The Chaplain Corps Deployment Guide applies to United States Air Force Chaplain Corps (HC) personnel: active duty, Air Force Reserve, and Air National Guard. This guide gives you immediate access to information, references, requirements, and procedures drawn from a variety of sources to enhance your ministry in both the field training exercise and deployed setting. This guide is based, in part, on the lessons learned from those who have deployed in support of wars, contingencies, and operations over the years. In addition, the Deployment Guide will aid in providing religious support in joint force settings and operations.

To meet your needs in the best way possible, this document will not repeat vital information found elsewhere. You are strongly encouraged to carry the Chaplain Corps Deployment Guide in one cargo pocket and AFMAN 10-100 in the other.
# QUICK REFERENCE GUIDE

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AFMAN 10-100, Airman's Manual
AFI 10-2501, Full Spectrum Threat Response (FSTR)
AFI 31-207, Arming and Use of Force by Air Force Personnel
AFI 31-501, Personnel Security Program Management
AFI 32-3001, Explosive Ordnance Disposal Program
AFI 32-4004, Emergency Response Operations
AFI 36-3204, Procedures for Applying as a Conscientious Objector
AFI 36-2226, Combat Arms Program
AFI 36-2238, Self Aid and Buddy Care
AFI 44-153, Traumatic Stress Response
AFI 51-401, Training and Reporting to Ensure Compliance with the Law of Armed Conflict
AFPD 52-1, Chaplain Corps
AFI 52-101, Chaplain Corps Planning and Organizing
AFI 52-102, Chaplain Corps Professional Development
AFI 52-104, Chaplain Corps Readiness
Joint Publication 1-05, Religious Support in Joint Operations
Training Circular (TC) 1-05, Religious Support Handbook for the Unit Ministry Team (US Army) May 2005
Department of Defense Directive (DoDD) 1300.17, Accommodation of Religious Practices within the Military Services, 3 February 1988
Department of Defense Directive (DoDD) 1304.19, Appointment of Chaplains for the Military Departments
AIR FORCE STAFF STRUCTURE

A-1 Manpower and Personnel
A-2 Intelligence
A-3 Air, Space & Info Operations
A-4 Logistics
A-5 Plans & Requirements
A-6 Communications (SAF/XV, dual-hatted as A6)
A-7 Air Staff: Installations and Mission Support (CE, SF, SV, HC)
MAJCOM: Installations and Mission Support (CE, SF, SV, PA, HC)
A-8 Strategic Plans and Programs
A-9 Analyses, Assessments and Lessons Learned
HC falls under commander’s Personal Staff

PRE DEPLOYMENT

Ref. AFMAN 10-100, Section 1, pp. 1-8

See Checklist #1—Pre Deployment (p. 125)
Checklist #2—Personal Preparations (p. 126)
Checklist #3—Individual Requirements (p. 127)
Checklist #4—Individual Supply and Clothing (p. 130)
Checklist #5—Family Care (p. 133)
Checklist #6—RST Pre Deployment Planning (p. 133)
TRAINING

Unless otherwise indicated, all training requirements/references are listed in AFI 52-104

- Phase 1 HC Readiness Training (Foundational)
  
  * HC roles and missions
  * Command, Control, Communications, and Computers (C4)
  * Law of Armed Conflict (LOAC)
  * Basic concepts of contingency operations
  * Ministry in a readiness environment
  * HC involvement in deployment planning
  * Preparing and presenting religious/cultural briefings
  * Use of needs assessment in a readiness environment
  * Aspects of pre-deployment, deployment, employment, redeployment, and after-action reporting
  * Correct emergency/ministry responses
  * Response to death and dying issues
  * Ministry in surgical/mortuary environment
  * Worship observances, pastoral care, and advice to leadership in a readiness environment
  * Hospital visitation as an RST
  * Operations in a chemical warfare environment (CBRNE Defense, 20 months)
  * Ministry of presence – visible reminder of the Holy
  * Traumatic Stress Response (TSR); AFI 44-153, para 2.2.2 (formerly called CISM)
  * Weapons qualification. Arming group C, qualifications are due every 30 months (chaplain assistant only)
• Phase 2 HC Readiness Training (Builds on Phase 1)

  * Geneva Convention
  * Law of Armed Conflict (LOAC) (annual); AFI 51-401, para 3.1
  * Self Aid and Buddy Care (SABC), Initial/Refresher; AFI 36-2218, vol. 2
  * Emergency Response Operations; AFI 32-4004, Checklist No. 15, pp. 45-47
  * Air Force Emergency Management (EM) Program Planning and Operations; AFI 10-2501, Table 6.3 (education and training courses)
    - CBRNE Defense, 20 months
    - Explosive Ordnance Reconnaissance (EOR), 20 months
    - Shelter Management Team (SMT), 20 Months
    - Exercise Evaluation Team (EET), 20 months
  * Wing/Installation alarm signals (annual)
  * Small Arms/CATM; AFI 31-207/AFI 36-2226, para 2.7; 52-104
  * Level 1 Anti-Terrorism Training (AT); AFI 10-245, Table 2.1
  * Suicide and Violence Prevention Education and Training; AFI 44-154
  * Suicide Prevention Program; AFPAM 44-160
  * Traumatic Stress Response (TSR)
  * Chapel Contingency Support Plan OI (this plan coincides with the Expeditionary Site Plan which is found in AFI 10-404)
  * Religious Support Team Training
  * Readiness Planning documents
  * Driving manual transmission vehicles
* Religious accommodation, advice to commander, world religions, pluralism, faith/cultural sensitivities
* Command, Control, Communications, and Computers (C4) (include all hand held and land mobile radios)
* Physical Fitness Training Program; AFI 10-248

• Phase 3 HC Readiness Training (Builds on Phase 2)
* Command, Control, Communications and Computers (C4) (include all hand-held and land mobile radios)
* Unit ministry at deployed site
* Team ministry and role of chaplain assistant
* Anti-Terrorism awareness and continuum of force
* Force protection
* Field craft and sanitation
* Religious faith/culture sensitivity briefings
* Field communications
* Convoy procedures
* Traumatic Stress Response (TSR)
* Camouflage, cover, concealment, and deception
* Appropriate use of force in a high-threat area
* Ground movement, formations, and techniques
* Map, compass, and global positioning system
**CHAPLAIN SERVICE UNIT TYPE CODES (UTC)**

UTC XFFC1 - PROTESTANT CHAPLAIN  
UTC XFFC2 - CHAPLAIN ASSISTANT  
UTC XFFC3 - CATHOLIC CHAPLAIN  
UTC XFFC4 - CHAPLAIN SUPERVISORY OVERHEAD  
UTC XFFC5 - STAFF CHAPLAIN SUPPORT  
UTC XFFC6 - JEWISH CHAPLAIN  
UTC XFFC7 - ORTHODOX CHRISTIAN CHAPLAIN  
UTC XFFC9 - MUSLIM CHAPLAIN

**DEPLOYMENT**

Ref. AFMAN 10-100, Section 2, pp. 9-36  
See Checklist #7—RST Deployment  
Checklist #8—Chaplain Duties  
Checklist #9—Chaplain Assistant Duties

**RELIGIOUS SUPPORT TEAM**

The AF HC provides for spiritual needs and for ethical leadership through the Religious Support Team (RST) structure (AFI 52-104, 1.2). The purpose of the RST is to provide for, develop, and strengthen the spiritual and moral well-being of all members of the command. Chaplains, assisted by chaplain assistants, provide for religious worship, sacraments, ordinances, ministrations, and rites (JP 1-05, vii).

**RST Member Roles and Responsibilities**

**Chaplain**: Chaplains are noncombatants. The chaplain’s role in the RST is leadership, ministry performance through worship observances, pastoral care, and advice to leadership. The wing/senior
chaplain is directly responsible for developing the ministry plan and assigning individual roles based on the plan (AFI 52-104, 1.2.1.1).

Chaplain Assistant: Chaplain assistants are specifically trained to understand religious sensitivities and the pluralistic environment in which the Chaplain Corps operates. Chaplain assistants support essential spiritual ministry in the primary areas of religious observances and pastoral care. Chaplain assistant roles and responsibilities include, but are not limited to the following areas of spiritual support: spiritual crisis intervention, peer support, Traumatic Stress Response, chaplain pastoral care, and maintaining Chaplain Corps C4 systems. Chaplain assistants coordinate and facilitate force protection for chaplains (noncombatants). Chaplain assistants will not be used to augment other functional areas on a recurring basis. As the “eyes and ears” of the chaplain, chaplain assistants support vital spiritual ministry. Removing them from the RST would severely hinder the Chaplain Corps mission (AFI 52-104, 1.2.1.2).

Chaplain assistants team with chaplains to provide for, develop, and strengthen the spiritual and moral wellbeing of all members of the command to which assigned (AFI 52-102, Vol. 2; AFI 52-104).

**EMPLOYMENT**

Ref. AFMAN 10-100, Section 3, pp. 37-80
Ref. AFMAN 10-100, Section 4, pp. 81-124
Ref. AFMAN 10-100, Section 5, pp. 125-194

See:

Checklist #10—RST Employment *(p. 140)*

Checklist #11—Chapel Control Center Operations *(p. 142)*

Checklist #12—RST Logistics Checklist *(p. 144)*
Checklist #13—Site Visitation (p. 146)
Checklist #14—Visitation/Counseling/Worship Support (p. 148)
Checklist #15—RST Operations, Maintenance, and Support Areas (p. 150)
Checklist #16—Major Accident (p. 151)
Checklist #17—Natural Disaster (p. 153)
Checklist #18—National Emergencies and Humanitarian Support (p. 155)
Checklist #19—Changeover Briefing (p. 159)

RST Ministry General Duties

• Ministry of presence (Available, Accessible, Amiable)
• Know all areas of your unit(s), where they are, and how to get there
• Do what needs to be done
  * Be a vital part of commander's staff
  * Attend all staff meetings
  * Brief CC concerning Airmen morale, quality of life, indigenous religious-cultural concerns, family and working concerns, chapel schedules, Bible studies, chapel staff support to CC and unit, worship services, and support needed for effective chapel programs
  * Perform counseling as needed
  * Conduct worship services (not just Sundays)
RST Ministry Specific Duties

- Daily schedule includes: planning, staff meeting, prayer, visitation, Bible studies, RE, counseling, weekday Mass and other worship services, advising leadership, personal time, RST team building, pastoral care, crisis intervention, and publicity

- Daily staff meetings
  
  * Chapel section
  * Commander's staff/stand-up
  * Battle staff

- Check for 24-hour manning for duration of deployment

- Maintain constant liaison with site commander

- Worship services at chapel and/or field setting

- Visit high threat areas regularly

- Visit Security Forces (SF) and guard posts regularly

- Visit all Ops, Maintenance, and Support areas regularly

- Ensure CBRNE (Ref. AFI 10-2501) ensemble is on hand, maintained, and ready for use

- Buddy check for putting on CBRNE gear

- Maintain hydration supplies

- Know and react to alert signals

- Stay informed of operation conditions at all times

- Changeover briefing at end of each shift

- Keep journals for after-action reports
  
  * Complete, submit, file 1270a
• Request filler, replacement, or backfill through PERSCO (Personnel Support for Contingency Operations) if chaplain or chaplain assistant is wounded or killed in action, shortfalls/emergencies

• Keep MAJCOM/HC informed of personnel status

Field Religious Support to Personnel

• **Nurture the living**: Provide essential religious and spiritual support
  * Conduct religious worship services, rites, sacraments, ordinances, and ministrations
  * Assist in dealing with faith issues, stress, anxiety
    » Moral and ethical values
    » Social concerns
    » Crisis intervention
    » Redeployment/Reunion/Reintegration issues

• **Care for the wounded**
  * Provide pastoral care and counseling
    » Spiritually triage the wounded
  * Spiritual comfort and moral support
  * Care for the caregivers
    » Provide necessary ministry and comfort

• **Honor the dead**
  * Through funerals and/or memorial services
  * RSTs play a unique role here; use it to do effective ministry
RELIGIOUS SUPPORT TEAM PLANNING

Section I

Religious Support Team (RST) Ministry Planning and Execution

References: AFI 52 series, local OPORDs, maps, charts, and other relevant documents

In this process, Doing Global Ministry is moved from job description to process.

