PQS

In addition to General Damage Control PQS, the command may require all assigned personnel to meet maintenance and material management (3-M) standards as well. If so, the ship's 3-M Coordinator (usually a first class or chief petty officer) will ensure that this training is provided.

WATCH STANDING

Regardless of the duty station assigned, it is likely that the assigned RP will have to stand watches of one type or another. Local directives will provide training guidelines for standing these watches. A PQS for watch standing may exist, and personnel may be required to stand one or more watches under instruction until fully qualified to perform watch-standing duties.

Commands ashore may require senior RPs to stand watches as officer of the day (OOD) or shore patrol (SP). At most shore stations there are enough senior personnel assigned so these duties occur infrequently (normally once a month).

Duty aboard ship may be different. Senior RPs may be required to stand watches as officer of the deck (OOD) in port once or twice a week or more often. Whenever the ship is operating at sea, watch standing may be part of the daily routine. The senior watch officer (SWO) will construct the watch bill as the situation dictates.

Also, aboard some ships operating at sea, the commanding officer may require that the office of the chaplain be open around the clock. In that case, the leading RP should construct a watch bill reflecting this requirement for approval of the command chaplain and senior watch officer. If enough RPs are assigned, the leading RP should leave himself or herself off the watch bill in order to be on call for emergencies at any time. If it is necessary for the leading RP to be on the watch bill, the leading RP should take the watch during normal ship's working hours, which is usually the time of peak activity in the office of the chaplain.

Aboard ship, in addition to following other directives, assigned personnel will be directed by the watch, quarter, and station bill. In case of emergencies, such as fire, flooding, or imminent attack, personnel will be directed as to place of muster, whether or not to don protective clothing and) or life jacket, whether or not to activate equipment and/or weapons, and so forth. Part

of the check-in procedure aboard a ship is to receive a life raft assignment from the first lieutenant (deck department head). Division officers/department heads will make all the other watch, quarter, and station bill assignments as command directives may dictate. RPs must know where their watch, quarter, and station assignments are, and what to do once they get there. In moving to their stations, all hands should travel forward and up on the starboard side of the ship, down and aft on the port side. RPs may be required to set material condition Zebra (providing the highest level of watertight integrity) in their spaces whenever the general alarm is sounded. If so, the RP must learn where all hatches, doors, scuttles, portholes, and valves are located in assigned spaces so watertight integrity can be established as quickly as possible. The division/department damage control petty officer (DCPO) and personnel from the repair division can provide valuable instruction in this area.

RPs assigned to Marine Corps units are not likely to be assigned to watches other than those required in connection with the Command Religious Program or those necessary for safety in living quarters. By occupation, marines stand physical security watches at all Marine Corps and several Navy installations. Nonrated RPs may be assigned messman duties in dining facilities.

TRAINING SCHEDULES

In order to accomplish the necessary training, it must be appropriately scheduled. Training schedules should be submitted by the division or department training petty officers for approval through the chain of command.

PROPER TRAINING DOCUMENTATION

In all training sessions conducted, records should be kept that indicate those personnel in attendance, instructor(s), topic(s), date and time, points awarded, qualifications attained, and other related information. Forms suitable for this purpose are shown in figures 6-1 through 6-3; however, forms prepared locally may be used.

While training sessions have always been scheduled and conducted as needed, the increased emphasis on accountability today makes proper documentation very important. The Navy must show justification for, and the resulting value of every training dollar spent. Proper documentation of training serves another purpose—the training records will show commanders how many and which members of their assigned personnel have received training. Division and department training petty officers (training POs) must work closely with the personnel officer to ensure that training completed is reflected in the member's service record.

GENERAL RECORD (Type I)				
OPNAV FORM 1500-30 (10-60)		0107-LF-700-9000	PERIOD COVERED: FROM _____ TO _____	
TITLE _____				
COLUMN CAPTIONS				

Figure 6-1.—General Record (Type I).

GENERAL RECORD (Type II)
OPNAV FORM 1600-31 (10-60)

PERIOD COVERED FROM _____ TO _____

TITLE _____

COLUMN CAPTIONS

Figure 6-2.—General Record (Type II).

ADVANTAGES OF EDUCATION AND TRAINING

In regard to advancement in rate, trained personnel will have an advantage over untrained personnel on at least two occasions. First, personnel who complete all command training requirements on time can reasonably expect to become advancement candidates and receive the commanding officer's advancement recommendation. Second, even if basic training requirements are met, advanced training is likely to give that extra edge to the advancement candidate. Completion of Navy schools, Navy correspondence courses, and secular education will benefit advancement candidates. Selection boards for E-7 and above take into account the education and training courses the candidate has completed.

TRAINING SESSIONS

Training sessions must be designed to accommodate the variety of experience levels of assigned RPs. Some personnel may be assigned to RP billets directly from recruit training. Others may

come to the office of the chaplain via lateral conversion from another Navy rating. Some members are authorized to make an interservice transfer from the Marine Corps to the Navy to serve as RPs. Still others become RPs via a command Striker Selection Board or Professional Development Board.

ON-THE-JOB TRAINING (OJT)

The various ways of becoming an RP all share one common element—the need for on-the-job training (OJT). On-the-job training is a vital part of training for RPs, as they learn by doing at the duty station to which they are assigned. On-the-job training and RP school training can complement one another by providing a fuller perspective of what it means to be an RP. Procedures not fully understood in one mode of training may be clarified in the other.

READINESS TRAINING

A naval officer once stated, "The main objective of any (ship's) training program ought to be to train the crew to win in war." With the world situation becoming increasingly volatile, to

GENERAL RECORD (Type III)
OPNAV FORM 1500-32 (10-80)

PERIOD COVERED: FROM

TO

TITLE

MONTH	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
DAY OF THE MONTH	1											
	2											
	3											
	4											
	5											
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	29											
	30											
	31											
WEEKLY OR BIWEEKLY	1ST											
	2ND											
	3RD											
	4TH											
	5TH											
MONTHLY												
QUARTERLY												
SEMI-ANNUAL												
ANNUAL												

S/N 0107-LF-701-1000 (See reverse for instructions and/or explanations of entries)

Figure 6-3.—General Record (Type III).

287.196

say “We must be ready” might seem like an understatement.

One may ask the question “How does training take place?” Training experiences should take place every day. Personnel should be learning from daily operations.

Leading RPs need to answer the following questions when formulating training plans:

- What is the command mission, and what actions are required of RPs to fulfill this mission?
- What is the current experience and training level of assigned RPs, and how does this level match up with requirements?
- If training requirements and experience and/or training levels are incompatible, what must be done to correct the situation—schooling of assigned personnel, on-the-job training, a special training emphasis, or repetition?

The training objectives of the command are determined by recognizing the command mission as part of the Navy mission. Commanders tailor the training objectives to fit unique situations at the local command level, but, more importantly, to meet mission goals.

Readiness training is measured and categorized by commanders on a continual basis. Every effort is made to attain and maintain readiness level C-1 (the highest level of readiness). This status generally means that all requirements are met or exceeded in the areas of manpower, training, and material and that the unit stands ready to perform its mission.

THE RP AS TEACHER

To effectively instruct subordinates, senior RPs must be role models. The effective teacher is one who is thoroughly familiar with all duties he or she is instructing subordinates to perform and who is able to pass on this information. The effective supervisor should also set a good example for the members being supervised.

INSTRUCTING

The following are some helpful hints for both the student and teacher which have been adapted from another training manual. Senior RPs can use these ideas in formal instruction situations if local training requirements dictate. Nearly every teaching technique involves lecturing by the

instructor—“talking to the student.” First of all, the instructor should present the objectives of the lesson: why the instruction is necessary, how it relates to the assignment at hand, and in what way the student will benefit from the instruction.

Oral Presentation

Each training session conducted must be as interesting and meaningful as possible. The instructor should try to motivate students to want to learn and ensure that each one understands the lesson. The following techniques will help guide the instructor through the oral presentation of a training session.

1. A high degree of enthusiasm should be maintained by the instructor. Lack of enthusiasm on the part of the instructor would most likely lead to disinterest by students.

2. Instructors should speak in a normal, conversational voice. Words should be enunciated clearly and spoken audibly. Important points should be emphasized by the use of gestures, repetition, and variation in voice inflection.

3. Maintaining good eye contact is important. The instructor can accomplish this by making eye contact with different members of the group in separate parts of the room from time to time. This also may indicate to the instructor whether the students are following the instructions or are confused or disinterested. If they are confused or disinterested, the instructor should try to give the instructions in greater detail, more slowly, and should try to make the training session as interesting as possible. Instructors should try to make all students feel that attention is being divided equally among all members of the class.

4. Senior RPs should ensure that instruction is tailored to the level of ability and expertise of the group. Students who are subjected to a presentation or explanation containing big words, complex phrases, or technical terms beyond their level of comprehension will usually lose interest very quickly. Technical words or new expressions should be explained as they are presented.

5. Throughout the presentation the instructor should try to determine whether or not the students are understanding the subject matter. Since facial expressions may not always be true indicators of student comprehension of the subject matter, the instructor should frequently ask questions, both of a general and a specific nature. Questions from students should be encouraged as well. The best time to clear up

misunderstandings is when they occur. Some RPs may hesitate to ask questions because they are timid, are embarrassed to ask questions in front of their peers, or do not know what questions to ask.

6. Instructors should ask questions that stimulate thought. A mere recall of acts is not enough. Some methods that cause the students to think include initiating class discussions setting up problem situations, making challenging statements, and asking thought-provoking questions.

7. Distracting mannerisms should be avoided. Chewing gum, jingling keys or coins in one's pocket tossing a piece of chalk up and down or from hand to hand, and other such mannerisms tend to draw the students' attention away from the subject matter being presented.

Motivation

The term *motivation* has been defined as "the incentive, drive, or pressure to take action." The wise instructor realizes that regardless of how well the subject matter is prepared and presented, students will not learn unless they want to. No one can order a student to learn. Students may be required to complete assignments, but this is no guarantee that they will try to understand the subject matter. So, attempting to MAKE a learning experience grow from compliance is not the answer. Such pressure can cause feelings of resentment toward both the instructor and the subject matter.

As an instructor, the leading RP has to be the major motivating factor in creating a learning environment. The guidelines presented under the previous subtopic, Oral Presentation, will be of benefit to the instructor in motivating students to learn.

The degree of motivation required in each learning experience varies with the situation and the individuals concerned. For example, if the students know they will be required to participate in fire fighting aboard ship as members of a hose team and are reminded that proper use of an oxygen-breathing apparatus (OBA) may well save their lives, the motivation for learning to use that equipment is very strong. The leading RP must motivate students by stressing the need for familiarization with the material presented. If legitimate questions are raised by the students as to why the training is needed, the instructor must do more than reply "because the chaplain says so." The instructor might motivate them to learn by pointing out that the training can pay off at

advancement examination time. Advancement in rate leads to increased pay, authority, responsibility, prestige, and the possibility of more interesting assignments. Another approach may be to appeal to the student's pride in being able to master the subject matter being presented.

Sometimes the senior RP can create sufficient motivation for learning by showing a personal interest in the subordinate RP. The RPC or RP1 should respect the opinions of junior RPs, listening to their questions and striving to answer them honestly and openly will enhance the leading RPs credibility with subordinates and establish a more relaxed and open atmosphere. Leading RPs should emphasize the contribution each RP can make to the success of the Command Religious Program when learning takes place.

Rewards, such as early liberty or being excused from certain duties, may provide the needed motivation to set the stage for learning. However, instructors should be cautious in using rewards to motivate, as this method has certain disadvantages. (1) The motivating influence may cease once the reward is received. (2) Since some students learn faster than others, the slower learners might be discouraged because they finish last. ("Why try, I can't win anyway.") (3) If the instructor should grant early liberty contingent upon favorable test results, the slow learner may resent the disadvantage and may be tempted to cheat on the test. Inducing each student to work to better his or her own record—to compete against himself or herself—may be the most effective way to motivate people.

Sometimes a story from the leading RP's personal experience may increase the students' desire to learn. A firsthand account of how training received has proven beneficial in some real life situations is often helpful. Care should be taken, however, not to ramble on with sea stories which take up a great deal of the instruction time.

Training Aids

Some instructors have a good command of the English language and can explain things very well. However, even the most skilled lecturers can usually be more effective if they use training aids.

A training aid is any picture, chart, graph, or piece of equipment that can be used to illustrate and clarify the subject matter. Commonly used aids may include films, models, trainers, charts, chalkboard, drawings, transparencies, mock-ups, TV, and recordings.