As a result of the process:

- Equip wing/senior chaplains and NCOICs or senior RST with simple, effective tools to assess spiritual needs and prioritize ministry
- Empower chapel teams to use tools for shaping ministry to fit local needs
- Provide top cover by MAJCOM and Air Staff

The Ministry Planning and Execution Process

- Standardized process across the Chaplain Corps
- HHQ compliance aimed at process . . . not programs
- Clearly establishes local HC requirements
- Enhances HC resourcing . . . ammunition to ask for more
- Reduces burnout or perceived “too much to do” syndrome . . . says “no” by saying “yes” to the big rocks
- Improves planning without time burden
- Improves process of transfer of HC leadership baton during rotations/ deployments
• Builds and educates team with focus on doing the mission together
• Proactively defines and promotes local HC mission

Doing Global Ministry Process
• Identify ministry requirements
• Validate requirements
• Prioritize requirements
• Apply available resources
• Balanced ministry plan

Section II
Conducting the Needs Assessment (NA)
The purpose of the needs assessment is to equip and empower the Chaplain Corps for purposeful, prioritized ministry to meet the religious and spiritual needs of the Air Force community. The RST must also study the local mission and determine what tasks it must perform in conjunction with the NA in order to accomplish the HC mission.

• How do we best present/define ourselves to the community?
  * USAF/HC Strategic Plan: “Respond to the spiritual needs of Air Force members and their families.”
  * HQ USAF/HC goal: “Devise strategic approach to finding out the spiritual needs of Air Force members and their families.”

• The starting point: What we already know
  * NA never begins from scratch
  * There are always givens
• What don’t we know?
What is unique about “this piece of the globe” and operation?

• To what extent are we meaningfully connected to the community in an active, purposeful way?

• What approach defines us as spiritual caregivers?

• Developing/maintaining a pastoral connection

• Identifying community needs

• Vocational clarity

• Effectively advising commanders

The Tools of Needs Assessment

• Observation

  • An obvious, simple approach (nothing new)

  • Needs to be intentional and documented (when necessary)

  • Not meant as “stand alone”

  • Might suggest need for dialogue/survey

  • Two forms:

    » By direction

    » Critical incident

• Dialogue

  • Relational, personal, conversational

  • Two operative assumptions

    » Pastoral Care

    » Advising Leadership

  • Skills we already possess
The boundaries/rules of privileged communication apply

- The Steps in Conducting a Dialogue Needs Assessment
  - Determine the focus/reason for the process
  - Whom will we ask?
  - Shape strategy and formulate your approach
  - Assess and filter through gathered information
  - Document the process

- Surveys
  - Work best with those who “know and care”
  - Not suggested for random assessment of large groups
  - Non threatening way of assessing sensitive issues
  - Reliable/valid means of collecting “preference data” (time/date)
  - Need to be used sparingly

Validation Criteria
- HC Core Competencies
  - Spiritual Care
    - Religious, Spiritual, Morale, and Moral Advice to Leadership
- Vocational Imperative
- Functional tasks—statistical data
- Focused on our calling/mission
- We cannot meet every need
  - Other agencies
  - Refer
The Prioritization Process

- Core Processes
  - Conducting Religious Observances
  - Providing Pastoral Care
  - Modeling Ethical Leadership
  - Advising Leadership

- Wing mission
- Staff morale
- Impact on base
- Local factors

Section III

Chaplain Corps Mission Essential Task List

The senior chaplain and chaplain assistant should develop an HC mission essential task list (METL) that supports the NA. Some RST tasks (which may be integrated into the RST METL) include providing:

- Personal and Unit Spiritual Fitness Plan
- Worship, devotional, or prayer services
- Pastoral and crisis counseling
- Combat fatigue support
- Hospital visitation
- Memorial services or ceremonies
- Advising the commander on religion, morals, ethics, core values, morale, and indigenous religions
- HC planning and resupply
Section IV

Execution of the Chaplain Corps Ministry Plan

Ministry Plan: The RST will develop a written ministry plan and have a clear understanding of the roles RST members play in achieving the ministry plan. The ministry plan will be based on the commander’s mission requirements, your METL, and your local needs assessment. (AFI 52-104, para 1.2.1.3)

The Ministry Plan is the end result of NA and the METL. The RST develops the ministry plan for HC operations. This plan provides for personal and RST spiritual fitness plans, religious services, rites, sacraments, ordinances, and ministrations for all supported units and assigned personnel. Remember, religious support is ultimately the commander’s responsibility. The senior RST is responsible for implementing the plan for HC operations. In preparing the plan, the senior RST should make the following staff assessments:

Contingency Situation

- Know and understand the task force organization
- Know and understand RST strength and condition
  - Describe shortfalls and limiting factors (LIMFACS)
  - Describe RST talents, strengths, and weaknesses
  - Describe procedures for integrating incoming HC members, including AFRC/ANG into the organizational structure
  - Describe requirements for additional HC personnel
  - Describe equipment and supplies available and inbound volunteers
**Mission**

- RST needs to have a thorough understanding of the commander's mission requirements
- The mission of the RST must be fully understood by all HC members
- Describe any changes in services offered based on operations, mission, and hostile actions, to include flight line and hospital areas
  * Ensure operations and flying missions are considered in scheduling

**Concept of HC support**

- Basic HC requirements
  * List general policies, procedures, and guidance (Local OIs)
  * Describe location and designation of chapel facilities
  * Develop a concept of operations
  * Establish support requirements for in-place, incoming, and transient forces
  * Describe support from other services, including Joint HC operations, NATO Forces, Coalition Forces, and local civilian clergy
  * Summarize procedures for religious support for noncombatant evacuation order (NEO), Safe Haven, and Push-Pull mobilization operations when applicable
  * Develop HC briefings for incoming forces, including:
    » Overall HC program, including worship
    » Counseling & pastoral support
    » Ministry of presence (visitation)
» Duty chaplain support
» Privileged communication
» Faith groups of chaplain personnel
» Local religious traditions (issues and customs)
» Availability of religious literature

• Develop Instructions (including external and internal issues, restraints, and restrictions)
  * Identify HC operations that would be curtailed, added, or changed based on limiting factors, etc.
  * Describe procedures for hospital, contingency hospitals, and mortuary affairs coverage . . . this is a priority for the on-call RST
  * Describe accounting procedures for appropriated funds
  * Identify equipment requirements:
    » Computers
    » Printers
    » Portable equipment for worship: altars, PA systems, keyboards, etc.
  * Communication equipment
  * Vehicles
    » Identify vehicle requirement with LRS/Transportation unit
  * Identify communication/information requirements beyond capabilities provided:
    » Phone service
    » Computer networking capabilities
» NIPRNET
» SIPRNET
» Secure phone equipment
» LMRs
» Cell phones
» Pagers
» Secure & non-secure facsimile machines
» Printing capabilities
* Identify support required from site agencies
  » Transportation
  » Security Forces
  » Communications
  » Lodging
  » Mortuary Affairs
  » Civil Engineers
  » Medical
  » Mental Health
  » Red Cross
  » Host Tenant Support Agreements Management

• Chapel Control Center (CCC) Checklist
  * List primary and alternate locations
  * Describe alternate CCC procedures and requirements
  * Maintain and update personnel availability at all times
* Obtain communications (secure and non-secure phones, computers, e-mail, fax, radios, and runners)
* Ensure proper handling of classified information, if applicable
* Describe procedures for processing status reports
* List other unit control centers and their contact numbers
* List personnel shift schedules

**RST DEPLOYMENT CONTINUITY BINDER**

* See Checklist #20—After-Action Report (p. 160)

* Suggested Table of contents: (Identify each section’s contents)
  * Area of operation (AOR)
  * Base map
  * Points of contact: (e-mail address, names with phone/beeper numbers)
    » Chain of command
    » Organization chart(s)
    » Command to which the operation belongs
    » Teams coming before/after you
    » Embassy and American Consular (great source for identifying ministries in that region)
    » Joint Task Force
    » Humanitarian agencies (Red Cross/Red Crescent, Catholic Relief services, etc)
  * Guidance/Policy letters: (pertinent to the area and available on CD)
  * Resources
» Finance (What is the process for getting money into the region? Who are the POCs?)

» Supply (What is the process for getting your consumable items: communion bread/hosts, wine, grape juice, sacred scriptures, religious literature, rosaries, crosses, medals, etc.?)

» Civilian agency (who will distribute free resources)

» Communications Squadron (vital for computer support)

» Security Forces (weapon familiarization POC)

• Reports/Correspondence Checklist:

  * AF 1270a reports
    » Submit monthly to AOR HQ

  * Ministry plan

  * Local MWR funds

  * Suspense (local and headquarters)

  * HC staff job descriptions

• After-Action Report (AAR):

  * Most significant section of the Continuity Folder

  * Required by AFI 52-104

  * Provide source documents and comments and what was done right

    » Problems encountered

    » Problems solved

    » Suggestions to improve the position (i.e. Lessons Learned)

    » If others have preceded you, attempt to include copies of their AARs
AIR FORCE SPIRITUAL WELLNESS

RSTs must develop spiritual fitness programs for Airmen and themselves. The RST practices spiritual fitness to provide religious support.

“Spiritual fitness in the Air Force means the ability of the individual to believe in the importance, necessity, and just nature of the mission; to have faith in the reliability of leaders, in the dependability of fellow Airmen, and in the training and equipment furnished for the operation; and to be prepared to encounter and cope with extreme danger, devastation, and even death with confidence, dedication, and courage.

Spiritual fitness transcends moral fitness because it prepares the individual to deal with ultimate questions such as the meaning and value of life and not merely questions of proper behavior.”

“Spiritual strength for many Airmen is supported by their religious convictions; for others who may not be religious, it may be an expression of their loyalty to the nation, to the unit, and to their fellow Airmen.

Spiritual strength is an inspirational character trait which can motivate a squadron or unit even when circumstances seem bleak.”

--Ch, Col Charles Bolin, USAF

For detailed information about spiritual wellness, including diagnostic tools, go to the Deployment Guide resources on the Chaplain Corps website - https://hclogin.maxwell.af.mil/login/personnel_login.asp.
Wellness involves the integration of four dimensions of human functioning: physical, emotional, social, and spiritual. The key to optimal wellness is to “exercise” each dimension of your being and maintain balance between them.

Spiritual wellness is understood as one’s search for meaning and purpose in life. It is comprised of your spiritual or religious beliefs, your experiences and meaningful connections in life. In essence, it refers to your value system (ethics, moral compass, and character). Spiritual wellness contributes to the total wellness of a person. In fact, it is the driving force to total wellness. It is the heart and soul of the whole being.

**Self-Care and Spiritual Wellness**

Prior to a spiritual “workout” you may want to utilize self assessment tools, such as those found on the Chaplain Corps website. In a physical workout you might use aerobic conditioning, strength training, and flexibility exercises to improve physical fitness. Likewise, you will want to include spiritual exercises that increase your spiritual fitness. The inclusion of the following regular disciplines can be helpful.

1. Schedule quiet time for reflection, meditation, or prayer (even in the midst of a busy deployment)
2. Calendar appropriate study of ethical, spiritual, or religious material
3. Engage in supportive friendships with others who share similar spiritual goals and aspirations

**Spiritual Wellness as an Operational Fitness Indicator**

Spiritual wellness affects morale and is an essential and critical component of the total Airmen system. Spiritual wellness serves as an indicator of the Airmen's “will to fight” and the general wellbeing of personnel within the command. The RST has the responsibility to assess, monitor, predict, and train the war fighter through spiritual wellness training to achieve spiritual fitness.

**Spiritual Wellness Training**

The integration of spiritual wellness training to achieve spiritual fitness is based on Chaplain Corps core capabilities. Chaplains practice spiritual and religious leadership to sustain the war fighter. RSTs implement HC operations in order to plan, execute, and evaluate spiritual wellness training. Through the symphony of net-centric communities, interactive training modules, and personal and pastoral contact, RSTs facilitate concise spiritual wellness training to sustain spiritual wellness in Airmen. Advising the command on matters of morale that may affect the mission is a core component of this training.

**Spiritual Care and Advising Leadership**

Spiritual care is a Chaplain Corps core competency and the foundation of spiritual readiness, spiritual wellness, and HC support conducted for the commander. Spiritual care, along with advising leadership, is both an art and a science. The RST uses spiritual care, professional
skills, personal insights and beliefs to define, interpret, and train spiritual wellness and, thereby, execute the core processes of religious services to Airmen.

The Chaplain Corps is unwavering in its commitment to provide the spiritual leadership required to foster the spiritual wellness of today’s Airmen and tomorrow’s leaders.