Before using a training aid, the instructor should be sure it applies directly to the subject matter and helps achieve the learning objective. The instructor should preview films and ensure that mechanical aids are in good working order before they are used.

Each aid used should present only one basic idea since presenting two or more ideas simultaneously may be confusing. To be effective, the aid should be used in the presentation at the appropriate time.

The training aid should be large enough for the most distant student to see it clearly. If the aid is not large enough to display at the front of the classroom, the instructor could ask students to gather around the display so as to get a closer look. Or, the students may be allowed to pass the aid around the room—from student to student. If this is done, the instructor should allow each student a few moments to examine the aid before proceeding with the presentation. When displaying an aid, the instructor should be sure that no student's view is obstructed.

Teaching a Skill

One method that is useful for teaching a skill is the demonstration-performance method, or teaching by doing. This procedure covers all the necessary steps in learning a skill and presents them in the most effective order.

The teaching-by-doing method of instruction involves “doing” by both the instructor and the student. This method is most effective when a skill is to be taught to one student or a small group of students. Classroom time may not permit a group of more than 10 to learn the skill when this method is employed. For a group of 10, breaking the students into 2 groups of 5 each would probably be more effective.

The order of presentation is important. The instructor should begin with the purpose and objectives. There is a difference between seeing and perceiving, so the instructor must take care to explain and stress major points of the presentation. If nomenclature is important, then the instructor must name each part and describe its function.

The following steps can be applied to most teaching-by-doing situations:

1. The instructor does and tells.
2. The instructor does while a student tells.
3. The student does and tells.
4. Students practice (under supervision).

In step 1, the instructor performs the skill carefully, accurately, and slowly enough for the students to follow. Care should be taken to emphasize any action the group might miss if it were not pointed out. Applicable safety precautions should be stressed and followed by the instructor at all times. Instructors should beware of the trap implied in the statement “I’ve done that so many times I could do it blindfolded.” Perhaps this is a true statement, but it may cause students to ignore safety precautions.

The first step is very important. The presentation must be so organized that no vital information is omitted. Such hesitations or interruptions as “I forgot to tell you . . .,” or “Just a minute while I check this step,” would clearly indicate that the instructor is not properly prepared.

In step 2, the physical steps are completed while a student explains what the instructor is doing. The instructor should perform the steps precisely as directed by the student unless safety precautions are violated. Then, if an error is made by the student, the other students (or the instructor) can point out the mistake. In the event of an error, the performance should stop and the error be corrected. Then the performance should start over again with the student explaining the procedure correctly. If there are too many errors, the instructor should stop the performance and repeat step 1 before calling the same student to begin step 2.

Step 2 is particularly valuable when there is a chance of harming personnel or damaging equipment while the skill is being taught. The students demonstrate orally that they know what to do, but are relieved of the possibility of endangering themselves or the equipment. Students can concentrate on procedure without fear of injury or failure. This would apply in fire-fighting training or operating audiovisual equipment.

Step 2 is the time the instructor should ask a number of questions to be sure the students understand what they are saying rather than simply repeating the instructor's words. Such questions would be as follows:

“What do I do next?”

“How do I do that?”

“What should happen now that will demonstrate to me that the steps I have taken are correct?”

“Is there anything I should be careful of at this point?”

“Why do we do it this way?”

The instructor should require complete answers and stress correct terminology if that is important. The instructor should be reasonably sure that students have a good grasp of procedures before moving on to the next phase of instruction.

In step 3, the students perform the skill. Before any movement, however, the students explain what they are about to do and how they are going to do it. While students are attempting this new operation, the instructor must remember that there may be some who are slow learners or who make more mistakes than others. These students should not be rushed. The instructor should be patient and should not interrupt or remove the training aid from them unless personal injury or harm to the equipment is imminent.

The instructor should assist only when asked. If a student appears confused, a review of procedures by the student and instructor together will usually clear up misunderstandings. A word of praise should be given when students perform well.

During step 4, the students practice the entire skill while the instructor observes. At first, the instructor should emphasize accuracy and later speed, if that is important. The instructor needs to be particularly observant at this point to note any bad habits or variation in procedures which may creep in. When such discrepancies are noted, the instructor should stop the operation to correct these mistakes before they are practiced repeatedly. Again, violation of safety precautions should never be overlooked.

General Hints for the Instructor

The instructor should stress correct procedures on the student's first attempt at performing a new skill. The most effective learning results when initial learning is followed immediately by periods of practical application.

Safety precautions should be emphasized at the point in the demonstration that they apply. Explaining the reasons for the precautions will help students understand the need for compliance.

Whatever the type of training, if the instructor finds that the students have not mastered the skill or absorbed the knowledge, the first reaction may be to assume that the students are at fault. However, this may not be the case. Failure to learn on the part of the student is sometimes the result of poor instruction—as in the saying “If the learner hasn't learned, the teacher hasn't taught. While there maybe some exceptions to this old adage, every really good instructor is

always ready and willing to become a better instructor. The end product of well-informed students will more than justify the extra effort required.

RELIGIOUS EDUCATION

Religious education programs for military personnel and their dependents have traditionally been provided at commands whenever a substantial dependent population existed. Unity and continuity in such religious education is made difficult by frequent transfers of military families. The various and unique denomination requirements also influence the religious education programs that are provided for dependent children of military personnel. For these reasons, the Navy, Army, and Air Force make available religious education curricula and materials designed especially for military religious education programs. The curriculum for dependent children at Navy and Marine Corps shore activities is usually selected from the following three resource guides: *Cooperative Prostseant Religious Education Curriculum*; *Catholic Curriculum and Resource Guide*; and *Unified Jewish Religious Education Curriculum*. Selection of these materials is supervised by a member of the Armed Forces Chaplains Board. The RP will probably be tasked by the command chaplain to obtain material from these three sources in order to provide a standardized religious education program for command personnel and their dependents.

The command usually has a supply of religious literature in book and pamphlet form available for use by command personnel and their families. Pamphlet racks containing such literature are likely to be found at the entrance to the chapel, in the offices of the chaplain and RP, and at other convenient places. Many stations also have libraries with sections devoted to religious books and novels.

COORDINATING RELIGIOUS EDUCATION PROGRAMS

Senior RPs are often assigned to large commands ashore where religious education programs are offered to command personnel and their families. Some of the large-scale programs may have a salaried civilian employee who serves as Director of Religious Education (DRE).

Even in cases where a DRE is serving, a senior RP can provide that vital link between civilian and military to coordinate the program. In this function, the RP is not acting as the DRE, chaplain, or curriculum instructor, but rather as one who enables, one who provides, one who monitors, one who assists, one who informs, and one who evaluates.

SPECIFIC TASKS INVOLVED IN COORDINATING RELIGIOUS EDUCATION PROGRAMS

There are four specific tasks related to coordinating religious education programs. These four tasks are addressed in the following sections.

Assisting the Chaplain in the Recruitment of Volunteers

In order to have a continuous religious education program to benefit military members and their families, volunteers are needed in every facet of the program. Volunteers who assist in the operation of the religious education program not only are helping the students but also, in a very true sense, are benefiting the Navy.

It is established, then, that volunteers are needed. But, will they show up in droves to set the religious education program in motion? Hardly. If even one lay person would volunteer through a sense of service or loyalty, then that would certainly be a banner day for the Command Religious Program.

Volunteers should be made fully aware of what they are being asked to volunteer for. For example: "A volunteer is needed to teach the Protestant Sunday School curriculum during 1986 to the 4- and 5-year-olds. Curriculum analysis may be involved. Logistical support and teacher training will be provided."

Sometimes lay persons who are fully qualified and available to volunteer for any facet of the religious education program are reluctant to offer their services because of previous unpleasant experiences. For example: "I volunteered to serve as Sunday School secretary at our last duty station because I had done that in our church back home. Little did I know that there was much more to it than keeping attendance records. After a couple of weeks I was tasked with teaching the high school class. If they wanted a teacher, why didn't they say so instead of misleading me?"

Since there are frequent transfers of personnel, the recruiting effort must be a continual process. If possible, substitute teachers should be identified as well. Illnesses of teachers or leave periods must be taken into account, and alternate teachers may be needed or some classes may have to be combined for a session or two.

The actual recruiting, interviewing, and assigning of volunteers are functions of the chaplain. However, the RP can greatly assist the chaplain in the identification of prospective volunteers. This can be accomplished in the following ways:

- The chaplain may choose to conduct an actual survey of command personnel and their families, at which time the need for volunteers can be emphasized and talent searches can be conducted.
- The chaplain may choose to distribute a command religious program questionnaire, such as the one shown in figure 6-4.
- The chaplain may seek volunteers from responses made on pew cards available at religious services.
- The chaplain may emphasize the need for volunteers at welcome aboard briefings.

If a survey is ordered by the chaplain, the RP should check the results of any previous surveys. In order to have a worthwhile program of religious education, assigned personnel and their families must be aware that a program exists and that a chaplain and RP staff are present to make the program function. Target areas for a survey should include all work spaces and all family housing areas. On a survey, the leading RP should accompany the chaplain to record survey information. Many questions concerning any facet of the Command Religious Program could be answered by these two individuals working in tandem.

It should be remembered that the chaplain's key function in the recruitment of volunteers is to elicit a religious commitment from individuals. This function should not be conducted by RPs, because it relates to the chaplain's responsibility as a member of the clergy.

Individuals who may be thinking about volunteering to assist in the religious education program should be permitted to state their preference for the areas in which they would like to serve rather than being "pushed" into a

COMMAND RELIGIOUS PROGRAM QUESTIONNAIRE

NAME _____ RANK/RATE _____ DIV _____ DATE _____

PHONE _____ WORK CENTER _____ LCPO/LPO _____

APPOINTMENTS WITH THE CHAPLAIN CAN BE MADE MON-FRI 0730-1600 EXT 1701.
EMERGENCIES CAN BE SEEN ANY TIME BY CONTACTING THE DUTY CHAPLAIN VIA
THE COMMAND DUTY OFFICER.

AGE GROUP (OPTIONAL): 17-20 21-25 26-30 31-36 37-42
43-50 51-55 56-60 61-OVER

DO YOU FEEL THE COMMAND RELIGIOUS PROGRAM IS MEETING YOUR NEEDS?

DO YOU HAVE ANY SUGGESTIONS TO OFFER WHICH YOU FEEL WOULD IMPROVE THE
COMMAND RELIGIOUS PROGRAM?

WHICH PART(S) OF THE COMMAND RELIGIOUS PROGRAM DO YOU FEEL SHOULD
RECEIVE MORE EMPHASIS?

WHICH LESS EMPHASIS?

ARE THERE AREAS OF THE COMMAND RELIGIOUS PROGRAM WHERE YOU WOULD
VOLUNTEER TO DONATE YOUR TIME AND TALENT?

CHOIR	NURSERY	CHAPEL COUNCIL
ORGAN	USHER	SUNDAY SCHOOL TEACHER
PIANO	RECREATION COMMITTEE	CHURCH SCHOOL WORKER
RELIGIOUS EDUCATION INSTRUCTOR:	PROTESTANT CURRICULUM	
	JEWISH CURRICULUM	
OTHER: _____	ROMAN CATHOLIC CURRICULUM	
	OTHER CURRICULUM	

RESPONSE TO LITERATURE READ HELPS US KEEP THE LITERATURE PROGRAM AS A
VIABLE ELEMENT OF MINISTRY. IF YOU WOULD LIKE TO RESPOND, PLEASE DO
SO IN THE SPACES BELOW.

TITLE OF LITERATURE: _____

WOULD YOU LIKE TO SPEAK WITH THE CHAPLAIN CONCERNING THE LITERATURE?

WOULD YOU LIKE FOR THE CHAPLAIN TO VISIT YOU AND YOUR FAMILY IN YOUR
HOME?

IF SO, PLEASE PHONE THE OFFICE, EXT 1701, FOR AN APPOINTMENT.

41.1

Figure 6-4.—Command Religious Program Questionnaire.

volunteer slot by the chaplain or RP. For example: "Thank you, Mrs. Duncan, for volunteering to sing in the choir, but we really need someone to teach the fifth grade boys Sunday School class." If volunteers feel that their offer of service is not appreciated or that they are being manipulated to do something they did not offer to do, they will most likely drop out.

Most people fear the unknown. For this reason the survey team should carry position descriptions with them while conducting the survey. Then, volunteers will have a general idea of what will be expected of them.