**RST Medical and Counseling Ministries**

- Develop positive working relationship with CC and staff
- Provide information about how to contact RST in emergencies
- Minister to CC, staff, and patients
- Stay informed of patients and casualties
- Know locations of all medical facilities and how to get there
- Look for burnout and combat stress among medical staff
- Provide religious literature for patients and staff
- Secure private counseling room
- Keep LCCK with team for emergency or sacramental ministry
- Triage: Know the four categories used in spiritual triage (L-I-D-O), medical triage of mass casualties (D-I-M-E), and their US color codes.

**L-I-D-O (Spiritual Triage)**

- **Life threatening (1st priority)**
  
  * Is this person a threat to herself/himself or others?

- **Intense psychological/emotional pain (2nd priority)**
* “Can’t take it anymore!”

- **Duress** (3rd priority)
  - Day-to-day stress

- **Other** (4th priority)
  - For example: family, job, or religious issues

**D-I-M-E (Medical Triage)**

- **Delayed** (yellow)
  - Treatment delayed without jeopardy to recovery

- **Immediate** (red)
  - Highest priority for medics because life threatening conditions are treatable

- **Minimal** (green)
  - Requires minor medical treatment
  - Return individual to duty

- **Expectant** (blue) (black for international coloring system)
  - Expected to die (least priority for medics)
  - Top priority for HC ministry
  - Use DD Form 1380, US Field Medical Card, at CCP
  - Chaplains and chaplain assistants conduct “spiritual triage”
    - Chaplain assistant prioritizes patients needing religious ministrations
    - As necessary, provide interventive ministrations
**Four levels of medical care**

- First echelon care (1E)
  * Self Aid and Buddy Care
    » Prevention of shock, field dressings, chemical decontamination
- Second echelon care (2E)
  * Initial, professional medical care
    » Return Airman to duty ASAP, no surgical capability
- Third echelon care (3E)
  * Initial inpatient hospital care
  * Surgical/specialty care
- Fourth echelon care (4E)
  * Comprehensive inpatient hospital care at a major hospital
  * Long-term inpatient care

**Steps to Prevent Combat Stress**

- Know your limits
- Take appropriate time off based on mission requirements
- Focus your mind on spiritual and positive things
- Supervisors build esprit de corps
- Maintain good C3 (Command, Control, Communication)
- Assist with rumor control
- Signs of combat stress
  * Lack of sleep/insomnia
* Poor/no communication
* Tired/fatigued
* Lack of comfort
* Withdrawal
* Emotional outburst
* Indigestion
* Rapid heartbeat

**Six levels for treating Combat Operational Stress (“BICEPS”)**

The goal is to return Airmen to duty ASAP.

- **Brevity**: no more than 3 days at a 2E facility
- **Immediacy**: do it now without waiting
- **Centrality**: treat victims in one location
- **Expectancy**: return to duty in a few days. Avoid speaking in terms of illness, patient, treatment, or hospitalization. Make them wear their uniform and perform basic duties, such as cleanup and exercise. This helps reinforce that they are okay and not sick.
- **Proximity**: close to individual’s unit. This maintains the bonding with a unit and allows friends to visit and give support.
- **Simplicity**: The goal is to restore the individual to duty. Provide basic support such as rest, reassurance, and group support.

**Counseling support**: Possible causes, symptoms, and cures are listed for depression, trauma, grief, stress, and suicide. The chaplain should always exhibit active listening, caring, patience, and understanding.
Do not cut the counselee off while he or she is telling their story. Be compassionate.

Listed below are possible causes, symptoms, and pastoral responses for Depression, Trauma, Grief, and Stress.

Depression
  * Causes: family separation, fear, loss
  * Symptoms: downcast, deep dejection, anger
  * Pastoral Response: prayer, assist member in ridding self of grudges, anger, resentment

• Trauma
  * Causes: war, unexpected events, fear
  * Symptoms: helplessness, feeling vulnerable, no trust in others
  * Pastoral Response: allow person to vent, make normal things happen, prayer

• Grief
  * Causes: a significant loss, fear
  * Symptoms: shock, denial, guilt, extreme sadness, depression
  * Pastoral Response: prayer, active/passive listening

• Stress
  * Causes: high/unreal expectations, danger, relationship loss/rejection, fear
  * Symptoms: anger, irritability, short temper, lack of sleep, feeling overwhelmed
  * Pastoral Response: make yourself available to member, active listening, take concerns seriously, provide a healthy and
safe counseling environment where feelings and hurt can be expressed, express that it is healthy to seek assistance, prayer

**SUICIDE AWARENESS**

See Checklist #21—Suicide Awareness (*p. 162*)

Suicide is currently the number one cause of death in the military. Suicide awareness is a serious concern in society, the Air Force, and throughout the armed forces. Chaplains and chaplain assistants must understand the warning signs of a potential suicide. They also must be prepared to intervene when commanders request their assistance. The suicide prevention program the Air Force is developing will require annual training for all personnel regarding this matter. It appears that there will be a key role for the chaplain in the training requirement for supervisors and first sergeants. Keep in touch with your command post to be sure you get the information as soon as it is published. In every instance, the sanctity of confidentiality must be maintained. Make the necessary and required intervention(s) as appropriate. Ascertain if the person is potentially suicidal. If it appears to be (or if you are unable to make a determination, or if you just simply cannot deal with the issue), then lead them—or take them—to medical or mental health experts immediately. Take “cries for help” seriously. Use your powers of persuasion without being coercive. Follow up with the individual. If you are physically distant from the person, ensure he or she has local clergy support, a counselor or therapist, to guide them. Let commanders know you are involved, without breaking confidentiality. If the commander persists in details, you must say you cannot reveal intimate details given to you in confidence. Medical and mental health officials should be in that role, not the chaplain.
TRAUMATIC STRESS RESPONSE
Ref. AFI 44-153, Traumatic Stress Response

The Air Force developed multi-discipline response teams to deal with traumatic stress response (TSR). Many types of events may produce TSR. A person may develop short-term symptoms or longer-term adverse effects. The Air Force developed TSR teams to enhance resilience and assist Airmen and units prepare for and deal with traumatic events should they occur. The TSR team responds to all air or ground mishaps that involve loss of life or major injury.

All search and rescue participants, forensic pathologists, mortuary affairs personnel, and other similar professional personnel should have the opportunity to receive TSR services.

A Chaplain Corps RST provides spiritual support. This ministry is crucial during loss of life or serious injury. For many, it is the spiritual perspective and focus that provides peace, clarity, and meaning during events of pain and loss. RST members will want to remember:

• When traumatic events occur, personnel are hurting, needy, and receptive to RST ministry of faith, hope, spiritual counsel, and comfort
• Traumatic events may cause significant disruption to individual, family, or unit stability—an RST provides peace, comfort, and stability

Immediate Response Actions
• Upon notification go directly to area of greatest need
• Coordinate with unit commander to develop plan to deal with specific incident

• After dealing with initial impact, maintain contact with affected personnel

• Ensure pastoral care continues and is timely

• Follow-up care could include the following:
  * Listening sessions
  * Personal counseling
  * Educational and training classes
  * Referrals to other professionals and helping agencies
<table>
<thead>
<tr>
<th>PHASE</th>
<th>GOALS</th>
<th>BEHAVIOR</th>
<th>ROLE OF HELPER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-incident (0-48 hours)</td>
<td>Preparation: Improve Coping</td>
<td>Preparation vs Denial</td>
<td>Prepare, train, Gain knowledge</td>
</tr>
<tr>
<td>Rescue (0-1 wk)</td>
<td>Survival, Communication</td>
<td>Fight/Flight, Freeze, Surrender, etc</td>
<td>Rescue, protect</td>
</tr>
<tr>
<td>Recovery (1-4 wks)</td>
<td>Adjustment</td>
<td>Resistance vs Exhaustion</td>
<td>Orient, provide for needs</td>
</tr>
<tr>
<td>Return to Life (2wks – 2yrs)</td>
<td>Appraisal/Planning</td>
<td>Grief, reappraisal, Intrusive memories, Narrative formation</td>
<td>Respond with sensitivity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Continue Assistance</td>
</tr>
</tbody>
</table>
RSTs needs to know when and where to seek assistance from other professionals. Additional professionals include Mental Health providers, first sergeants, and commanders. Immediate medical and mental health referrals should be made in any of the following situations:

- Suicidal ideation, intention or plans
- Homicidal ideation, intention or plans
- Hallucinations
- Delusions
- Severe depression
- Alcohol abuse
- Drug abuse (over-the-counter, prescription, or illicit)

If any of the following persist for over a month, seek medical or mental health assistance:

- Persistent avoidance of reminders of the trauma or event
- Emotional numbing
- Persistent loss of interest in friends, family, and activities
- Detachment from others
- Restricted range of affect (unable to have love feelings)
- Flashbacks
- Recurrent feelings of the event
- Feelings of worthlessness
- Excessive guilt
• Prolonged depressed mood (daily/most of the day persistent crying)
• Feelings of emptiness and sadness

SPRINTUAL PREPARATION FOR TRAUMATIC STRESS

Introduction
Air Force Chaplain Corps personnel face dual exposure to traumatic stress by being exposed to psychological trauma and by responding to those traumatized. Emotional and biological reactions can develop into posttraumatic stress disorder (PTSD) and compassion fatigue (CF). Symptoms of hyper-arousal, re-experiencing, and avoidance may cause discord within families, physical and mental health problems, and an inability to provide effective care to others.

Growth from stress and providing continual service to others means:
• Being aware of vulnerability to traumatic stress
• Acknowledging changes in behavior and thinking after stress events
• A self-care program to:
  * Practice healthy positive behaviors and attitudes
  * Maintain physical health – rest, exercise, nutrition
  * Maintain mental health – realistic beliefs and proper attitudes
  * Creating and maintaining effective support systems
  * Learn causes of stress and ways to manage stress
Spiritual Self-Care: SERVICE through resistance and resilience

- **S** - Sacred Significance
  - Life and circumstances have significance through the sacred
  - Divine purposes make meaning that enhances stress resistance

- **E** – Eternal
  - A dimension to life that transcends earthly existence
  - Provides for acceptance of and surrender to the unknown

- **R** – Relationship
  - Powerful emotional connection to the sacred
  - Provides expectations in power and control of the sacred

- **V** – Validate
  - Writings, histories, and oral traditions validate faith
  - How ancients overcame and survival circumstances

- **I** – Individual
  - Private prayer, meditation, and practices of personalized rituals
  - A place and attitude of solace; helpful when distressed

- **C** – Community
  - Appropriate social support systems
  - Forum for faith expression through prayers and rituals

- **E** – Encompass
  - Integrating the spiritual principles described
  - Incorporate physical and psychological stress management with the spiritual
Conclusion

Chaplain Corps personnel must understand traumatic stress and how it may affect them even as they care for trauma victims. Proactive and preventative self-care is necessary to build resilience and remain healthy for any potential traumatic event. Additionally, the principles of spiritual preparation to deal with traumatic stress symptoms will aid whether one is resisting or overcoming their effects.

-- Ch, Col Charles M. Bolin, USAFR

RELIGIOUS ACCOMMODATION

Religious accommodation allows for an individual or group religious practice. It is Air Force policy to accommodate the free exercise of religion and other personal beliefs, as well as freedom of expression, except as must be limited by compelling military necessity (with such limitations being imposed in the least restrictive manner feasible).

Commanders should ensure that requests for religious accommodation are welcomed and dealt with as fairly and consistently as practicable throughout their commands. Requests should be approved unless approval would have a real, not hypothetical, adverse impact on military readiness, unit cohesion, standards, or discipline.

Avoidance of schedule conflicts between official activities and religious observances can enhance unit effectiveness and demonstrate mutual respect. [Ref. AFI 52-1, Attachment 1]
• Chaplain Corps programs are the responsibility of commanders
  * Chaplains function as staff officers when advising the commander regarding the free exercise of religion
  * Chaplains implement programs of religious support and pastoral care to help commanders care for the religious and spiritual welfare of their people
  * Chaplain assistants are an integral link between the enlisted force and the HC mission. Since all Airmen are required to be spiritually ready to accomplish the mission (AFI 36-2618), and NCOs and SNCOs must ensure their subordinates are as well (AFI 36-2618), it is culturally acceptable for enlisted members to approach chaplain assistants for advice in personal and intimate matters regarding many topics including depression, anxiety, loneliness, homesickness, etc. Chaplain assistants are intervention counseling specialists and easily bridge the gap between war fighter needs and HC mission capability.

• Success on the battlefield depends on every individual, regardless of background, race, gender, or religion
  * It's about RESPECT
  * It's about LEADERSHIP
  * AF Leaders must respect every person’s First Amendment rights
    » Respect is essential to mission success

• DoD and Air Force Policy
  * First Amendment: Congress shall make no law respecting the establishment of religion, or prohibiting the free exercise thereof...
* JER (5 CFR 2635.702) Misuse of Position

» Shall not use public office for . . . endorsement of any enterprise shall not use government position . . . in a manner that could imply government sanctions or endorses his/her personal activities

* AFI 36-2707: Nondiscrimination

» Para 1.3. AF provides equal opportunity . . . irrespective of religion

» Para 1.4. AF will take immediate action to address inequalities or inconsistencies which adversely affect people

* AFPD 52-1 Chaplain Corps

» Spiritual health is fundamental to AF personnel

» CC accommodates religious needs to enhance operational readiness

• AF Definition of “Religion”

* AFI 36-2706:

» “. . . a personal set or institutionalized system of attitudes, moral or ethical beliefs and practices held with the strength of traditional religious views . . .

» “ardor and faith . . . specific religious observances”

• Includes groups that affirm the existence of a supreme being . . . and groups that do not

• Definition of Respect

* Latin respectus meaning “looking back . . . showing special attention . . . to value another person”
* Takes “toleration” to “next level”
* Articulates the notion that all people are valued . . . all people possess certain “inalienable rights”
* Respect says: “You are as important as I am.”

• Spiritual Respect: Essential to Air Force Leadership
  * Respecting everyone’s right to religious belief is essential to good order and discipline
  * A military leader must “inspire” others
  * Character “inspires”
  * Developing leaders of character demands mutual respect

• Challenge #1: Spiritual and Cultural Bias
  * National demographics have changed
  * Pluralism: more than Judeo-Christian
  * Diversity has always been America’s strength

• Challenge #2: Spiritual Expression Is More Than “Worship”
  * Spiritual value is expressed in culture
  * Spiritual values provide a sense of belonging and proclaim our hopes and desires
  * Spiritual values are expressed in what we eat, how we dress, how we observe special occasions

• Challenge #3: Sharing Spiritual Space
  * We express our Constitutional freedoms within “shared space”
  * Our lives are enriched by others

• Challenge #4: Disrespectful Behavior Negatively Impacts Mission
  * Greatest challenges occur in day-to-day interaction
* Disrespectful behavior violates policies and destroys unit cohesiveness

* Inappropriate jokes

* Lack of religious accommodation

* Misuse of position and authority

**Revised Interim Guidelines Concerning Free Exercise of Religion**

*(SECAF Letter dated 9 Feb 06, reaffirmed 21 Nov 06)*

- **Purpose:** To provide guidance on free exercise of religion in the Air Force context

- **Guiding Principles:**
  
  * We support and defend the Constitution
  
  * Personal commitment to the Constitution’s protections for free exercise of religion and its prohibition against government establishment of religion

- **Guidelines:**

  * **Religious Accommodation**
    
    » Remain officially neutral regarding religious beliefs
    
    - Neither officially endorsing nor disapproving any faith belief or absence thereof

    » Accommodate the free exercise of religion and other personal beliefs, as well as freedom of expression
    
    - Exception as must be limited by compelling military necessity
• Such limitations being imposed in the least restrictive manner feasible

» Commanders should ensure that requests for religious accommodation are welcomed and dealt with as fairly and consistently as practicable throughout their command

• Requests should be approved unless approval would have a real, not hypothetical, adverse impact on military readiness, unit cohesion, standards, or discipline

» Avoidance of schedule conflicts between official activities and religious observances can enhance unit effectiveness and demonstrate mutual respect

* Chaplain Corps

» Chaplain Corps programs are the responsibility of commanders

» Chaplains impartially advise commanders in regard to the free exercise of religion

• Implement programs of religious support and pastoral care to help commanders care for all their people

• Programs and support include opportunities for free exercise of individual beliefs

» Commanders will respect the rights of chaplains to adhere to the tenets of their religious faiths

• They will not be required to participate in religious activities, including public prayer, inconsistent with their faiths
Leadership

» Leaders at every level bear a special responsibility to ensure their words and actions cannot:
  • Reasonably be construed to be officially endorsing nor disapproving any faith belief or absence of belief

» In official circumstances or when superior/subordinate relationships are involved
  • Superiors need to be sensitive to the potential that personal expressions may appear to be official, or
  • Have undue influence on their subordinates

» Subject to these sensitivities, superiors enjoy the same free exercise rights as all other Airmen

Faith Observance and Practices

» Voluntary participation in worship, prayer, study, and discussion is integral to the free exercise of religion

» Nothing in this guidance should be understood to limit the substance of voluntary discussions of religion, or the exercise of free speech
  • It must be reasonably clear that the discussions are personal, not official
  • They can be reasonably free of the potential for, or appearance of, coercion

Public Prayer

» Should not imply government endorsement of religion and should not usually be a part of routine official business
Mutual respect and common sense should always be applied

- Including consideration of unusual circumstances and the needs of the command

Non-denominational inclusive prayer or a moment of silence may be appropriate for military ceremonies or events of special importance when its primary purpose is not the advancement of religious beliefs

Military chaplains are trained in these matters

* Individual Sharing of Religious Faith

- In superior/subordinate relationships, be sensitive that personal expressions may be interpreted as official

- The more senior the leader, the more responsibility to send a message that we are a team based on respect

* E-mail and Similar Communications

- General rules regarding use of government computers apply to personal religious matters as they do for other personal matters

- Chaplain programs will receive communications support as would comparable staff activities

* Good Order and Discipline

- These guidelines are consistent with the responsibility of commanders to maintain good order and discipline

- They are consistent with AF core values
Summary: What is the bottom line meaning?

* Respect every Airmen’s First Amendment rights
  » Constitution demands it
  » Abide by DoD directives and AF policies
  » Essential to leadership

* Not about religion—it’s about respect

* Not about you or me—it’s about . . .
  » Performing as a team to support and defend the Constitution and the American way of life

PRIVILEGED COMMUNICATION

Ref. AFI 52-101, Section 4; Military Commission Rules of Evidence, Section I, General Provisions, Rule 503. Communications to Clergy

The privilege of total confidentiality in communications with a chaplain is an essential component of the chaplain’s ministry

Privileged communication is protected communication

* Any communication given to a chaplain in trust by an individual to include Enemy Prisoners of War (EPW)
* Privileged communication is made either as a formal act of religion or as a matter of conscience
* The privilege of confidentiality belongs to the individual counselee
* Under no circumstances may a chaplain or chaplain assistant disclose privileged communication without the individual counselee’s consent
* Persons assisting clergy (e.g. chaplain assistants and secretaries), must avoid receiving privileged communications and should never receive privileged communication voluntarily

• Detainees/Enemy Prisoners of War (Ref. Joint Publication 3-63)
  * Detainees have no privilege of direct support from military chaplains
  * JFCs are under no obligation to provide such support
  * Military chaplains do not generally provide direct (religious ministry) support to detainees
  * Should the JFC determine a requirement to provide direct military chaplain support to detainees, the absolute privilege of communication shall be maintained in any direct interaction with detainees
  * Support to detainees shall reflect a respect for their cultural beliefs

CONSCIENTIOUS OBJECTOR (CO)

Ref. AFI 36-3204, Procedures for Applying as a Conscientious Objector

See Checklist #22—Conscientious Objector Interview Guidelines (p. 163)

• This process falls under DP (A1) jurisdiction

• MPF processes the application and schedules appointments with the chaplain and Mental Health

• Chaplain Interview of a CO applicant
  * Chaplain must clearly explain to the applicant that this interview does not fall under privileged communication
* Recommendation: get acknowledgement of this in writing
  » Chaplain functions as a staff officer for the commander
  » If the applicant has established a relationship of confidentiality (counseling) with a chaplain, a different chaplain may conduct the interview

* The chaplain submits a written opinion as to the nature and basis of the applicant's sincerity and depth of conviction (para 2.8.1.)

* The chaplain's report must include the reasons for the conclusions; therefore, the report includes:
  » Nature and basis of the person's claim
  » Opinion on the source of the beliefs
  » Sincerity and depth or lack of conviction
  » Appropriate comments of the person's demeanor and lifestyle as they bear on the claim
  » Specific reasons for the chaplain's conclusions
  » If it is felt that the applicant is insincere in his or her beliefs or their lifestyle is incongruent with the claim, statements to this effect should be documented in the report
  » If the applicant refuses to be interviewed by a chaplain, the chaplain will submit a report explaining the circumstances. Appropriate comments on the applicant's demeanor as it bears on the claim will be included

* The report does not make any recommendations for approval or disapproval of the application
• **Process**
  
  * MPF forwards the case file with Mental Health and chaplain reports to the local JAG appointed as the investigating officer
  * The chaplain interview report becomes part of the official case record
  * A primary factor is the sincerity with which the applicant holds the belief

• **Issues**

  * Exercise great care in determining whether the applicant appears to honestly and genuinely hold asserted beliefs
  * Determine sincerity by evaluating the applicant's apparent thinking and lifestyle in its totality, past and present
  * Be particularly careful not to rule out bona fide beliefs simply because those beliefs are incompatible with one's own
  * It is not necessary that an applicant belong to a church or adhere to particular theological tenets
  * Affiliation with a church that advocates CO is not necessary, and the converse holds also: “The personal convictions of each member are controlling so long as they derive from moral, ethical, or religious beliefs” (AFI 36-3204, 4.2.7.2).
  * **IMPORTANT**—work closely with:
    » Wing chaplain
    » Staff Judge Advocate (SJA)
    » Military Personnel Flight (MPF)
    » MAJCOM
  * Understand the entire process and the chaplain's roles and responsibilities before you start the process
**SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR)**

Sexual assault is a crime. It is any abuse or activity in which an individual does not consent, such as: inappropriate touching, vaginal, anal, or oral penetration, sexual intercourse, rape, attempted rape, and child molestation.

Sexual assault can be verbal, visual, or anything that forces a person to join unwanted sexual contact or attention. “Consent” shall not be deemed or construed to mean the failure by the victim to offer physical resistance. Consent is not given when a person uses force, threat of force, coercion or when the victim is asleep, incapacitated, or unconscious.

The RST provides spiritual support to the victim. Among numerous support ministries available, counseling and privileged communication may be requested by the victim. If the victim chooses to report the assault, two types of reports are available: unrestricted and restricted.

**Unrestricted Report**
An unrestricted report initiates a formal criminal investigation through the chain of command.

**Restricted Report**
A restricted report allows a victim to disclose the details of his or her assault to specified individuals with limited confidentially. The victim will receive medical treatment and counseling without triggering the official investigative process.
At the victim's request, a restricted report will allow an appropriately trained healthcare provider to conduct a sexual assault forensic examination (SAFE), which may include the collection of evidence.

An example of the Restricted Reporting process: Service member Smith arrives at the base medical emergency room and reports she has been sexually assaulted.

- Healthcare providers immediately notify the Sexual Assault Response Coordinator (SARC) and begin appropriate emergency medical treatment
- The SARC assigns a Victim Advocate (VA) to assist Smith. The VA meets Smith at the hospital and explains the Unrestricted/Restricted Reporting options and the processes associated with each, to include applicable pros/cons
- In this scenario, Smith chooses the Restricted Reporting option and is asked if she would like a forensic exam. She agrees.
- The VA advises the healthcare provider that Smith has elected the Restricted Reporting option and would like a SAFE examination
- Forensic evidence of the assault is collected and preserved in a non-personally identifying manner
- The healthcare provider determines and schedules follow-up medical treatment as appropriate
- The VA advises the SARC that Smith has elected the Restricted Reporting option
- Within 24 hours of Smith's restricted report, the SARC will inform the Sr CC that an assault has occurred and provide the CC with non-identifying personal information and details related to the sexual assault allegation
The Sr CC may notify the criminal investigators. However, no criminal investigation will be initiated unless originated from another source or the victim elects to come forward via unrestricted reporting. At this point the Sr CC identifies trends and takes appropriate measures (i.e., increased security patrols, enhanced education and training, enhanced environmental and safety measures) to prevent further sexual assaults.

**REDEPLOYMENT**

See Checklist #23—RST Redeployment *(p. 164)*

Checklist #24—Post Deployment/Pre Home-Base Sustainment *(p. 165)*

Checklist #25—Post Employment/Home-Base Sustainment *(p. 165)*

**REUNION AND REINTEGRATION**

Returning home from a deployment is a stressful time not only for Airmen, but for families, friends, and co-workers as well. Many changes have occurred for everyone during their time apart—and, the longer the deployment, the more changes should be anticipated. This is expected and normal because life is not static. Everyone changes and adapts to meet life’s struggles and challenges.