Personal contacts during the survey will probably have a more favorable effect than just distributing information sheets for volunteers to complete and return, or having pew cards or questionnaires available for personnel to complete and give to the chaplain or RP. There is generally a low rate of return on such items. Visibility of the chaplain and RP is very important in the recruitment of volunteers.

Managing Training Programs for Curriculum Instructors

Persons who volunteer for positions as curriculum instructors may be well versed in the curriculum, fully understand the expectations of the position description, yet be completely unprepared to teach classes because of a lack of teacher training. Classroom instructors need not fend for themselves and stumble along without teacher training.

Some of the teacher training can and should be conducted by the chaplain and leading RP. The chaplain should be consulted as the resident expert in the areas of curriculum, classroom teaching techniques, or the development of lesson plans. The chaplain may consult an outside resource agency to facilitate teacher training. The leading RP should brief instructors on such subjects as procurement procedures for equipment and supplies, operation of equipment, and personnel support.

Working together with the chaplain, the RP staff can make teacher training a worthwhile process for volunteer curriculum instructors. Management of these training opportunities can put the volunteers at ease and can provide them with guidelines for becoming successful and valuable curriculum instructors.

Assisting the Chaplain in Curriculum Evaluation

Sometimes a curriculum, regardless of how well it is prepared, may still not meet the needs of individuals enrolled in religious education classes. Curriculum material may be difficult for students or teachers to follow. The print may be too large or too small. Too few illustrations may be available. Prepared lesson plans for teachers may or may not be provided. Topics may be too general, too specific, or too controversial.

A variety of factors surrounding the presentation of curriculum to students demands that curriculum be evaluated for content and applicability by the chaplain, teacher, and RP.

Monitoring the Religious Education Program for Effectiveness

The leading RP should monitor the religious education program for effectiveness. A weekly status report to the chaplain will highlight any trends that may be developing and identify problem areas so that corrective action can be taken quickly; for example, students may suddenly stop attending classes. There may be valid reasons for this, but generally it is because the student is dissatisfied with either the instructor, the curriculum, the classroom atmosphere, or perhaps a combination of these factors. If students are interested in the material, enjoy the teacher, and are comfortable in the classroom, they will attend classes.

The best time to deal with difficulties is when they occur or, if possible, before they occur. This points to the necessity of monitoring the program for effectiveness. Graphs and charts will be of great value in this area; for example, a Confraternity of Christian Doctrine (CCD) class which has 24 students enrolled may show the following attendance pattern:

<u>Date</u>	<u>Number Enrolled</u>	<u>Number Present</u>
9-10-85	24	24
9-12-85	24	23
9-17-85	24	16
9-19-85	24	17
9-24-85	24	13
9-26-85	24	5

Definitely by the 19th the chaplain and RP must investigate to determine the reason for the sharp decline in attendance. Corrective action should be taken as soon as possible.

On the other hand, the same CCD class may produce the following attendance pattern:

<u>Date</u>	<u>Number Enrilled</u>	<u>Number Present</u>
9-10-85	24	24
9-12-85	24	23
9-17-85	24	27
9-19-85	24	29
9-24-85	27	27
9-26-85	27	32

This trend may necessitate one or more of the following actions:

- Preparing another classroom space
- Recruiting an additional teacher
- Ordering more supplies and curriculum material
- Adjusting meeting times or places
- Adjusting equipment or facilities usage schedules

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Assignment Questions

Information: The text pages that you are to study are provided at the beginning of the assignment questions.

NAVAL EDUCATION AND TRAINING PROGRAM
MANAGEMENT SUPPORT ACTIVITY
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PENSACOLA, FL 32509-5000

ERRATA #4

Revised December 1994

Specific Instructions and Errata for the
Nonresident Career Course (Nonresident Training Course)
Religious Program Specialist 1&C

This errata replaces errata #3. No attempt has been made to issue corrections for errors in typing, punctuation, etc., which are obvious to the enrollee and do not affect the student's ability to answer the questions.

Assignment booklet

Delete the following questions and leave the corresponding spaces blank on the answer sheets:

Questions

3-12 through 3-25
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Assignment 1

Textbook Assignment: "The Religious Program Specialist." Pages 1-1 through 1-14, and Religious Ministries in the Navy." Pages 2-1 through 2-5.

-
- Learning Objective: Determine important events, personnel, and milestones in the history of the Chaplain Corps and support personnel of the chaplains.
-
- 1-1. The term "chaplain" comes through legends which have been handed down from generation to generation in what country?
1. Great Britain
 2. France
 3. Greece
 4. Italy
- 1-2. In colonial days, chaplains serving aboard warships awarded each crew member who learned a Psalm what amount of money?
1. 2 pence
 2. 4 pence
 3. 6 pence
 4. 8 pence
- 1-3. Besides holding divine services, chaplains in the early American Navy were charged with the instruction of midshipmen.
1. True
 2. False
- 1-4. According to the second article of Navy Regulation adopted by the Continental Congress on 28 November 1775, commanders of ships were to ensure that divine services were held at least how often?
1. Once a day
 2. Twice a day
 3. Once a day with a sermon on Sundays
 4. Twice a day with a sermon on Sundays
- 1-5. According to history, who was the first commissioned chaplain of the United States Navy?
1. Edward Brooks
 2. William Balch
 3. James Laffey
 4. William Austin
- 1-6. All EXCEPT which of the following functions were the responsibility of early Navy chaplains?
1. Reading prayers at stated periods
 2. Commanding the crew
 3. Preaching to the crew
 4. Instructing midshipmen and volunteers
- 1-7. The approval by a religious body of the United States for a member of the clergy to serve in the Navy Chaplain Corps is referred to as a/an
1. ecclesiastical endorsement
 2. secular endorsement
 3. military endorsement
 4. associate endorsement
-
- Learning Objective: Determine the organizational structure of the office of the Chief of Chaplains.
-
- 1-8. The official title "Chief of Chaplains" was established in 1944 by
1. an order of the President
 2. the Joint Chiefs of Staff
 3. an Act of Congress
 4. the Chief of Naval Operations

- 1-9. Since March 1945, the Navy Chaplain Corps has been headed by a Chief of Chaplains with the rank of Vice Admiral.
1. True
 2. False
- 1-10. According to the current organizational structure of the Office of the Chief of Chaplains, the organizational code of OP-09GA bears what title?
1. Executive Assistant
 2. Administrative Assistant
 3. Head, Religious Programs Branch
 4. Assistant for U.S. Marine Corps (ADDU)
- 1-11. Under the current organizational structure, the title of "Head, Religious Program Specialist Branch" is designated by what code?
1. OP09G24
 2. OP09G25
 3. OP09G26
 4. OP09G27
- 1-12. The religious bodies of America regulate, in part, the use of chapel facilities aboard government installations.
1. True
 2. False
- 1-13. Final authority to use chapel facilities for religious, command, or civil activities rests with
1. the leading Religious Program Specialist
 2. the command chaplain
 3. the public works officer
 4. the commanding officer
-
- Learning Objective: Determine the role of the senior chaplain; identify the collateral duties of the chaplain.
-
- 1-14. Within a command, the ranking (senior) chaplain assigned is usually designated as the
1. head chaplain
 2. leading chaplain
 3. command chaplain
 4. religious leader
- 1-15. Collateral duties of a chaplain may include the responsibility to furnish the commanding officer with information concerning religious practices of foreign countries visited so that proper respect can be rendered.
1. True
 2. False
- 1-16. RPs may be assigned by the chaplain to research religious beliefs of foreign countries so that proper respect can be rendered during visits to these countries.
1. True
 2. False
-
- Learning Objective: Outline the development of the chaplain's assistant.
-
- 1-17. The concept of a chaplain's assistant was first presented to the Navy Department in what year?
1. 1799
 2. 1812
 3. 1863
 4. 1878
- 1-18. As originally envisioned, the chaplain's assistant was to fulfill which of the following requirements?
1. Be an ordained minister
 2. Be eligible to receive a Navy commission
 3. Be able to play the organ
 4. Each of the above
- 1-19. The recommendation for a chaplain's assistant was not adopted in 1878; however, the Secretary of the Navy authorized the adoption of such an assistant 5 years later.
1. True
 2. False
- 1-20. The Specialist (W) rating was established in what year?
1. 1883
 2. 1911
 3. 1916
 4. 1942

1-21. In the specialist (W) rating, the "(W)" had what significance?

1. Stood for welfare
2. Stood for wartime
3. Designated Chaplains Corps
4. Designated assistant

1-22. The Specialist (W) rating was to be established for what primary purpose?

1. To help make up for a shortage of chaplains in the Navy
2. To support the chaplains for the duration of WW II only
3. Only for duty aboard ships where chaplains were assigned
4. Only for duty aboard ships where chaplains were not assigned

1-23. Who was the first officially designated chaplain's assistant in the history of the Navy?

1. Alfred R. Markin
2. Virgil T. Moore
3. Gilbert D. Arnold
4. W. E. Hendricks

Learning Objective: Specify the requirements which were to be met to qualify as a Specialist (W).

1-24. In late June 1942, when the first publicity was given to the new Specialist (W) rating, those interested in qualifying were directed to obtain information from

1. the local Navy recruiter
2. the Naval Training Center, Great Lakes, Illinois
3. the Chief of Chaplains
4. the Bureau of Naval Personnel

1-25. A college education was required for those who wished to qualify for the Specialist (W) rating.

1. True
2. False

1-26. All members who qualified for the Specialist (W) rating were expected to meet all EXCEPT which of the following requirements?

1. Be able to play the piano or organ
2. Be able to direct the choir
3. Be willing to serve in any location
4. Be able to serve as a religious leader

1-27. In the Navy today, RPs can exercise some of the ministerial functions of a member of the clergy.

1. True
2. False

1-28. An accepted candidate for Specialist (W) rating who was 28 years of age would have been designated what paygrade?

1. First class
2. Second class
3. Third class
4. Seaman apprentice

1-29. The Bureau of Naval Personnel determined that the Specialist (W) would serve in which of the following locations?

1. Aboard ship
2. At all overseas bases
3. Within limits of the continental United States only
4. At selected overseas bases and within the continental United States

1-30. Initially, most of the Specialists (W) received their training in what manner?

1. From Naval Training Centers
2. At the Naval Academy
3. From designated colleges and universities
4. Directly from chaplains

1-31. In the Fall of 1942, Specialists (W) were required to

1. take a course of church music indoctrination at Peabody School of Music in Baltimore, Md.
2. receive all of their training at the Naval Training Center, Bainbridge, Md.
3. take an indoctrination course at the Chaplain's School in Norfolk, Va.
4. receive all their training from a group of chaplains specially designated by the Chief of Chaplains

Learning Objective; Review the highlights and the history of the Specialist (W) rating.

Learning Objective: Determine the roles of the Specialist (W) in the Coast Guard and the Chaplain's Assistant in the Marine Corps.

1-32. Of the 1,455 applicants for the Specialist (W) rating between April 1942 and August 1945, the Bureau of Naval Personnel selected what total number?

1. 411
2. 476
3. 509
4. 588

1-33. Who was the first Specialist (W) to be advanced to the rate of chief petty officer?

1. Robert A. Longwood
2. Thomas G. Childers
3. Andrew C. Williston
4. Alfred R. Markin

1-34. During the entire span of the Specialist (W) rating, only what total number of Specialists (W) were advanced to chief petty officer?

1. 10
2. 20
3. 30
4. 40

1-35. What total number of female applicants were selected to serve in the Specialist (W) rating?

1. 38
2. 41
3. 63
4. 70

1-36. Who was the first woman to be selected as a Specialist (W)?

1. Naida G. Powers
2. Virginia T. Moore
3. Gail Casto
4. Cynthia L. Imperi

1-37. Who was the first member of the Coast Guard to enter the rating of Specialist (W)?

1. Joseph C. Paternoster
2. James M. Price
3. Ronald M. Grose
4. Emil Zemarel

1-38. Within the Coast Guard, what total number of (a) males, and (b) females were assigned the rating of Specialist (W)?

1. (a) 15; (b) 7
2. (a) 25; (b) 10
3. (a) 35; (b) 12
4. (a) 45; (b) 15

1-39. In February 1942, before the Navy had taken action in regard to Specialists (W), the Marine Corps had established a similiar rating known as

1. Chaplain's Clerk (SSN534)
2. Chaplain's Assistant (SSN534)
3. Chaplain's Specialist (SSN534)
4. Specialist (C)

1-40. Who was the first Marine to be assigned to the new Specialist rating?