The RST role is critical in facilitating the transition of Airmen, families, friends, and co-workers to a new “normal” through the process of reunion and reintegration. The following resources can be used during the redeployment phase in facilitating a less stressful transition home. Additional information on the Air Force
reintegration program and family separation not covered in this guide can be accessed through the following links:


**The 3 Rs**

**Redeployment**: Preparing for conclusion of deployment and the movement home

**Reunion**: The Homecoming Event

- Reunion is the homecoming to your loved ones, friends, and coworkers—a major EVENT for all concerned
- Reunion difficulties often come from changes during your absence
- Reunion stress is normal

**Reintegration**: A Process of Adjustment to a “New Normal”

- Reintegration is the PROCESS of Airmen and civilians returning back into a stable and “normal-for-them” environment
- Reintegration is a SLOW process, may range from days to weeks to months before you settle into your new patterns!

**Marriage and Family**

- Expectations
  - * Expect to have mixed emotions about being home—and from them now having you home
* Expect change in your partner (you have, too!)
* You and your family members will need reassurance as you readjust
* Expect the spouse/parent who remained home to want help with family maintenance, but the returning member should be cautious in initiating changes

• Changes

* People left behind may have become more independent in your absence
* They acquired new roles, responsibilities, skills, and expectations about the way things ought to be
* The house rules may have changed
* They might have mixed feelings about you being back

• Communication

* Communicate openly and honestly
* Avoid criticizing your partner
* Approach each other as equals
* Don’t expect old problems to go away simply because you left. Look for solutions, not who’s to blame

• Reestablishing Intimacy

* Sex and intimacy are two different things
  » The fantasy: A slow-motion dash into each other’s arms
  » But reality can be much different; okay and normal to go slow and reconnect in due time
**Single Airmen**

- Communication can ease your transition with family, friends, and roommates
- Be patient; redeploying can be tough for you, too
- Recognize and adapt to change
- Go slow—stop, look, and listen

Talk to someone about choices—don’t make major decisions until you settle in

**Parenting**

- Go slow; ease back into parenting roles and discipline
- Don’t give into demands of guilt
- Be realistic
- Be flexible
- Use insights gained on child development
- Spend one-on-one time with each child
- Be giving of your time and energy
- Communicate

**Children’s Response**

- Determining factors
  
  * Age
  * Personality
  * Past experiences
  * Relationship with the child
  * Gender of the deployed parent
**Single Parents**
- Communicate with caregiver
- Be patient
- Involve caregiver in transition
- Changes are difficult for children
- Children may feel out of control, so let them have input

**Reintegration Stress**
- Physical
- Behavioral
- Cognitive (thoughts)
- Emotional
- Spiritual

**Stress Solutions**
- Take care of yourself!
- Communicate
- Develop or renew outside interests
- Allow for space and time
- Establish realistic expectations
- Positive thinking
- Seek help
Work Environment

- Anticipate changes in the work center
  * Talk with colleagues, supervisors, and peers to learn of changes which will help you understand the rationale for the changes
- Be patient—Don’t be critical of co-workers
- Prepare for possible resentment
  * Co-workers have picked up additional duties/responsibilities in your absence
- Affirm mission contribution of co-workers
- Be present “here and now”—deployment was another time and place
- Staff turnover—you’ll be new to newcomers; get to know them
- Establish/reestablish good rapport with co-workers to become a highly effective team

RELIGIOUS SUPPORT IN JOINT OPERATIONS


Joint warfare is team warfare. Effective integration of joint forces exposes no weak points or seams to an adversary. They rapidly and efficiently find and exploit the adversary’s critical vulnerabilities and other weak points as they contribute most to mission accomplishment. This does not mean that all forces will be equally represented in each operation. Joint Force Commanders (JFCs) may choose the capabilities they need from the forces at their disposal (Joint Publication 1, 14 May 2007).
Command Relations

Command and Staff: JFCs are provided staffs to assist them in the decision making and execution process. The staff is an extension of the commander (CC); its sole function is command support, and its authority is delegated to it by the CC. A properly trained and directed staff will free the CC to devote more attention to directing subordinate CCs and maintaining a picture of the situation as a whole. The staff should be composed of the smallest number of qualified personnel who can do the job (JP 1, IV-1, c).

Levels of Authority: The specific command relationship (COCOM, OPCON, TACON, and support) will define the level of authority a CC has over assigned or attached forces. A CC can also have authority when coordinating authority, ADCON, and direct liaison authorized (DIRLAUTH) relationships have been specified (JP 1, IV-2, d).

- **COCOM** - Combatant Command (command authority). Normally this authority is exercised through subordinate Joint Force Commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority) (JP 1-02).

- **OPCON** - Operational Control. Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. Operational control is the authority to perform
those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission.

Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command (JP 1-02).

- **TACON** - Tactical Control. Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command. Tactical control provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task (JP 1-02).

- **ADCON** - Administrative Control—Provides for the preparation of military forces and their administration and support, unless such responsibilities are specifically assigned by the SECDEF to another DOD component (JP 1, II-6, a).
Joint Staff Structure
## Religious Support in Joint Operations

### Joint Chaplain Tasks & Proficiencies

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- Joint Force Chaplain (JFCH) refers to every chaplain assigned to a joint billet
- Military commanders are responsible to provide for the free exercise of religion
- Religious identity may play a determinative role on policy, strategy, and tactics
- The JFCH coordinates with component commanders as necessary to ensure subordinate units have the means to provide religious support
• The JFCH coordinates religious support planning with higher, lower, and adjacent headquarters to ensure balanced faith group access throughout the force

• Joint operations mission
  * Meeting the personal free exercise of religion needs of military and other authorized members
  * Providing commanders with professional advice regarding the dynamic influence of religion and religious belief in the operational area

• Role and responsibility of JFCH
  * Provide direct personal religious support inclusive of advising the commander and other staff members on moral and ethical decision making
  * Advise the commander and other staff members on the religious dynamics of the indigenous population in the operational area

• Role and responsibility of RST
  * To provide for, develop, and strengthen the spiritual and moral wellbeing of all members of the command
  * JFCH provides for religious worship, rites, sacraments, ordinances, and ministrations

• RSTs assist Joint Force Commander (JFC) to nurture the living, comfort the wounded, and honor the dead
APPENDIX I: WORLD RELIGION AND CULTURAL BACKGROUND BRIEFS

There are several, long-established, major world religions. While not an exhaustive list, the following are some US personnel are likely to encounter.

**Buddhism**

**Overview**

The fourth largest world religion, Buddhism was founded in Northeast India 2,500 years ago. It remains the dominant religion in much of Asia and is now practiced worldwide. Over time, Buddhism has developed into a wide variety of forms. Some emphasize religious rituals and worship of deities, others meditation. All share a great respect for the teachings of the Buddha, “The Awakened One.”

Buddhism began with an Indian prince named Siddhartha Gautama around the year 500 BCE. According to tradition, the young prince lived an affluent and sheltered life until a journey during which he saw an old person, a sick person, a corpse, and a monk. Shocked by the suffering he saw and intrigued at the peaceful presence of the monk, Gautama left his family to seek spiritual liberation through asceticism, but even the most extreme practices failed to address the problem of suffering. Finally, Gautama sat beneath a tree and vowed not to get up until he had found genuine freedom. He reached his goal through meditation, and from then on was known as the Buddha. He spent the remaining 45 years of his life teaching the path to liberation from suffering (the dharma) and establishing a community of practitioners (the sangha).
Today there are over 360 million practitioners of Buddha’s Way around the world. In the 20th century, Buddhism expanded its influence to the West and even to western religions, where people take up Buddhist practices without abandoning their existing religious beliefs and communities. There are now over a million American Buddhists, some born into families who brought their religion from Asia and other individuals of every ethnicity who choose to take up Buddhist practice. Buddhist concepts have also influenced western society in general, especially through teachings of meditation and nonviolence.

**Beliefs**

Buddhism has evolved into a variety of different traditions as it encountered the various cultures of Asia and the West. As a result, beliefs and practices vary significantly across sects and schools, but all share the goal of freedom from suffering.

**Theravada Buddhism**: Prominent in South and Southeast Asia, it encompasses two traditions. First, a monastic tradition which is philosophical and psychological, and focuses on meditation as a means to liberation. Second, a popular tradition in which the Buddha is seen as a deity and good deeds are performed to accumulate merit. It is represented in the West by the Vipassana tradition.

**Mahayana Buddhism**: Prominent in China, Japan, Korea, Vietnam, and Tibet, it ranges from the philosophical and meditative emphasis of Zen, through the devotional practices of Pure Land, to the intricate ritual and theistic practices of some forms of Tibetan Buddhism. It is represented in the West by Pure Land, Zen, Soka Gakkai (Nichiren Shoshu), and Vajrayana (Tibetan Buddhism).
Facts

- Sacred texts: Pali Canon (Tripitaka), numerous Mahayana sutras
- Original language: Pali (a classical Indian language similar to Sanskrit)
- Spiritual leader: Teachers, both lay and priestly, recognized by traditional lineages; monastics are known as monks (lamas in Tibetan Buddhism) and nuns
- Place of ritual: Temple, meditation hall, shrine, stupa
- Theism: Varies from atheistic to polytheistic
- Ultimate reality: None in Theravada, because nothing is permanent. In the Mahayana, shunyata (often translated as “emptiness” or “boundlessness”) refers to the absolute reality underlying relative, phenomenal existence.
- Human nature: There is no independent self or soul; all beings are interdependent. Human life is heavily influenced by karma, an individual’s actions and their consequences over lifetimes, and the laws of cause and effect.
- Purpose of spiritual life:
  * Theravada - Become an arhat (a perfected person), escape the cycle of rebirth, and attain nirvana
  * Mahayana - Become a bodhisattva (awakened being) dedicated to helping others awaken
- Afterlife: Rebirth (into human, nonhuman, or heavenly lives), or nirvana. Nirvana is seen as the cessation of suffering by some, a heavenly paradise by others
• Holidays: Vary by region, but include:
  * Buddha's birthday and/or parinirvana (during the Spring)
  * Buddha's enlightenment (8 December)
  * Ancestor commemorations (usually in the autumn)

NOTE: For additional information consult the Chaplain Corps website and http://www.religionfacts.com/buddhism

Christianity

Overview

Christianity is the largest major world religion with around 2 billion followers. It was founded in the early 1st century AD in Roman-occupied Judea on the life, teachings, miracles, crucifixion, resurrection, and ascension of Jesus Christ of Nazareth. Today’s Christianity has a wide variety of forms, beliefs and practices.

Christian history begins with Jesus of Nazareth, a Jew, born in a Bethlehem. Little is known of his early life, but at the age of 30, Jesus was baptized by John the Baptist; a dove-like bird descended upon him and a voice from heaven proclaimed him as the Son of God. After this event, he began a ministry of teaching, healing, and performing miracles. He spoke of the “kingdom of God,” condemned religious hypocrites, and interpreted the Mosaic Law as the way of love for God and neighbor. He chose 12 disciples whom he taught privately. Although betrayed by one disciple, Judas, the others became apostles proclaiming the good news of life and salvation through Jesus Christ.

After a few years, however, opposition mounted against Jesus. He was condemned by Jewish temple leaders and, ultimately, executed by
crucifixion by Roman officials in Jerusalem. Most of Jesus' followers scattered, for fear of a similar fate. However, three days later, women went to anoint his body reported the tomb was empty and an angel told them Jesus had risen from the dead. The disciples were initially skeptical but later believed in him as the true Son of God reporting his appearance to them on several occasions as well as his ascension into heaven before their eyes.

The remainder of the first century saw the number of Jesus' followers, who were soon called “Christians,” grow rapidly. In the second and third centuries, Christians suffered under persecutions from outside the church and doctrinal debates within the church. Christian leaders, known as “Church Fathers,” wrote defenses of the false claims made against Christians (apologetics) as well as arguments against false teachings spreading within the church (polemics). In addition, the canon of the New Testament was formed and the doctrine of “apostolic succession” established a system of church authority to guard against heretical teachings and interpretations of the Christian faith.

A major turning point in Christian history came in the early 4th century when the Roman emperor Constantine converted to Christianity. The Christian religion became legal, persecution ceased, and thousands of pagans converted to Christianity. Allied with the Roman Empire, Christianity gradually rose in power and hierarchy until it became the “Christendom” encompassing the entire Roman Empire to include large portions of North Africa, the Middle East, Europe, and India.

Emperor Constantine hoped Christianity would be the uniting force of his empire. He was distressed to hear of a dispute over Arianism,
which held that Jesus Christ was more than a man but was not God. In 325 AD, Constantine called the Council of Nicea so the bishops could address the Arian controversy. They condemned Arius for his teaching and Arianism was decidedly identified as a heresy. The Council declared the Son of God, Jesus Christ, the Second Person of the Trinity, to be of “the same substance” with the Father. After the Council, St. Athanasius of Alexandria continued to battle the Arians with the orthodox teachings of the Church prevailing. The Church then turned to issues about Christ’s divine and human natures, which were essentially resolved at the Council of Chalcedon (451 AD). The resultant document was the Nicene Creed, which is believed and recited by most Christians to this day.

During this time considerable religious, cultural, and political differences between the Eastern and Western Churches became increasingly apparent. Religiously, the East and West were divided over the primacy of the Patriarch in Rome (Pope), the altering of the Nicene Creed by the Western Church, and the addition of a phrase concerning the procession of the Holy Spirit by the West. These various factors finally came to a head in 1054 AD, when Pope Leo IX excommunicated the Patriarch of Constantinople, the first among equals of the Eastern Church. The Patriarch condemned the Pope in return, and the Christian Church has been officially divided into West (Roman Catholic) and East (Eastern Orthodox) ever since.

Culturally, the Orthodox East has always tended to be more ascetical and mystical in its thinking, while the Latin West tended toward a more pragmatic and legal-minded approach. The political aspects of the split began with the Emperor Constantine, who moved the capital of the Roman Empire from Rome to Constantinople (modern day...
Istanbul, Turkey). Upon his death, the Empire was divided between his two sons, one of whom ruled the Western Empire from Rome while the other ruled the East from Constantinople.

In the 16th century, Western reformers called for the stripping away of perceived superfluous Roman Catholic doctrines. The Reformers (later known as Protestants) emphasized faith alone by grace alone as revealed in the Scriptures alone as the only requirement for salvation. Despite the great reform challenges and struggles of the Western Church, the Eastern Orthodox Church did not encounter such reform movements.

Today, Christianity is the largest world religion. It is the majority religion of Europe, Eurasia, and the Americas, with additional churches in almost every nation in the world. There are thousands of Protestant denominations, all of whom believe in the basic doctrines established at the Council of Nicea but differ in other matters of doctrine and practice. In recent years, there has been a growing movement among the Roman Church, the Eastern Orthodox Church, and various Protestant denominations to work towards unity. In 1948, the World Council of Churches was founded to that end.

**Beliefs**

Christians tend to take beliefs quite seriously. The early church fathers and councils carefully distinguished between “orthodoxy” (right way of believing) from “heresy” (false teachings) in an effort to preserve the true Christian faith.
The beliefs of most Christians are stated in the Nicene Creed:

I believe in one God, the Father Almighty, Maker of heaven and earth, and of all things visible and invisible;

And in one Lord Jesus Christ, the Son of God, the Only-begotten, Begotten of the Father before all ages, Light of Light; True God of True God; Begotten, not made; of one essence with the Father, by Whom all things were made; who for us men and for our salvation came down from heaven, and was incarnate of the Holy Spirit and the Virgin Mary, and became man; and was crucified also for us under Pontius Pilate, and suffered, and was buried. And the third day He rose again, according to the Scriptures; and ascended into heaven, and sits at the right hand of the Father; and He shall come again with glory to judge the living and the dead, whose Kingdom will have no end.

And I believe in the Holy Spirit, the Lord, the Giver of Life, Who proceeds from the Father; Who together with the Father and the Son is worshipped and glorified; Who spoke by the prophets. And I believe in one Holy, Catholic, and Apostolic Church. I acknowledge one baptism for the remission of sins. I look for the resurrection of the dead; and the life of the world to come. Amen.

[* NOTE: The Western Roman Church added the phrase: “and the Son.”]

**Facts:**

- Sacred texts:
  * The Old and New Testaments
  * The Seven Ecumenical Councils (only Orthodox and Roman Churches)
The writings of the Church Fathers (only Orthodox and Roman Churches)

- Original languages:
  - Aramaic, Greek, Hebrew
- Spiritual leaders: Patriarch, Pope, archbishop, bishop, priest, deacon, monk, pastor, minister, preacher
- Place of worship: Cathedral, basilica, temple, church, chapel, meeting hall
- Theism: Monotheistic—Triune Godhead (Father, Son, Holy Spirit)
- Ultimate reality: Eternal life in the Kingdom of Heaven
- Human nature:
  - Western Church—Created good but now born sinful
  - Eastern Church—Created in the image of God (good), marred by sin, acquire the likeness of God (holiness) in this life through personal spiritual effort and the grace of the Holy Spirit
- Purpose of life:
  - Know, love, and serve God
  - To become holy and enjoy perfect communion with God by acquiring the Gift of the Holy Spirit (Orthodox Church)
- How to live:
  - Have faith in the one true God (Father, Son, and Holy Spirit)
  - Do good works, share faith with others
  - Participate in sacraments (exception of some Protestants)
- Afterlife:
  - Resurrection of the body and soul
* Purgatory (Roman Catholic)
* Eternal heaven for believers and hell for non-believers

- Symbols:
  * Cross, dove, anchor, fish, alpha and omega, ship, etc.

- Major holidays: (General)
  * Advent: Spiritual preparation for the Nativity of Jesus Christ (mid Nov - Dec 24)
  * Christmas: The birth in the flesh of Jesus Christ (Dec 25)
  * Epiphany/Theophony: Baptism of Jesus Christ (Jan. 6)
  * Great Lent: 40-day penitential season prior to Pascha/Easter
  * Palm Sunday: Entry of Jesus Christ into Jerusalem (Sunday prior to Pascha/Easter)
  * Good Friday: Crucifixion and death of Jesus Christ (Friday before Pascha/Easter)
  * Pascha/Easter: Resurrection of Jesus Christ from the dead (date varies in the spring)
  * Ascension: Ascension of Jesus Christ into heaven (40 days after Pascha/Easter)
  * Pentecost: Descent of the Holy Spirit upon the Apostles, Birth of the Church (50 days after Pascha/Easter)

- Two Greatest Commandments (Matthew 23:37-40):
  1. Love the Lord your God with all your heart, soul, and mind
  2. Love your neighbor as yourself

NOTE: For additional information consult the Chaplain Corps website and http://www.religionfacts.com/christianity
**Hinduism**

**Overview**
Hinduism is an ancient religion and the third largest religion in the world. Established in India, there is no specific founder or known date of origin. The term “Hinduism” is simply related to the word “India” and refers to a wide variety of religious traditions and philosophies that developed in India over thousands of years. Most Hindus worship one or more deities, believe in reincarnation, value the practice of meditation, and observe festive holidays like Diwali and Holi.

**Beliefs**
Hinduism embraces a great diversity of beliefs. One can believe a wide variety of things about God, the universe, and the path to liberation and still be considered a Hindu. This attitude towards religious belief has made Hinduism one of the more open-minded religions when it comes to evaluating other faiths. Probably the most popular Hindu saying about religion is: “Truth is one; sages call it by different names.”

There are some beliefs common to nearly all forms of Hinduism, which are generally regarded as boundaries outside of which lies either heresy or non-Hindu religion. These fundamental Hindu beliefs include: the authority of the Vedas (the oldest Indian sacred texts) and the Brahmans (priests); the existence of an enduring soul that transmigrates from one body to another at death (reincarnation); and the law of karma that determines one’s destiny both in this life and the next.
A specific belief about God or gods is not considered one of the essentials, which is a major difference between Hinduism and strictly monotheistic religions like Christianity, Judaism, and Islam. Most Hindus are devoted followers of one of the principal gods Shiva, Vishnu or Shakti, and often others besides, yet all these are regarded as manifestations of a single Reality.

The ultimate goal of all Hindus is release (moksha) from the cycle of rebirth (samsara). For those of a devotional bent, this means being in God’s presence, while those of a philosophical persuasion look forward to uniting with God as a drop of rain merges with the sea.

**Authority of the Vedas and Brahmans** - The authority of the ancient scriptures known as the Vedas as well as that of the priests known as the Brahmans are two concepts that are fundamental to Hinduism and differentiate the faith from Buddhism and Jainism.

**Brahman: Ultimate Reality** - Most Hindus venerate one or more deities but regard these as manifestations of Ultimate Reality. So who, or what, is the Ultimate Reality behind the universe and all the gods? In the Rig Veda, it is referred to as “the One.” In the Purushasukta, it is given the name “Purusha,” and in the Upanishads it is called “Brahman,” “the One,” and several other names.

**Karma** - The Sanskrit word karma means “actions” and refers to the fundamental Hindu principle that one's moral actions have unavoidable and automatic effects on one's fortunes in this life and condition of rebirth in the next.
Theism - Hinduism is a decidedly theistic religion, but it can be difficult to determine whether it is a polytheistic, pantheistic, or even monotheistic religion. Of course, this is chiefly a western question: the Indian mind is much more inclined to regard divergent views as complementary rather than competing.

Purpose of Life - In Hinduism, there is not just one purpose of human life, but four: Dharma—fulfilling one’s purpose; Artha—prosperity; Kama—desire, sexuality, enjoyment; and Moksha—enlightenment.


Facts

- Sacred texts: Vedas, Upanishads, Sutras, Bhagavad Gita
- Original language: Sanskrit
- Main locations: India, United Kingdom, United States
- Major sects: Saivism, Vaisnavism, Saktism
- Spiritual leader: Guru or sage
- Place of worship: Temple or home shrine
- Theism: Pantheism with polytheistic elements
- Ultimate reality: Brahman
- Human nature: In bondage to ignorance and illusion, but able to escape
• Purpose of life: To attain liberation (moksa) from the cycle of reincarnation

• How to live: Order life according to the dharma

• Afterlife: If karma unresolved, soul is born into a new body; if karma resolved, attain moksa (liberation)

• Major holidays:
  * Holi: Festival of colors and spring (February - March)
  * Mahashivarati (Shiva Ratri): Night sacred to Shiva (March)
  * Rama Navami: Birthday of Lord Rama (April)
  * Krishna Jayanti: birthday of Lord Krishna (July-August)
  * Raksabandhana: Renewing bonds between brothers and sisters (July-August)
  * Kumbh Mela: Pilgrimage every 12 years to four cities in India (July-August; last one 2003)
  * Ganesha-Chaturthi (Ganesha Utsava): Festival of Ganesh (August-September)
  * Dassera; Victory of Rama over demon king Ravana (September-October)
  * Navaratri: Festival of Shakti (in Bengal) or Rama's victory over Ravana (South India) (September-October)
  * Diwali: festival of lights and Laksmi (September-October)

NOTE: For additional information consult the Chaplain Corps website and http://www.religionfacts.com/hinduism
Islam

Overview
Islam is the second largest religion in the world with over 1.5 billion followers. It is a monotheistic religion based on the revelations received by the Prophet Muhammad in Mecca, 622 CE. These were recorded in the Qur’an (Koran), the sacred text of Islam.

According to Muslim belief, the angel Gabriel appeared to Muhammad in the Cave of Hira within Jabal-an-Nour Mountain (“Mountain of light”) near Mecca. There he delivered a message from the one true God. The Prophet Muhammad, then, dedicated the remainder of his life to spreading a message of monotheism in a polytheistic world.

In 622 CE, the Prophet fled north to the city of Medina to escape growing persecution. This event is called the hijra (“migration”) and marks the beginning of the Islamic calendar (622 CE = 1 AH, Anno Hegirae, “in the year of the hijra”). Ten years later, the Prophet Muhammad returned to open the city of Mecca without any blood shed. By the time of the Prophet’s death, 50 years later, the entire Arabian Peninsula was under Muslim control.

After the death of the Prophet Muhammad a division occurred within Islam. The schism resulted in two sects: Sunni and Shi’ite. The central question of the schism: Who would lead after the death of Muhammad? Sunnis, who today remain a majority (85%), concluded authority is in the community consensus and Islamic Law. They downplay the role of clerics and cling to the words and actions of Muhammad. Successors were/are chosen by the community who
follow the Qur’an and Sunnah (the religious/ethical teachings). Their primary goal is to protect and defend Islam, as well as apply Sharia (Islamic Law) to society.