1. Kenneth S. Jackson
2. Thomas E. Ward
3. Robert Allen Atwood
4. Gilbert Dean Arnold

1-41. As in the Marine Corps, the Navy and the Coast Guard announced that the rating established to support the chaplain during World War II would be continued after the conclusion of the war.

1. True
2. False

Learning Objective: Establish the development and history of the Religious Program Specialist Rating; determine the role of the Religious Program Specialist in the CRP.

1-42. Beginning in 1948, members of the Navy were assigned duties in the office of the chaplain. These individuals were selected primarily from what rating?

1. Storekeeper (SK)
2. Machine Accountant (MA)
3. Postal Clerk (PC)
4. Personnelman (PN)

1-43. Until 1979, personnel of the Yeoman rating who are selected to assist the chaplain were designated as

1. Chaplain's clerk (YN2525)
2. Chaplain's clerk (YN2516)
3. Special assistant
4. Specialist (W)

1-44. The Religious Program Specialist (RP), was finally established by the Secretary of the Navy on what date?

1. 29 Feb 44
2. 1 Aug 45
3. 15 Jan 79
4. 1 Jun 80

1-45. Religious Program Specialists who meet certain specific requirements may apply for commissioning to

1. Warrant Officer Administration (764X)
2. Warrant Officer Writer (741X)
3. Warrant Officer Ship's Clerk (741X)
4. Ship's Secretary (632X)

1-46. Religious Program Specialists are limited to performing religious program tasks which do not require ordination or licensing.

1. True
2. False

1-47. Religious Program Specialists cannot exercise any of the ministerial functions of a Navy chaplain or member of the clergy.

1. True
2. False

Learning Objective: Determine the tools necessary for the RPs to study and train for duty as support personnel for the Chaplains Corps.

1-48. The purpose of the Occupational Standards is to advise enlisted personnel as to the occupational requirements needed to meet Navy requirements within a given career field. The requirements listed contain which of the following tasks?

1. All occupational tasks
2. Administrative tasks only
3. Minimum occupational tasks only
4. Maximum occupational tasks

1-49. Rate training manuals are based on information taken from which of the following official material?

1. Publications only
2. Directives only
3. Documents only
4. Publication, directives, and documents

1-50. One of the most important purposes of the rate training manual is to accomplish which of the following goals?

1. Act as an official source document for establishing Navy policy
2. Establish occupational standards
3. Assist candidates in their preparation for advancement
4. Each of the above

1-51. The Bibliography for Advancement Examination Study is issued (a) how often, and (b) by what official activity?

1. (a) Quarterly; (b) CNET
2. (a) Semiannually; (b) Secretary of the Navy
3. (a) Annually; (b) CNET
4. (a) Every 2 years; (b) Secretary of the Navy

Learning Objective: Determine the role of parochial ministry and institutional ministry in the Command Religious Program.

- 1-52. Because traditional models of parochial ministry are not always possible or appropriate, ministry in the Navy is referred to as
1. general ministry
 2. institutional ministry
 3. military ministry
 4. ethereal ministry
- 1-53. The establishment of a church in the public sector is most often in response to a "spiritual calling" upon a group of believers.
1. True
 2. False
- 1-54. A chaplain's relationship to the navy is based upon
1. a calling
 2. an endorsement
 3. a law
 4. a contract
- 1-55. Which of the following premises is true regarding faith group accountability?
1. Neither parochial nor institutional ministries are accountable to their faith group or denomination for ministry because both are autonomous.
 2. Both parochial and institutional ministries are accountable to their particular faith group or denomination for ministry.
 3. After chaplains receive an ecclesiastical endorsement from their faith group they no longer maintain ties with their faith group.
 4. In the public sector, the church, denomination, or faith group does not endorse the minister, rabbi, or priest.
- 1-56. Ministry in the Navy is designed to meet the needs of which of the following individuals?
1. Active military members only
 2. Military member's families only
 3. Military and civilians attached to all military commands
 4. Assigned military and their families
- 1-57. Which, if any, of the following titles would be assigned to members of a navy chapel?
1. Elder
 2. Bishop
 3. Pastor
 4. None of the above
- 1-58. Professionally, RPs should remain pluralistic in their outlook regarding ministry in the navy.
1. True
 2. False
- 1-59. In regard to Command Religious Programs ashore, what is the primary factor which must be taken into account when you are preparing to conduct worship services?
1. The watch bill
 2. The work schedule
 3. Current commend operations
 4. Personnel support
- 1-60. The PMO report must be forwarded via the chain of commend to what official for guidance?
1. Commending officer
 2. Cognizant claimant staff chaplain
 3. Military ordinate
 4. Administrative assistant, office of the chief of chaplains
- 1-61. When a military member's faith group is not represented aboard the commend by a chaplain, which of the following actions by the commanding officer would be appropriate?
1. Authorization of lay reader programs
 2. Invitation to a civilian member of the clergy to perform ministry
 3. Publicity of worship schedules of civilian churches in the area
 4. Each of the above

- 1-62. The amount of money budgeted for special and seasonal religious services should be based on
1. the needs of the command
 2. the average amount spent the previous year
 3. a given percentage of the budget
 4. the amount determined by the chaplain
- 1-63. The religious literature program can be helpful and effective only under which of the following circumstances?
1. A wide variety of literature is displayed
 2. The program is given wide publicity by the chaplain
 3. The program meets the needs of all the people it serves
 4. The literature covers all religions or beliefs
- 1-64. All EXCEPT which of the following rules should be applied in monitoring the religious literature program?
1. Remove literature that is not used frequently
 2. Ensure that displays are well organized and appealing to the eyes
 3. Offer a variety of material in strategic places such as bulletin boards, work spaces, and lounges
 4. Provide a system whereby personnel may comment on literature read if desired
- 1-65. In the performance of their duties, chaplains may visit command personnel and their families under which of the following circumstances?
1. In times of bereavement
 2. When a domestic crisis occurs
 3. On occasions when religious guidance is requested
 4. Each of the above

Assignment 2

Textbook Assignment: "Management of the Office of the Chaplain." Pages 3-1 through 3-32

- Learning Objective: Describe the basic management resources and techniques available to the manager in the office of the chaplain.
- 2-1. The central most important managerial task of leading RPs is to
1. maintain equipment
 2. perform worship support functions
 3. assume the role of assistant chaplain
 4. supervise and train assigned personnel
- 2-2. Personnel assignments of RPs are made by
1. the Chief of Naval Operation
 2. the Naval Military Personnel Command (NMPC)
 3. the Enlisted Personnel Management Center (EPMAC)
 4. Both NMPC and EPMAC
- 2-3. After priority manning of RPs has been completed, the remaining billets are filled on what basis?
1. The Navy Manning Plan (NMP)
 2. Billeting
 3. Fair share
 4. Manpower authorization
- 2-4. In order to guide assigned personnel in the performance of their duties, the leading RP should take which of the following actions?
1. Observe closely their day-to-day activities
 2. Identify any weaknesses that may exist
 3. Recognize any poor work habits that may develop
 4. All of the above
- 2-5. Whenever possible, constructive criticism should be given under which of the following circumstances?
1. In the form of a reprimand
 2. In the form of punishment
 3. By restricting a person's liberty
 4. In private
- 2-6. Guidance in maintaining training records is contained in Chapter 10 of which of the following references?
1. OPNAVINST 1510.5 (Training in the Navy)
 2. OPNAVINST 1515.3 (Training Procedures)
 3. OPNAVINST 3120.32 (Standard Organization and Regulations of the U.S. Navy (SORM))
 4. CNETINST 1510.5 (Procedures for Maintaining Training Records)
- 2-7. A good manager should follow which of the following procedures to counteract transfers, leave, and hospitalization of personnel?
1. Occasionally rotate assigned personnel in the various jobs
 2. Train a "relief" RP
 3. Fill in himself/herself
 4. Initiate a request for an increase of authorized billets
- 2-8. Which of the following methods has proven to be most effective in ensuring that each individual clearly understands the job assignment?
1. Repeat the assignment several times
 2. Have personnel recite the assignment
 3. Have the commend chaplain dictate the assignment
 4. Put the assignment in writing

- 2-9. When jobs are being assigned, past experience has indicated that an uneven workload affects personnel in which of the following ways?
1. Presents a challenge to the worker
 2. Workers feel it is to be expected
 3. Lowers worker's morale and decreases office productivity
 4. Improves worker's morale and office productivity

- 2-10. When the layout of the office is being planned, which of the following actions should the leading RP consider paramount?

1. Considering the workflow
2. Locating his/her own desk at the front of the office
3. Locating his/her own desk in a private office
4. Considering the preferences of the personnel

- 2-11. The appearance of the office reflects the caliber of work being accomplished by the office force.

1. True
2. False

- 2-12. Effective management of time involves which of the following considerations?

1. Establishing priorities
2. Delegating work properly
3. Clearly defining individual jobs
4. All of the above

- 2-13. Whenever a supervisor is new in an assignment, and the current management system is not fully understood, which of the following actions would be appropriate?

1. Overhaul the system immediately and implement your own system
2. Reassign senior personnel
3. Reassign junior personnel
4. Do not react to first impressions, but study the situation before making sweeping changes

- 2-14. All EXCEPT which of the following procedure must be employed to provide good supervision?

1. Ensuring that personnel are time conscious
2. Planning workload to ensure efficient use of time
3. Personally checking all work
4. Establishing priorities

WORK WHICH SHOULD BE ACCOMPLISHED DAILY.	(PRIORITY I)
TASKS WHICH HAVE ESTABLISHED DEADLINES.	(PRIORITY II)
WORK OF A ROUTINE NATURE WHICH CAN BE ACCOMPLISHED AS TIME PERMITS.	(PRIORITY III)

Figure 2-1

IN ANSWERING QUESTIONS 2-15 THROUGH 2-18, REFER TO FIGURE 2-1 . SELECT THE PRIORITY UNDER WHICH THE TYPE OF WORK DESCRIBED IN THE QUESTION WOULD BE CLASSIFIED.

- 2-15. Ordering ecclesiastical appointments.

1. PRIORITY I
2. PRIORITY II
3. PRIORITY III

- 2-16. Typing a baptismal certificate.

1. PRIORITY I
2. PRIORITY II
3. PRIORITY III

- 2-17. Completing a statement of operations and net worth.

1. PRIORITY I
2. PRIORITY II
3. PRIORITY III

- 2-18. Filing correspondence according to SSIC numbers.

1. PRIORITY I
2. PRIORITY II
3. PRIORITY III

- 2-19. Prioritizing enables the leading RP and staff members to make which of the following accomplishment?

1. Fulfillment of primary responsibilities
2. Meeting deadlines
3. Easier completion of assigned tasks in a timely manner
4. Each of the above

- 2-20. A facilities usage schedule should be maintained for what primary purpose?
1. To conserve energy
 2. To expand the scope of the command religious program
 3. To ensure that DOD requirements are met
 4. To ensure that scheduling conflicts do not occur
- 2-21. Many times a problem brought to the attention of the chaplain may be quite serious because military personnel and their dependents may not seek assistance from the chaplain until the problem has become more complicated.
1. True
 2. False
- 2-22. Why is it so necessary for the receptionist in the office of the chaplain to be able to work calmly under pressure?
1. The office is normally very busy
 2. More work can be accomplished
 3. Emergences must frequently be handled by the receptionist
 4. The chaplain may not be available
- 2-23. It is particularly important to alert the chaplain or coworkers quickly when dealing with which of the following types of emergencies?
1. Domestic emergencies only
 2. Possible suicide attempts only
 3. Bomb threats only
 4. All types of emergencies

Learning Objective: Determine the purpose and use of the Navy Directives Issuance System; identify the characteristics of instructions, notices, and change transmittals; determine the use of each one.

- 2-24. Naval policies, procedures, and information are conveyed through the use of directives by the
1. Naval Directives Issuance System
 2. U.S. Congress
 3. Department of Defense
 4. Chief of Naval Information (CHINFO)

- 2-25. What three types of directives are used in the Navy?
1. Instructions, notices, and bulletins
 2. Instructions, bulletins, and orders
 3. Instructions, notices, and change transmittals
 4. Bulletins, orders, and directives
- 2-26. A Navy instruction is what type of Navy directive?
1. One that requires continuing action
 2. One that is issued by the Chief of Naval Operations
 3. One that is classified
 4. One of brief duration

IN ANSWERING QUESTIONS 2-27 THROUGH 2-30, DETERMINE FROM THE ACTION OR INFORMATION IN EACH QUESTION THE TYPE OF NAVAL DIRECTIVE THAT SHOULD BE ISSUED.

- 2-27. All ship and submarine commanding officers must report immediately any sightings of hostile ships or aircraft.
1. Instruction
 2. Notice
 3. Change transmittal
- 2-28. Ships of task force 12.2 must make intelligence gathering reports to CTF 12.2.
1. Instruction
 2. Notice
 3. Change transmittal
- 2-29. The Religious Program Specialist (RP) rating was established effective 15 January 1979.
1. Instruction
 2. Notice
 3. Change transmittal
- 2-30. In SECNAVINST 5210.11, page 14, line 4, change sentence to read
1. Instruction
 2. Notice
 3. Change transmittal
- 2-31. Naval directives that are issued to a command by a higher echelon must be promulgated exactly as they are received.
1. True
 2. False

- 2-32. After directives have been received and routed, they should be filed in what way?
1. Chronologically by date of issue
 2. Chronologically by date of receipt
 3. Alphabetically by originator
 4. By SSIC number

Learning Objective: Identify the duties of the Command Religious Program manager regarding the preparation and submission of reports.

- 2-33. Reports made to higher echelons of command are the only means of exercising command and control.
1. True
 2. False

- 2-34. A tickler file is recommended to reflect which of the following information?
1. Correspondence to be answered
 2. Appointments of the chaplain
 3. Reports due
 4. Record of visitors to the office of the chaplain

Learning Objective: Identify the types of publications that are pertinent to the Command Religious Program; determine how they are used and how they should be stored.

- 2-35. Which of the following statements is correct regarding publications?
1. A copy of all publications pertinent to the Command Religious Program must be kept in the Office of the Chaplain
 2. RPs should have a general knowledge of all pertinent CRP publications
 3. Most CRP publications are classified
 4. Each of the above

- 2-36. Which of the following procedure should be followed when CRP publications are taken on loan from the office?
1. The borrower's I.D. number and name should be recorded
 2. A list of books on loan should be maintained
 3. A GSA Form 23 should be filled out
 4. Each of the above may be used

- 2-37. "Pen and ink" changes are made to publications under which, if any, of the following circumstances?

1. Only when the change is for a short period of time
2. Only when the change is authorized by the Secretary of the Navy
3. Only when the change involves a few words or sentences
4. Never

- 2-38. Which of the following types of changes to an instruction should be noted in the "Record of Changes" page of the Duplication?

1. Page changes only
2. Pen and ink changes only
3. Both page and pen and ink changes
4. Interim changes

Learning Objective: Determine procedures to be followed in the management of naval communications, such as letters, pastoral and professional correspondence, and messages.

- 2-39. The first step in letter preparation is to have a clear understanding of the objective(s) of the letter.

1. True
2. False

- 2-40. A letter to one addressee dealing with several subjects would be preferable to several letters to one addressee.

1. True
2. False

- 2-41. A topic sentence must always be placed at the beginning of a paragraph.

1. True
2. False

- 2-42. The sentence in a paragraph that makes a general statement about the material to be discussed in the paragraph is known as the

1. transition sentence
2. summary sentence
3. topic sentence
4. main sentence

- 2-43. In a well organized paragraph, the sentences may be arranged in what order?
1. Chronological order only
 2. Place order only
 3. Logical order only
 4. Chronological, place, or logical order
- 2-44. In pastoral correspondence, since the chaplain's pastoral role rather than naval officer role is primary, the signature of the chaplain may be followed by what title/designation?
1. CHAPLAIN, U.S. NAVY
 2. OFFICIAL RANK; U.S. NAVY
 3. OFFICIAL RANK; FAITH GROUP DESIGNATION
 4. CHAPLAIN; FAITH GROUP DESIGNATION
- 2-45. A naval message is used only to transmit classified information.
1. True
 2. False
- 2-46. Naval messages are prepared in accordance with communication instructions issued by the
1. commanding officer
 2. Naval Communications Area Master Station (NAVCAMS)
 3. Director of Naval Communications (DNC)
 4. Chief of Naval Operations
- 2-47. The releasing authority of a naval message is always the commanding officer?
1. True
 2. False
- 2-48. What person/activity is considered to be the originator of a naval message?
1. The drafter
 2. The communications officer
 3. The releasing officer
 4. The command
- 2-49. What form should be used when naval messages are being prepared for transmission?
1. DD Form 115
 2. DD Form 173
 3. DD Form 188
 4. DD Form 1250
- 2-50. What notation is used to identify all naval messages?
1. Subject line
 2. Originator's address
 3. Date-time group
 4. SNDL code
- 2-51. Specific details for security in handling message traffic are contained in which of the following references?
1. ONAVINST 5510.1 (Department of the Navy Information and Personnel Security Program Regulation)
 2. DODINST 5210.6 (Information Security in the Armed Forces)
 3. OPNAVINST 3120.32 (Standard Organizaion Regulations of the U.S. Navy (SORM))
 4. Naval Telecommunications Publication (NTP) 13.
- 2-52. Which of the following information would be indicated by the precedence category of a message?
1. The originator's desired speed of delivery
 2. The relative order of processing and delivery the message should receive
 3. The relative significance the addressees should assign to the message
 4. All of the above
- 2-53. Messages are classified under what total number of precedence categories?
1. Two
 2. Four
 3. Six
 4. Eight
- 2-54. A message which has been assigned "ROUTINE" precedence should be delivered within what maximum period of time?
1. 6 hours
 2. 12 hours
 3. 24 hours
 4. 48 hours
- 2-55. A message which has been assigned "PRIORITY" precedence should be delivered within at least what period of time?
1. 1 hour
 2. 2 hours
 3. 3 hours
 4. 4 hours
- 2-56. Messages concerning which of the following subjects would NOT normally be assigned "IMMEDIATE" precedence?
1. Reports of widespread civil disturbance
 2. Requests for distress assistance
 3. Amplifying reports of initial enemy contact
 4. Immediate movement of naval, air, or ground forces

2-57. Which of the following types of abbreviation is permissible in the text of a naval message?

1. Those having meanings which are self-evident
2. Those which are recognizable by virtue of long-established usage
3. Administrative or technical material containing authorized abbreviation when persons familiar with the abbreviation will be the only ones handling the message
4. Each of the above

2-58. Incoming messages should be monitored by the leading RP at least how often?

1. Hourly
2. Daily
3. Weekly
4. Monthly

2-59. When an emergency occurs at the home of a servicemember, which of the following actions should be taken?

1. A copy of the AMCROSS message should be delivered to the Office of the Chaplain
2. The member should be notified of the contents of the AMCROSS message
3. The division officer/department head of the member should be made aware of the situation
4. All of the above

Learning Objective: Determine procedures to effect maintenance actions in the management of Command Religious Program equipment.

2-60. Specific information concerning the humanitarian transfer of personnel is contained in

1. The Enlisted Transfer Manual, NAVPERS 15909, Chapter 18
2. NMP Manual Article 3420180. Para 4(b)
3. Joint Travel Regulations, NAVPERS 15992
4. Comptroller's Manual, DOD 7010, Chapter 6

2-61. If a maintenance action is required aboard ship, such as a major repair of a piece of equipment, the leading RP should submit what type of request to the repair officer?

1. OPNAV 4790/2K
2. NAVFAC 9-11014/TF-1
3. OPNAV 4790/2L
4. A memorandum

2-62. The OPNAV 4790/2L is used for which of the following purposes?

1. As a maintenance document aboard ship only
2. To amplify the OPNAV 4790/2-K
3. To replace the NAVFAC 9-11014/TF-1
4. Each of the above

Learning Objective: Outline procedures that should be followed in procuring the services of auxiliary chaplains, contract chaplains, clergy for occasional ministries, and lay readers.

2-63. Final approval for the services of an auxiliary chaplain must be given by which of the following officials/officers?

1. Chief of Chaplains (OP09-G)
2. Chief of Naval Personnel (PERS 401)
3. Commanding Officer
4. All of the above

2-64. Procedures for employment of auxiliary chaplains, contract chaplains, and clergy for occasional ministries are set forth in what instruction?

1. SECNAVINST 1730.7
2. SECNAVINST 1730.3
3. OPNAVINST 7010.4
4. NMPCINST 1000.7

2-65. Lay readers are appointed by what official?

1. Command chaplain
2. Commanding officer
3. Chief of Naval Operation
4. Chief of Chaplains

2-66. The duration of appointment of lay readers is indicated in what instruction?

1. SECNAVINST 1730.3
2. OPNAVINST 1730.1A
3. SECNAVINST 5420.2
4. OPNAVINST 1730.8

Assignment 3

Textbook Assignment: "Financial Management and Logistics." Pages 4-1 through 4-48.

Learning Objective: Outline procedure that should be followed by CRP managers in fiscal budgeting.

- 3-1. A statement of the financial position of an administration for a definite period of time based on estimates of expenditures during the period, and proposals for financing them is known as the
1. referendum
 2. budget
 3. operating estimate
 4. expense fund
- 3-2. Most Navy allocations are planned for what total length of time in advance?
1. 12 months
 2. 24 months
 3. 36 months
 4. 48 months
- 3-3. What is the main source of government revenue?
1. Natural resources
 2. Investments
 3. Taxation
 4. Grants
- 3-4. O&M,N allocations provide means to meet which of the following needs?
1. To buy and maintain equipment
 2. To keep units in a constant state of readiness
 3. To stock supplies
 4. Each of the above
- 3-5. All EXCEPT which of the following goods or services would be provided through logistic support of the Command Religious Program?
1. A \$300 gift to an orphanage
 2. Candles for chapel services
 3. Literature for religious services
 4. A vehicle for transportation of the chaplain
- 3-6. Budgetary planning is usually projected how far into the future?
1. 1 month
 2. 2 years
 3. 5 years
 4. 8 years
- 3-7. Listing programs in inverse order of need is known as
1. listing
 2. budgeting
 3. collating
 4. prioritizing
- 3-8. Budget calculation should start with the amount on hand each year.
1. True
 2. False
- 3-9. Which of the following sources of information should be checked when you are calculating travel costs?
1. Command chaplain
 2. Budget director
 3. Executive officer
 4. Travel section of the command disbursing office
- 3-10. After all programming has been completed, which of the following items must accompany the budget as it moves toward approval?
1. 4th Quarter Audit Report
 2. The command operating schedule
 3. A written justification
 4. An endorsement from a tenant commander

- 3-11. Which of the following statements is true concerning a Navy budget?
1. It is considered for final approval by the House Armed Services Committee
 2. It is submitted to congress for consideration
 3. It is submitted to SECNAV for final approval
 4. It receives final approval from the Office of Management and Budget (OMB)

Learning Objectives: Interpret the procedures that should be followed in the management of the religious offerings funds.

- 3-12. Most religious tradition include the concept of giving money as an aspect of religious worship.
1. True
 2. False
- 3-13. Religious offerings funds are nonappropriated funds established by and administered under the auspices of which of the following officials?
1. Command chaplain
 2. Secretary of the Navy
 3. Commanding officer
 4. Chief of Chaplains
- 3-14. One source of revenue for the religious offerings fund may be a grant from which of the following offices?
1. Type-Commander Welfare and Recreation Fund
 2. Chief of Naval Operations
 3. Chief of Chaplains
 4. Comptroller
- 3-15. What total number of religious offerings funds may be authorized at an installation?
1. One for each installation
 2. One for each religious group
 3. Two for each installation
 4. Four for each installation

Learning Objective: Determine the regulations that apply to the establishment and disbursement of the petty cash fund.

- 3-16. To make small miscellaneous purchases, a petty cash fund may be authorized by the commanding officer in what maximum amount?
1. \$ 25
 2. \$ 50
 3. \$ 75
 4. \$100

- 3-17. In order to establish a petty cash fund, which Of following persons submits a purchase order to the religious offerings fund administrator authorizing a disbursement for petty cash?
1. Accountant
 2. Commanding officer
 3. Command chaplain
 4. Custodian of each account

- 3-18. How often should the petty cash fund be replenished?
1. Once a week, on the first working day of the week
 2. Once a week, on the last working day of the week
 3. Once a month, or more often if necessary
 4. Quarterly, or more often if necessary

Learning Objective: Determine the manner in which the religious offerings fund administrator is appointed; identify the duties of the religious offerings fund administrator.