Shi’ites are the largest minority (state religion of Iran; 50% of Iraq). Answering the question of succession, Shi’ites called themselves Shi’at ‘Ali (the party of Ali), the cousin and son-in-law of Muhammad. He is said to have inherited the role of infallible teacher after Muhammad’s death. Shi’ites believe Ali’s successors, imams, are divinely inspired heirs of Muhammad’s charisma, and possess secret knowledge (sub sects-sinless/errorless).

Sufis are the mystics and can be either Sunni or Shi’ite. Through meditation and spiritual discipline they seek a more mystical and personal relationship with God. They focus on ascetic practices, ecstatic experiences, and service to the poor.

The word “Islam” means “submission,” reflecting the religion’s central tenet of submitting to the will of God/Allah. Islamic practices center on the Five Pillars of Islam: Confession of faith, Daily prayer, Fasting during Ramadan, Pilgrimage, and Alms.

The sacred text of Islam, the Qur’an, was written in Arabic at the time of the Prophet Muhammad. Muslims believe it contains the literal word of God as gradually revealed to the Prophet Muhammad by the angel Gabriel over the course of 23 years. Muslims regard the Qur’an as the culmination of a series of divine messages that started with those revealed to Adam, the first prophet to humanity, and continued with the scrolls of Abraham, the Torah, the Psalms, and the Gospel. The aforementioned books are not explicitly included in the Qur’an,
but are recognized in the Qur’an. Also important is the tradition of the sayings and actions of the Prophet, collected in the Hadith.

Islam and the West have had a challenging relationship for centuries. In addition, the ongoing conflict between Israel and Palestine is religiously charged. However, many Muslims denounce this radical Muslim minority as violating both true Islam and the true meaning of jihad, referred to as struggle.

Today, Islam is the fastest growing religion in the world.

**Beliefs**

Note: Muslim beliefs differ between sects. Those listed below are believed by the majority of Muslims.

**The Five Pillars of Islam**

- **TESTIMONY (Shahada):** To become a Muslim one must profess “There is no god but God (Allah), and Muhammad is the Servant and Messenger of God.”

- **PRAYER (Salah):** Five times each day, toward Mecca, includes reciting verses from the Qur’an and praising God

- **ALMSGIVING (Zakat):** Everything belongs to Allah, wealth is a trust, 2.5% of one’s wealth must be given to the poor when their annual wealth exceeds a minimum level (nisab).

- **FASTING (Sawm):** During Ramadan, the 9th Islamic Lunar month, Muslims must not eat, drink, or engage in sex between dawn and sundown
• PILGRIMAGE (Hajj): A once-in-a-lifetime obligation to travel to the sacred monuments (Ka'bah) at Mecca during the last month of the Islamic Lunar (Hijri) calendar

**God** - The single most important belief in Islam, and arguably the central theme, is that there is only one God. The name of God is Allah, which is simply Arabic for “the (al) God (Ilah).”

**Prophets** - Muhammad is revered as “the Seal of the Prophets”—the last and greatest of the messengers of God. He is not divine in any way, for the strict monotheism which characterizes Islam does not allow for such an interpretation. Other prophets are important in Islam as well, many of whom are shared with Jews and Christians (e.g., Abraham, Solomon, David, Moses, and Jesus, just to name a few).

**Life and Salvation** - By the Grace and Mercy of Allah people enter paradise. For a Muslim, the object of life is to live in a way pleasing to Allah. It is believed that at puberty an account of each person's deeds is opened, and this will be used at the Day of Judgment to determine his eternal fate.

**Afterlife** - Islam teaches the continued existence of the soul and a transformed physical existence after death. There will be a day of judgment, and humanity will be divided between the eternal destinations of paradise and hell.

**Views of Other Religions** - The Qur'an is clear that there must be “no compulsion in religion” (2:256). Yet, Islam is not indifferent to
conversion either. Muslims consider their religion to be the one true religion and invite people of all races, nationalities, and religions to be part of it.

**Jihad (struggle)** - It is probably the most misunderstood religious word in regard to Islam. Jihad is often mentioned on Western TV and radio during news about the Middle East, where it is implied to be a synonym for “holy war”—a call to fight against non-Muslims in the defense of Islam. While this is true in a limited sense, the vast majority of Muslims have an entirely different definition of Jihad. It is seen as a personal, internal struggle with one's self. The goal may be achievement in a profession, self-purification, the conquering of primitive instincts, or the attainment of some other noble goal.

**Separation of church and state** - Due to Islamic jurisprudence (the Sharia), there has never been a separation between religious and civil law, between Islam and the state. Muhammad and his successors were both religious and political leaders.

**Facts**

- Sacred text: Qur’an (Koran)
- Original language: Arabic
- Date: 622 CE
- Place: Mecca, Saudi Arabia
- Message of Islam: Submission and the true beliefs of monotheism has been around since Adam; however Muhammad was the seal of the prophets and completed the message sent from Allah.
• Primary locations: Middle East, Central Asia, North Africa, Southeast Asia

• Major sects: Sunni, Shi’ite (Sufi is a mystical following of Islam and is present in both sects)

• Religious leaders: Sheikh, imam (Shi’ite), mullah

• Place of worship: Mosque “masjid”

• Theism: Monotheism

• Ultimate reality: Allah

• Human nature: Born in a state of purity, imperfect but capable of seeking God and doing good

• Purpose of life: Submit to the will of Allah and attain paradise after death

• How to live: Follow the Qur’an and Sunnah

• Afterlife: Resurrection of body and soul followed by eternal paradise or hell

• Symbol: Star and crescent moon. (Muslim Scholars point out that the star and crescent moon was never used by the Prophet Muhammad and, therefore, has no basis in Islam.)

• Calendar: Hijri (It is a lunar calendar having 12 lunar months in a year of about 354 days. Because the lunar year is about 11 days shorter than the solar year, Islamic holy days, although celebrated on fixed dates in the Hijri calendar, usually shift 11 days earlier each successive solar year (i.e., Gregorian calendar). Muharram is the first month in the Hijri calendar.)
• Major holidays: (Western calendar dates for holidays will vary each year)

  * Al-Hijra: Islamic New Year
    » Marks the migration of Muhammad and his followers from Mecca to Medina
  * Ramadan: Month of fasting and self-control
  * Eid Al-Fitr: The end of Ramadan—Breaking the Fast
    » Muslims celebrate the end of fasting and thank Allah for His help with their month-long act of self-control
  * Eid Al-Adha: Festival of Sacrifice marking the day after Arafat
    » The Day of Arafat is the most important day in the Hajj
    » This is a four day holiday
  * Lailat al-Quadr: Night of Decree
    » Marks the night in which the Qur'an was first revealed to the Prophet Muhammad
  * Ashura: Observed on the 10th day of Muharram
    » Commemorates the day when Moses lead the mass exodus out of Lower Egypt and escaped the persecution and tyranny of Pharaoh.
    » Shi'ites regard it as a major festival marking the martyrdom of the Prophet's grandson, Hussein.
  * Lailat al Israa and Miraj: Celebrates the Prophet Muhammad's journey from Mecca to Jerusalem and into heaven in a single night
* Mawlid an-Nabi: Birthday of Muhammad

  » Shias celebrate this five days later

  » Some Muslims do not approve of celebrating the birthday regarding it as a religious innovation as it was never celebrated during the time of the prophet.

NOTE: For additional information consult the Chaplain Corps website and http://www.religionfacts.com/islam.

**Judaism**

**Overview**

Judaism is one of the oldest religions still in existence today. Jews comprise about 0.2% of the human race; yet, their influence on the world has been and remains vast as they introduced monotheism and basic ethics and morality to the world. The terms Judaism and Jewish come from the word Judah, derived from the leading tribe of the Jews. Christianity, Islam, and several other smaller groups, such as the Karaits, Mandaeanism, Rastafarians, and Samaritans, etc., either trace their spiritual roots back to Judaism or view themselves as the spiritual heirs of Judaism.

The Five Books of Moses constitute the core text of Judaism, and are referred to as the Torah. The Torah begins with an esoteric description of God creating the universe. It then quickly leads up to the events surrounding the lives of the three Patriarchs (circa 2000 BCE): Abraham, Isaac, and Jacob, who is also called Israel. God made a covenant with each of these Patriarchs and promised their descendents the land of Cannan (later called Israel). The descendents
of Israel (Jacob) were enslaved by the Egyptians. God then sent Moses to free the Israelites through a series of miraculous wonders. The Israelites were then led to Mt. Sinai where God himself spoke to the whole nation. For the next 40 years the Children of Israel stayed in the wilderness learning God's law through Moses and waiting until they were fit to enter the land of Canaan. Joshua then led the tribes into the Promised Land, driving out the Canaanites through a series of military conquests.

The original tribal organization was converted into a kingdom by the Prophet Samuel, who anointed Israel's first king, Saul. The second king, David, established Jerusalem as the religious and political center. The third king, Solomon, built the first temple there.

Division into the Northern kingdom of Israel and the Southern kingdom of Judah occurred shortly after the death of Solomon in 922 BCE. Israel fell to Assyria in 722 BCE; Judah fell to the Babylonians in 587 BCE with the destruction of the temple. Some Jews returned from captivity under the Babylonians and started to restore the temple in 536 BCE. (Orthodox Jews date the Babylonian exile from 422 to 352 BCE). Alexander the Great invaded the area in 332 BCE. From circa 300 to 63 BCE, Greek became the language of commerce, and Greek culture had a major influence on Judaism. In 167 BCE, the Hasmonean family led a revolt against the Selucid Greek religious oppression and gained independence for a short period of time. In 63 BCE, the Roman Empire took control of Judea and Israel. In the year 70 CE the Romans destroyed the second temple and ended any form of autonomous rule for the Jews. In 135 CE the Roman Emperor Hadrian changed the name of Judea to Palestine to totally erase any sense of national identity
from the Jewish people. For the next two millennia the Jewish people spread throughout the world, and only recently has the land of Israel been reestablished as a Jewish country.

Beginning in the 18th century, with the Enlightenment and the granting of equal rights to European Jews by western European countries, new sects of Judaism began to rise. Moses Mendelssohn, the intellectual father of Reform Judaism, began a movement to embrace the dominant culture while still retaining Jewish beliefs. Later on, the Reform movement began to question the relevance and necessity of several Jewish practices and beliefs in modern life. The 19th century gave rise to the Conservative movement. Conservativism attempted to preserve the significance of traditional practices while still allowing for lenience with practices and dogmatic beliefs that are difficult to reconcile with modern life. The label Orthodox was given to those who continued to practice Judaism in its traditional form.

Beliefs

A person becomes Jewish either through matrilineal descent (tracing ancestral decent through the maternal line) or through conversion. Recently, some sects have also given recognition to patrilineal descent (tracing ancestral decent through the paternal line). Once a person is established as Jewish, he remains Jewish, no matter what his beliefs are. In addition, the term “Jewish” can sometimes be used to describe a culture or a race rather than a religion. Therefore, some individuals who identify themselves as Jewish may have little interest or knowledge of the beliefs and practices associated with the religion of Judaism.
Jewish practices and beliefs come from the written Torah and the Oral Torah. The Oral Torah is the explanation of the written Torah, and began in the days of Moses. For instance, when the Torah says that Rosh Hashanah will be a “day of blowing (Num. 29:1),” it does not specify what to blow on (a Shofar or animal horn) or how to blow (a long blast, several short blasts, and then a long blast again). Similarly it commands Jews to wear phylacteries, but it does not explain what they are or how to construct them or when to wear them. Many topics of both practice and faith that are only briefly mentioned in the Written Torah are greatly elaborated in the Oral Torah. Originally, it was prohibited to write down the Oral Torah, and large volumes of information were committed to memory. However, in circa 170 CE a ruling was made that the Oral Torah should be written down. The reason for this ruling was because of the fear of it being forgotten due to the dispersion and the Roman persecutions. Today, the foundations of the Oral Law are the books of the Talmud.

Jewish practice as dictated by the Torah and the Talmud list 613 general commandments (called mitzvoth). Some of them dictate behavior between man and man such as, love thy neighbor like thy self, give charity, do not steal, and don’t delay paying workers. Other commandments dictate behavior between man and God such as, eat only kosher food, observe the holidays, and believe there is only one God.