- 3-19. Which of the following statements is true concerning the religious offerings fund administrator?
1. The administrator is appointed in writing by the command chaplain
 2. The administrator is always a Religious Program Specialist
 3. The administrator is always a chaplain
 4. The administrator performs all bookkeeping duties
- 3-20. All EXCEPT which of the following duties are the responsibility of the religious offerings fund administrator?
1. Signing all purchase orders
 2. Managing appropriated funds
 3. Maintaining a central petty cash fund (if authorized)
 4. Maintaining property accounts and records

- 3-21. Which of the following duties is NOT a responsibility of an account custodian?
1. Arranging for the purchase of candles from fund assets
 2. Arranging for the counting of the offering received at religious services
 3. Ensuring that the amount of the offering is verified and recorded on a religious offerings fund receipt voucher
 4. Making the faith group's wishes known to the command chaplain regarding the spending of fund assets

Learning Objective: Outline the rules and regulation that govern depositing, expenditures, and record keeping of the religious offerings funds.

- 3-22. The legality of proposed expenditures from the religious offerings fund is determined by which of the following persons?
1. The president of the chapel council
 2. The command chaplain
 3. The account custodian
 4. The commanding officer
- 3-23. Which of the following procedures should be employed in depositing receipts of the religious offerings fund?
1. A bank deposit should be made by the officiating chaplain
 2. A bank deposit should be made by the manager of appropriated funds
 3. A bank deposit should be made and the new composite balance recorded on the Receipts and Expenditures Record and Checkbook
 4. A bank deposit should be made by the disbursing officer
- 3-24. Generally speaking, monthly bank statements show the beginning balance, plus all receipts, minus all disbursements, and the composite balance at the end of the reporting period.
1. True
 2. False

- 3-25. What arrangements are made for the auditing of the religious offerings fund at Marine Corps installations?
1. It is audited at the end of each fiscal year only by the command chaplain
 2. It is audited each quarter by the command chaplain
 3. It is audited each quarter by the area auditor
 4. It is audited at the discretion of the chief of chaplains

Learning Objective: Stipulate the purpose of the chapel council.

- 3-26. Chapel councils serve which of the following purposes?
1. Encourages participation of lay members in identifying religious needs
 2. Helps in designing of programs to meet religious needs
 3. Helps in the expansion of charitable endeavors
 4. Each of the above

Learning Objective: Outline the procedures that should be followed in logistics management; determine the rule of the open-purchase system in CRP financial management.

- 3-27. Items on the open market which have been made available to the Navy supply system in the past may currently be deleted for all except which of the following reasons?
1. They are obsolete
 2. It is no longer cost-effective to keep them in stock
 3. The company has stopped producing them
 4. A price increase
- 3-28. The main reason the open-purchase system should be used is because it is more convenient.
1. True
 2. False

- 3-29. When ships deploy overseas, which of the following items would be particularly difficult to obtain by other than open purchase?
1. Hosts
 2. Votive candles
 3. Sacramental wine
 4. Armed Forces hymnals
- 3-30. Because strict management of the open purchase system is necessary, all EXCEPT which of the following actions should be taken by the leading RP?
1. Make a list of items needed by the CRP
 2. Make a list of applicable stock numbers
 3. Identify the items not available in the system
 4. Designate nonappropriated funds to purchase the items needed
- 3-31. All EXCEPT which of the following observations are true regarding the group chaplain.
1. Two group chaplains are normally assigned to each squadron of ships
 2. The chaplain's schedule must be flexible
 3. The chaplain normally visits the ships on a rotating basis
 4. The chaplain may be transported from ship to ship by helicopter
- 3-32. The squadron/group chaplain will need a kit packed with which of the following items?
1. Ecclesiastical appointments only
 2. Literature and ecclesiastical appointments only
 3. Ecclesiastical appointments and vestments only
 4. Ecclesiastical appointments, literature, and vestments
- 3-33. A logistic requisition (LOGREQ) message from a ship operating in the middle east is processed at the Navy Supply Center in which of the following cities?
1. Newport, Rhode Island
 2. Charleston, South Carolina
 3. Norfolk, Virginia
 4. Rota, Spain
- 3-34. LOGREQ flights are usually brought in to remote areas by way of C-5 Cargo Plane and may contain consumables, repair parts, and food.
1. True
 2. False
-
- Learning Objective: Determine logistics support procedures that should be followed when chaplains and RPs are assigned to Marine Corps units.
-
- 3-35. Chaplains and RP's assigned to Marine Corps units operating in the field should conduct logistic support operations primarily in accordance with which of the following Marine Corps orders?
1. 1730.7 and 4400.5
 2. 1730.5 and 4400.154
 3. 1730.1 and 4400.8
 4. 1730.6 and 4400.2
- 3-36. Items for CRP operations of Marine Corps units operating in the field overseas are normally restocked from which of the following places?
1. The local battalion headquarters
 2. The nearest Navy supply depot
 3. The deployment support unit (DSU)
 4. The oversea supply depot (OSD)
- 3-37. Regarding transportation of chaplains deployed on ships overseas, which of the following arrangements may be made?
1. Ships in port may be authorized to make transportation arrangements for the chaplain through a local military installation
 2. One of the force units may have a vehicle embarked which can be off-loaded to meet transportation needs in the local area
 3. The supply officer may be authorized to make transportation arrangements by renting a vehicle in the local area
 4. Each of the above
- 3-38. A government driver's license issued to Navy or Marine Corps personnel automatically permits them to operate a motor vehicle in any foreign country to which they are deployed.
1. True
 2. False
-
- Learning Objective: Establish proper procedures for making a request for constructing and outfitting Navy chapels.
-

- 3-39. Which of the following data would be a key factor in identifying the need for the construction of a new chapel facility?
1. Weekly attendance statistics
 2. An area survey
 3. The command mission statement
 4. The command operating schedule
- 3-40. Chaplains and RPs need to work closely with which of the following facilities management personnel to project and assess future construction needs?
1. Base engineers only
 2. Master planners only
 3. Public works officials only
 4. Base engineers, master planners, and public works officials
- 3-41. Installation "Population" refers to which of the following individuals?
1. Military strength only
 2. Military strength plus dependents over 6 years of age only
 3. Military strength plus all dependents
 4. Military strength plus all dependents and civilians within a 5-mile radius of the installation
- 3-42. Civilian personnel may be included in population figures under which of the following circumstances?
1. If they live within a 5 mile radius of the installation
 2. If they have attended services at the installation for the past 12 months
 3. If they are dependent upon the installation for religious support
 4. If there are no churches within 5 miles of the installation
- 3-43. Population count may be estimated according to guidelines provided in which of the following publications?
1. NAVSUPPINST 4410.6
 2. NAVFAC P-80 (Facilities Planning Criteria for Navy and Marine Corps Shore Installations)
 3. SECNAVINST 1730.7
 4. MILCONINST 9000.4, paragraph 2(c)
- 3-44. Funding for chapel construction is in direct competition with funding for which of the following structures?
1. Auditoriums only
 2. Personnel quarters only
 3. Military family housing only
 4. Auditoriums, personnel quarters, and military family housing
- 3-45. specific guidelines and procedures for initiating a construction request will be provided by the
1. Platform sponsor
 2. Local public works center
 3. Facilities planning board
 4. Facilities engineering command, regional commander
- 3-46. As a construction request moves toward approval, it reaches the most difficult hurdle at what level?
1. Command chaplain level
 2. Fleet commander level
 3. Local commander, engineering field division level
 4. Chief of Naval Operations or Commandant of the Marine Corps level
- 3-47. Which of the following congressional committees would NOT normally review a construction request?
1. House Ways and Means Committee
 2. House Armed Services Committee
 3. Senate Appropriations Committee
 4. Senate Armed Services Committee
- 3-48. After construction funding approval by congress, which of the following officers acts as the officer in charge of construction (OICC)?
1. The installation commanding officer
 2. The installation public works officer
 3. The commanding officer of the Area Engineering Field Division of Naval Facilities Engineering Command
 4. The commanding officer of CBC, Gulfport, MS
- 3-49. Which of the following statements is true concerning the representative of the OICC?
1. The OICC representative is the local CEC officer
 2. The representative of the OICC serves as the resident officer in charge of construction (ROICC)
 3. The representative of the OICC reports to and assists the OICC as appropriate
 4. Each of the above

- 3-50. Construction contract preparation, finalization, and bidding are administered by which of the following officers/agencies?
1. The commanding officer of the installation
 2. OICC/ROICC
 3. The Commanding Officer of CBC, Gulfpoint, MS
 4. An independent agency employed by the government
- 3-51. Much input to the contracting process is provided by the managers of the Command Religious Program.
1. True
 2. False
- 3-52. If any discrepancies or difficulties arise during construction of a chapel, which of the following persons should be notified?
1. Chief of Chaplains
 2. OICC only
 3. ROICC only
 4. OICC/ROICC
- 3-53. Which of the following officials/groups may review the plans and specifications for new facilities to ensure that they meet safety and health standards?
1. OICC/ROICC
 2. Public Works Center
 3. OSHA
 4. NAVFAC
- 3-54. Subcontractor are paid by contractors who have calculated subcontracting costs in their original contract bid.
1. True
 2. False
- 3-55. The commanding officer will be notified as to the time when outfitting and moving in to the new facility can begin by the
1. construction completion date (CCD)
 2. basic occupancy date (BOD)
 3. moving in date (MID)
 4. outfitting date (OD)
- 3-56. Primary equipment would include which of the following equipment?
1. Altar only
 2. Altar and pews only
 3. Altar, organ, and pews only
 4. Altar, organ, pews, and built-in kitchen appliances
- 3-57. Square footage allowance for administrative spaces of chapels is determined by
1. a percentage of total installation square footage allowance
 2. the TA411 (Table of Allowances)
 3. the seating capacity figures for the chapel
 4. the NAVFAC P-3 (Orion Construction Manual)
- 3-58. Which of the following items would NOT be considered additional equipment?
1. Portable lecterns
 2. Cleaning gear
 3. Baby cribs
 4. Draperies
- 3-59. The most precious items, or items of historical value placed in Navy chapels are insured by Lloyd's of London.
1. True
 2. False

Assignment 4

Textbook Assignment: "Personnel Management" Pages 5-1 through 5-9.

Learning Objective: Determine the nature of the RP rating and the manner in which appropriate paygrades are determined for RP billets.

- 4-1. The paygrade required by authorized RP billets is determined in what manner?
1. In accordance with local command directives
 2. By manpower officials in the office of the Chief of Chaplains
 3. By the Head, Religious Program Specialist Branch, Office of the Chief of Chaplains
 4. By manpower officials at the Naval Military Personnel Command (NMPC), and the Enlisted Personnel Management Center (EPMAC)
- 4-2. The RP rating is classified as what type of rating?
1. Supply Rating
 2. Service Rating
 3. General Rating
 4. Professional Rating

Learning Objective: Acknowledge the importance of personnel management; develop the various phases of programs management.

- 4-3. Programs management involves how many specific phases?
1. Five
 2. Six
 3. Seven
 4. Eight

- 4-4. Taking into consideration several possible courses of action is a step in what phase of programs management?
1. Planning
 2. Organizing
 3. Coordinating
 4. Directing
- 4-5. Which of the following statement is true in regard to the planning phase of programs management?
1. Planning ends where organizing begins
 2. Planning never ends
 3. Results of planning can seldom, if ever, be tested
 4. Both 2 and 3 above
- 4-6. Unity of command may be defined as
1. recognizing the individuality of personnel in viewing the goals and objectives
 2. a check and balance system
 3. oneness of purpose behind one leader
 4. the delegation of authority
- 4-7. The span of control may be limited by supervisors unknowingly by which of the following actions?
1. Supervisors may be trying to control too much of the work
 2. Supervisors may be trying to supervise too many people
 3. Supervisors may be giving too much attention to various other official duties
 4. Each of the above
- 4-8. Which of the following statements is true concerning authority and responsibility?
1. Only authority can be delegated
 2. Only responsibility can be delegated
 3. Both authority and responsibility can be delegated
 4. Delegation of authority and responsibility to junior supervisors will help them develop

- 4-9. Coordination involves aligning resources with goals and objectives.
1. True
 2. False
- 4-10. All the efforts (or lack of efforts) of the planning, organizing, and coordinating phases of programs management will become evident during what subsequent management phase?
1. Working
 2. Testing
 3. Directing
 4. Controlling
- 4-11. Written instructions should be given to subordinates by the supervisor under all EXCEPT which of the following circumstances?
1. When personnel are newly assigned
 2. When personnel are untrained
 3. When directions must be followed explicitly
 4. When the procedures are routine and well established
- 4-12. Controlling is the process of determining whether or not the actual operation of the Command Religious Program is proceeding toward objectives according to plan.
1. True
 2. False
- 4-13. Controlling enables the supervisor to establish a system of checks to identify which of the following aspects?
1. Progress only
 2. Deviations only
 3. Progress and deviation only
 4. Progress, deviations, and mistakes
- 4-14. All EXCEPT which of the following functions are involved in controlling?
1. Checking
 2. Guiding
 3. Eliminating
 4. Limiting
- 4-15. Which of the following items would be an effective control device?
1. A work order
 2. A chart
 3. An inspection
 4. Each of the above
- 4-16. Analysis of the information taken from a control device may indicate a deviation from the original program plan. Such deviation could be caused by all EXCEPT which of the following factors?
1. A faulty plan
 2. An alternate plan
 3. Lack of expected resources
 4. Negligence by assigned personnel
- 4-17. Which of the following assumptions is true in regard to a "performance standard"?
1. It is the least effective control device
 2. It is the best understood control device
 3. It is the most misused control device
 4. It is the least used control device
-
- Learning Objective: Identify beneficial training opportunities available to senior RPs.
-
- 4-18. Which of the following training opportunities would be the most helpful to senior petty officers?
1. Navy Management School (NM)
 2. Leadership and Management Education and Training (LMET)
 3. Navy Personnel Management School (NPMS)
 4. Petty Officer Indoctrination (POI)
- 4-19. Which of the following experiences is likely to exert the greatest influence on the managerial style of a petty officer?
1. "A" school training
 2. "C" school training
 3. Formal education
 4. Examples set by authority figures earlier in life
-
- Learning Objective: Stipulate the basic characteristics of the four styles of personnel managers.
-

- 4-20. Managers who are not punctual are showing signs of what style of personnel management?
1. LOW TASK/LOW PERSONNEL
 2. LOW TASK/HIGH PERSONNEL
 3. HIGH TASK/HIGH PERSONNEL
 4. HIGH TASK/LOW PERSONNEL
- 4-21. LOW TASK/LOW PERSONNEL style managers may tend to use command authority to threaten subordinate who "step out of line".
1. True
 2. False
- 4-22. Which of the following characteristics would indicate the LOW TASK/LOW PERSONNEL style of manager?
1. One who is considered to be a good listener
 2. One who is not considered to be a good listener
 3. One who is in the habit of listening closely to those in authority, but not to subordinates
 4. One who is not in the habit of listening to those in authority, but listens only to subordinates
- 4-23. Which of the following statements reflects the LOW TASK/LOW PERSONNEL style of management in regard to teamwork?
1. "Seaman Jones, Give Seaman Rogers a hand with those reports."
 2. "The RP staff has been tasked with the responsibility of the new project."
 3. "Get it done, Petty Officer Smith. I don't care how, just don't bother me."
 4. "The expansion project was a success because you people worked together."
- 4-24. All EXCEPT which of the following characteristics would be indicative of the person who has adopted the LOW TASK/LOW PERSONNEL style of management?
1. Lags behind in the proper management of the Command Religious Program
 2. Is a strong supporter of team work
 3. Attempts to shift the responsibility to others if desired results are not achieved
 4. Ignores others who offer suggestions for improvement
- 4-25. The LOW TASK/HIGH PERSONNEL style manager may sometimes appear to take issue with the command while placing blame on assigned personnel.
1. True
 2. False
- 4-26. Which of the following types of behavior would be displayed by the LOW TASK/HIGH PERSONNEL style manager?
1. Listens closely to a subordinate who is experiencing difficulty, but forgets a job assignment in the process
 2. Is always confident when in the presence of someone in higher authority
 3. Always shoulders responsibility for mission accomplishments or failures
 4. Always protects assigned personnel, and always gets the job done
- 4-27. Subordinates of a LOW TASK/HIGH PERSONNEL manager would probably react in which of the following ways?
1. Feel unprotected
 2. Become rebellious
 3. Resent the manager
 4. Seek the leadership image in someone else
- 4-28. Inefficiency on the part of a LOW TASK/HIGH PERSONNEL style manager would most likely bring about which of the following reactions on the part of subordinates?
1. Would similarly develop a lack of efficiency
 2. Would try to cover up for the manager
 3. Would work harder
 4. Each of the above
- 4-29. All EXCEPT which of the following characteristics are indicative of the HIGH TASK/LOW PERSONNEL style manager?
1. Usually praises a "job well done" publicly
 2. Accepts orders from those in authority without question
 3. Is determined to get the job done regardless of personnel difficulties
 4. Is often harsh and demanding toward subordinates, especially if there are signs of slack performance

- 4-30. During daily operation, if a subordinate makes a mistake, the HIGH TASK/LOW PERSONNEL style manager would be inclined to react in which of the following ways?
1. Allow the subordinate to grow through trial and error
 2. Acknowledge that everyone makes mistakes and review procedures with the subordinate
 3. Show dissatisfaction, reassign the subordinate, and personally perform the operation
 4. Remain calm and insist that the subordinate correct the mistake
- 4-31. Subordinates may be reluctant to bring a personnel problem to the HIGH TASK/LOW PERSONNEL style manager because listening to subordinates is not important to this type of manager.
1. True
 2. False
- 4-32. The HIGH TASK/LOW PERSONNEL style manager usually reflects which of the following characteristics/attitudes?
1. Promotes the true concept of teamwork
 2. Feels that "I had to learn it the hard way, my subordinates can, too."
 3. Is not a high achiever
 4. Feels that a trained staff serves to make the supervisor's job easier
- 4-33. HIGH TASK/LOW PERSONNEL style managers are not normally high achievers.
1. True
 2. False
- 4-34. By breaking assignments into component parts and studying each detail, the HIGH TASK/HIGH PERSONNEL manager can accomplish all EXCEPT which of the following goals?
1. Can do more of the work himself/herself
 2. Can make operations run smoothly
 3. Can make proper personnel assignments
 4. Can deal with difficulties before they become real problems
- 4-35. Senior RPs can place themselves in an awkward and compromising position by which of the following actions?
1. Delegation of authority
 2. Correcting a subordinate who is doing something wrong
 3. Overt fraternization with subordinates
 4. Each of the above
- 4-36. Fraternization by the leading RP with subordinate would meet likely result in the subordinates having greater respect for the authority of the leading RF.
1. True
 2. False
- 4-37. Which of the following qualities of a manager would contribute the most to developing good rapport with subordinates?
1. Authority, discipline, and supervision
 2. Control, fraternization and instruction
 3. Respect, consideration and fairness
 4. Firmness, discipline, and control
- 4-38. HIGH TASK/HIGH PERSONNEL style managers usually exhibit all EXCEPT which of the following characteristics?
1. Maintain control of subordinates
 2. Never reprimand a subordinate
 3. Are high achievers
 4. Are fair and impartial to personnel
- 4-39. Deviations in managerial style occur throughout a Navy career, so managers are not normally expected to maintain consistency of style.
1. True
 2. False

IN ANSWERING QUESTIONS 4-40 THROUGH 4-48, SELECT THE TYPE OF MANAGER FROM COLUMN B THAT IS DESCRIBED IN COLUMN A.

A. CHARACTERISTICS B. TYPES OF MANAGERS

- | | |
|--|--|
| <p>4-40. Is loyal to both the command and to subordinates</p> <p>4-41. Is a good listener when a subordinate seeks advice</p> <p>4-42. Has the confidence and respect of subordinates</p> <p>4-43. Is harsh and demanding of subordinates</p> <p>4-44. Shows a lack of concern for punctuality</p> <p>4-45. Delegates too much authority to subordinate</p> <p>4-46. Is critical and short-tempered</p> <p>4-47. Shows a lack of concern for his/her personal appearance</p> <p>4-48. Is vary careful of small details</p> <hr/> <p>4-49. Effectively solving problems in different situations makes it necessary for the manager to employ which of the following abilities?</p> <ol style="list-style-type: none"> 1. Respect 2. Control 3. Flexibility 4. Discipline <hr/> <p>Learning Objective: Acknowledge the importance of the proper use of the chain of command.</p> <hr/> | <ol style="list-style-type: none"> 1. LOW TASK/LOW PERSONNEL 2. LOW TASK/HIGH PERSONNEL 3. HIGH TASK/LOW PERSONNEL 4. HIGH TASK/HIGH PERSONNEL |
|--|--|

4-50. When used properly, which of the following factors is the most effective leadership tool in existence in the Navy?

1. The chain of command
2. Discipline
3. Education
4. OJT

4-51. Commanders guide and communicate with subordinates by using the chain of command in reverse order.

1. True
2. False

Learning Objective: Establish the importance and purposes of the enlisted performance evaluation system.

4-52. What is the single most significant personnel management tool in the enlisted service record?

1. History of assignments
2. Record of emergency data
3. History of training and awards
4. Enlisted Performance Evaluation Report

4-53. Information included in the enlisted performance evaluation report is used to determine action to be taken on which of the following requests?

1. Reenlistment
2. Advancement eligibility
3. Continuation on active duty
4. Each of the above

4-54. Which of the following individuals could normally provide the most detailed report of the daily performance of military members?

1. Chaplain
2. LCPO/LPO
3. Commanding Officer
4. Division Officer

4-55. The periodic performance evaluation report is the sole method of advising service members of their performance.

1. True
2. False

- 4-56. The function of the special performance evaluation is to document which of the following professional standings?
1. Adverse performance only
 2. Exceptional performance only
 3. Adverse and exceptional performance
 4. Advancement examination results
- 4-57. Documentation at the time performance highlights occur will serve all EXCEPT which of the following purposes?
1. Ensure that the performance evaluation report is fair
 2. Ensure that factual information is included in the report
 3. Ensure that the supervisor will not have to rely on memory at evaluation time
 4. Ensure that a valuable counseling aid is available when personnel need performance or behavioral counseling

Learning Objective: Identify procedure that should be followed when civilians are employed within the Command Religious Program.

- 4-58. In cases where civilians are employed in the operation of the Command Religious Program, position descriptions are provided by which of the following officers/officials?
1. The office of the chaplain only
 2. The commanding officer only
 3. The consolidated civilian personnel office only
 4. The office of the chaplain, commanding officer, and consolidated civilian personnel office
- 4-59. At large shore installations, civilians may be employed to serve in all EXCEPT which of the following roles?
1. Organist
 2. Member of chapel council
 3. Lay minister
 4. Director of religious education programs
- 4-60. All EXCEPT which of the following factors would exert tremendous influence in developing smooth and harmonious working relationships in the office of the chaplain?
1. Working conditions
 2. Attitudes of assigned personnel
 3. Training of assigned personnel
 4. Total number of assigned personnel

Assignment 5

Textbook Assignment: "Education and Training." Pages 6-1 through 6-14.

- Establish the role of lay members in the Command Religious Program.
-
- 5-1. Which of the following individuals/ references would be a good source of information concerning basic customs and traditions of various religions?
1. Navy chaplains
 2. CH 2, RP3&2, Module I
 3. Selected civilian clergy
 4. Each of the above
- 5-2. In which of the following areas would volunteer lay participation normally NOT be encouraged?
1. Personnel counseling
 2. Vacation bible/church school
 3. Religious education
 4. Chapel council membership
- 5-3. Which of the following statements is true in regard to the assignment of female RPs to Marine Corps FMF units?
1. Although female RPs are noncombatants, they must undergo combat training
 2. Female RPs at nondeploying Marine Corps units are still required to undergo combat training
 3. Female RPs are noncombatant and will not be assigned to FMF units
 4. When FMF units deploy, female RPs remain at brigade headquarters
- 5-4. Intermediate duty stations for training are sometimes assigned to RPs in paygrades E-5 through E-9 when the RPs are transferred on PCS orders.
1. True
 2. False
- 5-5. Which of the following statements is NOT true concerning funding of training requirements for assigned personnel?
1. They should be projected as long-range budget items
 2. Travel and per diem costs should be calculated as closely as possible
 3. Funding can be easily arranged when budgets go into effect each October 1
 4. The command disbursing officer can provide guidance in the area of travel and per diem cost calculation
-
- Learning Objective: Establish procedures that would be followed when other Service Veterans (OSVETS) are received as RPs.
-
- 5-6. Personnel in any other branch of the Armed Forces may be permitted to make an interservice transfer to the Navy during a current enlistment to serve as an RP, provided they meet all other Navy enlistment requirements.
1. True
 2. False
- 5-7. Marine Corps personnel who make an interservice transfer to the Navy to serve as an RP must obligate themselves to serve at least what length of time in the Navy?
1. 12 months
 2. 24 months
 3. 36 months
 4. 48 months
- 5-8. OSVETS are initially assigned to which of the following duty stations?
1. A Navy ship as an ultimate duty station
 2. RP "C" school
 3. A Navy shore station as an ultimate duty station
 4. A naval training center to receive naval orientation training

- 5-9. OSVETS assigned to RP "A" school will be assigned to their ultimate duty station at what time?
1. Before reporting for naval orientation training
 2. Near the end of the school period
 3. After completing RP "C" school
 4. When the Chief of Chaplains directs

- 5-10. Whenever commands are notified that an OSVET is to report aboard for duty, the leading RP should work closely with the personnel officer and disbursing officer to ensure that which of the following actions is accomplished?
1. Orders, housing applications, paygrade end accrued leave are processed and in good order
 2. A pay record is established
 3. Provisions are made to facilitate full pay and allowances for the OSVET
 4. Each of the above

Learning Objective: Determine the requirements for male and female RPs for the various types of duty stations to which they may be assigned.

- 5-11. Male RPs must sign a Page 13 entry in their service record to acknowledge eligibility for combat duty.
1. True
 2. False
- 5-12. Female RPs would be eligible for duty at which of the following duty stations?
1. 3RD MAW FMFPAC
 2. 2ND MARDIV FMFLANT
 3. USS LA SALLE (AGF-3)
 4. USS SIMON LAKE (AS-33)
- 5-13. If an RP is ordered to an FMF unit, a physical conditioning program and a pair of broken-in field boots would be of great value to the RP.
1. True
 2. False

Learning objective: Identify some of the unique requirements of male RPs assigned to units engaged in combat.

- 5-14. Chaplains are forbidden to carry firearms in combat by

1. DODINST 5411.16
2. SECNAVINST 1730.7
3. The Geneva Convention
4. The Standard Organization and Regulations Manual (SORM)

- 5-15. In combat situations, RPs occupy which of the following roles?

1. Serve at battalion headquarters away from the fighting
2. Serve as the chaplain's bodyguard
3. Remain at headquarters to make preparations for the arrival of the chaplain from the combat front
4. Each of the above

Learning Objective: Stipulate the requirements of male RPs assigned to Marine Corps Units.

- 5-16. Male RPs assigned to FMF units may be required to undergo combat training at the Marine Corps Infantry Training School (ITS) unless this training has been received previously.

1. True
2. False

- 5-17. Normally, the ITS sessions last for what total period of time?

1. 1 to 2 weeks
2. 2 to 3 weeks
3. 3 to 4 weeks
4. 4 to 5 weeks

- 5-18. The training male RPs receive at the ITS covers all EXCEPT which of the following areas?

1. Explosives
2. Combat tactics
3. Ship identification
4. Hand-to-hand fighting

Learning Objective: Determine the general military training (GMT) requirements for leading RPs and training petty officers.

- 5-19. Which of the following training topics would NOT normally be included in a general military training (GMT) session?
1. Uniform Code of Military Justice (UCMJ)
 2. Propulsion systems
 3. Substance abuse
 4. Basic first aid
- 5-20. How often are GMT sessions normally held?
1. Daily
 2. Weekly
 3. Monthly
 4. Semiannually
- 5-21. At GMT sessions, all EXCEPT which of the following topics may be of interest to civilians and military families?
1. Uniform regulations
 2. Survivor's benefits
 3. Life-saving instruction
 4. Pre-deployment briefings
-
- Learning Objective: Determine the importance of Personnel Qualification Standards (PQS) and the manner in which they affect RPs.
-
- 5-22. Personnel Qualification Standards (PQS) in general damage control apply to which of the following groups of people?
1. Only Navy personnel assigned to ships
 2. Only Navy officers and enlisted personnel of the engineering group
 3. Only Navy enlisted personnel assigned to a rating of the engineering group
 4. All Navy personnel regardless of rank, rate, or rating
- 5-23. General damage control standards have been set for which of the following reasons?
1. Many lives have been lost due to ignorance of basic damage control procedures
 2. Because of a lack of skilled fire-fighters
 3. Too many Navy personnel have not mastered personal protection methods
 4. Each of the above
- 5-24. What total amount of time is normally allotted to training personnel aboard ship to fully qualify in general damage control?
1. 1 month
 2. 3 months
 3. 6 months
 4. 1 year
- 5-25. Aboard ship, personnel of which of the following departments/divisions are tasked by the commanding officer to provide instruction and monitor qualifications of personnel in general damage control.
1. Operations Department; Communications Division
 2. Executive Department; Administrative Division
 3. Engineering Department; Repair Division
 4. Supply Department; Stores Division
-
- Learning Objective: Acknowledge the training opportunities and requirements available to RPs assigned to fire parties or damage control teams.
-
- 5-26. Personnel assigned to a fire party or damage control team aboard ship must be familiar with which of the following information?
1. The location of all repair lockers
 2. The ship's compartment numbering system
 3. The location and operation of fire fighting equipment
 4. All of the above
- 5-27. RPs assigned to fire parties or damage control teams can receive valuable training from all EXCEPT which of the following sources?
1. ITS sessions
 2. On duty drills
 3. Fleet training centers
 4. On scene leaders during lectures
- 5-28. Most instruction in maintenance and material management (3-M) PQS is conducted by division officers.
1. True
 2. False

Learning Objective: Outline the duties and responsibilities of RPs designed to watch, quarter and station bills.

- 5-29. Aboard ship, watch bills are constructed by which of the following officers?
1. Operations officer (OPS)
 2. Senior watch officer (SWO)
 3. Executive officer (XO)
 4. Commanding officer (CO)
- 5-30. If it is necessary for the leading RP to be on the watch bill, which of the following actions should he/she take when assigning watches?
1. Stand the midnight to 0400 watch to allow other watch standers to rest
 2. Take the watch during the day, which is normally the time of peak activity in the office of the chaplain
 3. Assign two subordinates to night watches
 4. Either 2 or 3 above depending upon the number of RPs
- 5-31. Which of the following information is NOT normally found on the watch, quarter, and station bill?
1. Station assignment during normal routine
 2. Life-raft assignment
 3. Battle station assignment
 4. Station assignment during emergencies or special operations
- 5-32. In moving to their stations aboard ship, personnel should travel in which of the following direction?
1. Forward and down on the starboard side aft and up on the port side
 2. Athwartships to the left, forward on the starboard side, up on the port side
 3. Forward and up on the starboard side, down and aft on the port side
 4. By the fastest possible route
- 5-33. During an emergency, in order to provide the highest level of watertight integrity in RP spaces, personnel may be required to set which of the following material conditions?
1. William
 2. Xray
 3. Yoke
 4. Zebra
- 5-34. Which of the following fittings would normally NOT be considered a zebra fitting?
1. Fire main valve
 2. Entrance hatch to storage space
 3. Entrance door to chaplain spaces from a weather deck
 4. Scuttle in center of hatch to storage space
- 5-35. By occupation, Marines stand physical security watches at all Marine Corps and several Navy installations.
1. True
 2. False
-
- Learning Objective: Establish the importance of documentation of training.
-
- 5-36. Two reasons for documenting training of members are - justification for the dollars spent, and the number of people who have received training.
1. True
 2. False
- 5-37. The commanding officer's advancement recommendation is based solely upon completion of advancement requirements.
1. True
 2. False
- 5-38. On-the-job training (OJT) is often the most beneficial kind of training for RPs for which of the following reasons?
1. OJT replaces Personnel Advancement Requirements
 2. OJT Is always a good substitute for "A" school
 3. Chaplains take an active part in teaching personnel
 4. Personnel "learn by doing"

5-39. Generally speaking, readiness level "C-1" indicates what state of readiness?

1. The command is 100% manned
2. All manpower, training, and material requirements have been met and the unit stands ready to perform its mission
3. All command equipment is operational
4. All command personnel have been trained to accomplish the command mission

Learning Objective: Formulate effective procedures and techniques for RPs who serve as instructors.

5-40. Which of the following procedures would be the most effective for the RP to follow in trying to teach subordinate RPs?

1. Be completely in control
2. Use on-the-job training exclusively
3. Be a role model
4. Conduct tests frequently

5-41. During an oral presentation, important points should be emphasized in which of the following ways?

1. The use of gestures
2. Repetition
3. Variation in voice inflection
4. Each of the above

5-42. One reason for maintaining good eye contact is that it may indicate to the instructor whether the students are confused or disinterested.

1. True
2. False

5-43. Instructors should tailor instruction to fit the ability and expertise levels of the

1. instructor
2. slow learner
3. typical student
4. majority of the students

5-44. You are conducting a training session for RPs. Misunderstandings should be cleared up at what point in the presentation?

1. At the end of the presentation
2. At specific points in the presentation
3. When the instructor asks for questions
4. When they occur

5-45. One method which is usually effective in causing students to think is to make challenging statements.

1. True
2. False

5-46. Distracting mannerisms by the instructor should be avoided primarily for which of the following reasons?

1. They are undignified
2. They show a lack of self-control
3. They distract the student's attention
4. They are annoying

5-47. "Motivation" may best be defined as

1. social pressure
2. incentive to take action
3. will-power
4. determination

5-48. A well-presented lesson will always motivate students to learn.

1. True
2. False

5-49. What is the major motivating factor in creating a learning environment?

1. The instructor
2. The subject matter
3. The physical environment
4. The significance of the material

5-50. Rewarding students by granting early liberty is always a good way to create a good learning environment.

1. True
2. False

5-51. Which of the following procedure would be the most effective for teaching a skill?

1. The "teacher-student" method
2. The "on-the-job training" (OJT) method
3. The "demonstration-performance" method
4. The "trial and error" method

5-52. When teaching a skill, what is normally the optimum number of students that can be taught effectively at any one time?

1. 10
2. 15
3. 20
4. 25

- 5-53. In the event of an error during a "demonstration-performance" method of instruction, which of the following actions should the instructor take?
1. Continue the performance and wait to see if other students catch the mistake
 2. Ask the student to be seated and call for another student to perform the demonstration
 3. Stop the operation and see that the error is corrected
 4. Repeat the performance from the beginning

5-61. What is the primary role of the leading RP in religious education programs?

1. Curriculum instructor, general
2. Curriculum instructor, ecumenical
3. Curriculum instructor, his/her own faith group
4. Coordinator of the religious education program

5-62. An RP who coordinate religious education programs performs all EXCEPT which of the following functions?

1. Monitors
2. Assists
3. Counsels
4. Evaluates

IN ANSWERING QUESTIONS 5-54 THROUGH 5-60, MATCH THE STEPS OF THE "DEMONSTRATION-PERFORMANCE" METHOD OF INSTRUCTION LISTED IN COLUMN B THAT IS DESCRIBED IN COLUMN A.

	<u>A. DESCRIPTIONS</u>	<u>B. STEPS</u>
5-54.	The instructor carries out the steps while student explains	1. Step 1 2. Step 2
5-55.	The student carries out the steps	3. Step 3 4. Step 4
5-56.	The student practices the entire skill	
5-57.	The student explains what they are about to do and how they are going to do it	
5-58.	The instructor asks questions such as "What do I do next?"	
5-59.	The instructor should emphasize accuracy and later speed	
5-60.	Safety precaution should be explained and stressed	

5-63. The actual recruiting, interviewing, and assigning of volunteers are functions of the chaplain, rather than the RP, for which of following reasons?

1. Eliciting a religious commitment from individuals is the chaplain's responsibility as a member of the clergy
2. It is not specified in an RP occupational standard
3. The RP will be busy gathering survey information
4. The chaplain outranks the RP

5-64. When conducting a survey for volunteers, the chaplain and RP should carry position descriptions with them for which of the following reasons?

1. Most people would be afraid to volunteer for unspecified jobs
2. Volunteers will have a general idea of what is expected of them
3. Both 1 and 2 above
4. OPNAVINST 1730.1A directs such action

5-65. Which of the following persons should be consulted as the resident expert in the areas of curriculum, classroom teaching techniques, and the development of lesson plans?

1. The chief instructor at the nearest fleet training center
2. The chaplain
3. The command training officer
4. The division training patty officer

5-66. Religious education curriculum should be evaluated for content and applicability by which of the following?

1. The chaplain only
2. The RP only
3. The teacher only
4. The chaplain, RP, and teacher working as a team

5-67. If there is a sudden drop in attendance of religious education classes, it is most often for which of the following reasons?

1. General apathy of the students
2. Disinterest caused by student dissatisfaction with either the curriculum, instructor, or atmosphere
3. Disenrollment by the chaplain or teacher
4. Disciplinary infraction by the student