It is important to note the Jewish holidays follow a lunar calendar. In order not to fall behind the solar calendar, the Jewish calendar adds an extra month into occasional leap years. Jewish holidays will occur on different days each year according to the Gregorian calendar.
The life cycle also plays an important part in Jewish life. Life begins with circumcision on the eighth day for boys and a naming ceremony and Kiddush (festive gathering) for girls. At the age of 12 for girls and 13 for boys children are considered mature enough to be responsible for their actions and they begin to observe the mitzvoth in their entirety. A bat or bar mitzva celebration is made in honor of this undertaking. Marriage is considered a very important obligation as is the mitzvah of having children. Death also has many rituals surrounding it. Great care and respect is given to the dead body. When a parent passes away, the child is obligated to observe certain aspects of mourning for an entire year as a display of honor.

Community is also a foundation of Jewish life. According to the principle of Arvut, all Jews are connected to the spiritual wellbeing of other Jews. Jews approach God as a group, and only rarely as individuals. Almost all Jewish prayers are written in the plural. The merit of the community can even act as a source of mercy for an individual who is a positive participant.

There is some debate as to what beliefs about God are obligatory in Judaism. The following are the 13 articles of Jewish faith proposed by Maimonides (1135-1204 CE):

1. God alone is the continual cause of all existence and is active in the world
2. God is one and unique and there are no other gods
3. God is incorporeal
4. God is eternal
5. Prayer is to God only

6. The prophets spoke truth

7. Moses was the greatest of the prophets

8. The Written and Oral Torah were given to Moses

9. There will be no other Torah

10. God knows the thoughts and deeds of men

11. God will reward the good and punish the wicked

12. The Messiah will come

13. The dead will be resurrected

Judaism also has quite a bit to say about the purpose of creation and the meaning of life. The Ramchal (1707-1747 CE) surmises God created people to do good to them. God's goodness is received in the afterlife. The reason that God first put people in this world is so that they would earn their position in the afterlife through choosing to do mitzvoth. This makes the afterlife an even greater good because the recipient feels proud of receiving it and does not feel like it is only charity. Mitzvoth have a double advantage in that they also shape a person's character by making the person resemble God, and thus God's innate goodness is also intrinsically present in the person. Promises of peace and prosperity in the Torah are really promises for additional help in doing mitzvoth when people show that they will use these gifts wisely. Non-Jews are also able to earn eternal existence, but they are only commanded to keep seven mitzvoth which encompass a belief in God and general morality.
In Judaism facing the challenges of life is what makes life worth living. Man is endowed with equal desires to do good and evil. In addition, the Satan is not viewed as an agent of God, not an enemy. His job is to create the opportunity for choice, and thus the opportunity to be rewarded for a man's right choices.

From the human perspective it is looked down upon to serve God in hope of reward. One should serve God because it is the true and right way to live. Therefore Jewish sacred texts have little to say about the reward received after death. Judaism is much more focused on our obligations, which is the main subject of the writings of Jewish prophets. Furthermore, discussion of the afterlife is mostly limited to the Talmud.

While specific details of the afterlife are unclear, the following is agreed upon by all classical thinkers: The soul exists after death; the souls of the righteous will be reunited with their bodies (because of this belief in an eventual reunification, there are many customs surrounding how a dead body is treated); and the soul will come to a spiritual world where it will receive eternal spiritual pleasure from the radiance of God. Some Jewish writings also talk about reincarnation and a form of karma. The afterlife is also looked upon as a time of reckoning for misdeeds. People who are judged to have chosen evil more than good in life and did not repent will have to spend up to a year in Gehenom (the Jewish concept of Hell) before entering the eternal afterlife.
On this world, Judaism believes in the eventual arrival of a Messiah who will reinstitute the Davidic Dynasty. The Messiah will bring peace to the world and the restoration of the land and organizations of Israel.

It should be noted that many Reform thinkers and some Conservative thinkers would look at Judaism's discussions of the afterlife and the Messianic era as metaphors for a better world and not to be taken literally. Instead, Tikkun Olom, or an elevation of this world is the goal of the Jewish people.

**Facts**

- Sacred texts:
  - Tanakh
    - Torah (The Law—first five books—Pentateuch)
    - Nevi'im (The Prophets)
    - Ketuvim (The Writings)
  - Talmud (“Oral Torah”)
- Original language: Hebrew
- Main locations: Israel, Europe, and the United States
- Major sects: Reform, Conservative, and Orthodox
- Spiritual leader: Rabbi (rebbe in Hasidism)
- Place of worship: Synagogue (“temple” in Reform Judaism)
- Day of worship: Shabbat/Sabbath. Starts Friday night & ends Saturday night
• Theism: Monotheism

• Ultimate reality: One God (YHWH but referred to as HaShem)

• Human nature: Created good

• Purpose of life: Obedience to God

• How to live: Obey the law and atone for sin

• Afterlife: Views vary: Gan Eden (concept of “paradise”), Gehinnom (concept of “hell”), nonexistence, or reincarnation

• Major holidays:

  * Rosh Hashanah: Jewish New Year (1 Tishri) (September)

  * Yom Kippur: Day of Atonement (10 Tishri) (September/October)

  * Sukkot: Festival of Booths (15 Tishri) (October)

  * Hanukkah: Festival of lights (25 Kislev) (December)

    » Celebration of Hasmonean revolt against the Greeks

  * Tu B’Shvat: New Year for Trees (15 Shevat) (January/February)

  * Purim: Celebrates Queen Esther saving the Jews of Persia from death (March timeframe)

    » Joyful spring holiday features festive meal, gift-giving, costumes, etc.

  * Pesach: Passover—commemorates the Exodus (liberation of the Hebrews from slavery in Egypt in the time of Moses)

    » Observances: Leavened products forbidden for eight days (“kosher for Passover”) and a special Seder meal the 1st two nights (15,16 Nisan) (March/April)

  * Yom Ha Shoah: Holocaust Remembrance Day (April)

  * Tisha B’Av, Tsom Gedaliah, Asereh B’Tevet, and Shiva Asar
B’Tammuz: Four fast days mourning the destruction of the Temple (August, September, December, & July)

* Shavuot: Pentecost (6 Sivan) (April/May)

NOTE: For additional information consult the Chaplain Corps website and http://www.religionfacts.com/judaism

**APPENDIX 2: RELIGIOUS-CULTURAL BRIEFS**

**PDF BRIEFING FORMAT (2-4 minutes)**

- Introduction (Your title/rank and name, organization)
- Region and/or Country
- Major Religious Groups and Sub-sects
- Primary Beliefs (short bullet statements)
- Major Holidays and Observances
  - Upcoming Holidays
  - Weekly Day(s) of worship
- Religious Organization (e.g. small cells, large gathering halls, etc.)
- Religious Leaders
  - What are they called?
  - What is their position in society?
  - What do religious leaders wear to symbolize their position?
  - What is their influence on people and society?
• Primary Values
  * What is most important to religious groups/sects?
  * What are they willing to fight and die for?
• Significant Sites and Shrines
• Attitudes Towards Foreigners and Foreign Military
• Customs and Courtesies—Dos and Don’ts
• References and Sources
• Conclusion

**LEADERSHIP BRIEFING FORMAT (5 – 7 minutes)**

• Introduction (Your title/rank and name, organization)
• Region and/or Country
• Major Religious Groups and Sub-sects
• Primary Beliefs (short bullet statements)
  * What is/are the sources of doctrinal authority?
  * What is/are the sources of ethics?
  * What are their concepts of justice?
  * What are their concepts of reward?
  * Who are the heroes and villains? Rivalries (past, present, future)?
• Major Holidays and Observances
  * What Holy days and/or festivals may impact military operations?
  * Weekly Day(s) of worship
What are important religious “dos and don'ts” to observe?
What are dietary restrictions?
What are the group's distinctive symbols?
What are the nature, frequency, and traits of worship?
What are appropriate protocols for issues related to birth/marriage/death?

- Religious Organization (e.g. small cells, large gathering halls, etc)
  What larger group is this group related to?
  What makes this group distinctive from the larger group?
  When did this group come into the area?
  What cell-like groups are present?
  What is the nature of hierarchy within the movement?
  What are the centers of learning?

- Tolerance/Religious Intensity
  What is the religious commitment in this group/sect?
    Nominal (in name only)
    Mild
    Strong
    Radical/Fanatical
  How tolerant is the group to other parties?
  How accepting are they of conversion of their members to other groups?
  How are members disciplined?
  Can others join and quit the group easily?
  How are competing groups viewed and received?
* Does the group/sect have a distinct subculture or communal life?
* How does the group/sect seek to influence society?
* How do they use media resources?

**Religious Leaders**

* Who are the religious leaders (official and unofficial)?
* What are they called?
* What do they wear to symbolize their position?
* What is their position in society?
* What is their influence on people and society?
* Do they have an impact on the armed forces?
* What political influence do their leaders have?
* How many leaders are there and where are they located?

**Primary Values**

* What is most important to religious groups/sests?
* What are they willing to fight and die for?
* What subjects incite an emotional response?
* What behaviors does the group reward? What are punished?
* What value is placed on women, children, ancestors, certain animals or objects?

**Significant Sites and Shrines**

* What are the places of worship, pilgrimage and memorial sites? Why?
* Where the cemeteries and what are is the character of their make-up?
* What are distinctive identifying characteristics (architecture, symbols, etc.)?

- Attitudes Towards Foreigners and Foreign Military
  
  * Friendly, Accepting, Indifferent, Hostile
  
  * Why?

- Customs and Courtesies—Dos and Don’ts

- References and Sources

- Conclusion

**EMPLOYMENT BRIEFING FORMAT (10 – 15 minutes)**

- Introduction (Your title/rank and name, organization)

- Region and/or Country

- Major Religious Groups and Sub-sects

- Primary Beliefs (short bullet statements)
  
  * What is/are the sources of doctrinal authority?
  
  * What is/are the sources of ethics?
  
  * What are their concepts of justice?
  
  * What are their concepts of reward?
  
  * Who are the heroes and villains? Rivalries (past, present, future)?

- Major Holidays and Observances
  
  * What Holy days and/or festivals may impact military operations?
  
  * Weekly Day(s) of worship
  
  * What are important religious “dos and don’ts” to observe?
* What are dietary restrictions?
* What are the group's distinctive symbols?
* What are the nature, frequency and traits of worship?
* What are appropriate protocols for issues related to birth/marriage/death?

• Religious Organization (e.g. small cells, large gathering halls, etc)
  * What larger group is this group related to?
  * What makes this group distinctive from the larger group?
  * When did this group come into the area?
  * What cell-like groups are present?
  * What is the nature of hierarchy within the movement?

• Tolerance/Religious Intensity
  * What is the religious commitment in this group/sect?
    » Nominal (in name only)
    » Mild
    » Strong
    » Radical/Fanatical
  * How tolerant is the group to other parties?
  * How accepting are they of conversion of their members to other groups?
  * How are members disciplined?
  * Can others join and quit the group easily?
  * How are competing groups viewed and received?
• Religious Leaders

* Who are the religious leaders (official and unofficial)?
* What are they called?
* What do they wear to symbolize their position?
* What is their position in society?
* What is their influence on people and society?
* Do they have an impact on the armed forces?
* What political influence do their leaders have?
* How many leaders are there and where are they located?
* How are leaders selected and trained?

• Relationship to Society

* How does this society relate to the religious group/sects?
  » Stamp out the group/sect
  » Contain the group/sect
  » Assimilate (absorb) the group/sect
  » Share power with the group/sect
  » Promote pluralism with this group/sect

* How is this group/sect viewed?
  » Religious group/sect
  » Secret society
  » Protest movement
  » Political party

* Does the group/sect have a distinct subculture or communal life?
* How does the group/sect seek to influence society?
* How do they use media resources?

• Primary Values
  * What is most important to religious groups/sects?
  * What are they willing to fight and die for?
  * What subjects incite an emotional response?
  * What behaviors does the group reward? What are punished?
  * What value is placed on women, children, ancestors, certain animals, or objects?

• Significant Sites and Shrines
  * What are the places of worship, pilgrimage and memorial sites? Why?
  * Where the cemeteries and what are is the character of their make-up?
  * What are distinctive identifying characteristics (architecture, symbols, etc.)?

• Attitudes Towards Foreigners and Foreign Military
  * Friendly, Accepting, Indifferent, Hostile
  * Why?

• Customs and Courtesies—Dos and Don'ts

• References and Sources

• Conclusion
APPENDIX 3: SITUATION/UPDATE BRIEFING FORMAT

(Presented by the RST)

• Introduction
  * Greeting
  * Type and classification of briefing
  * Identification of self, if appropriate
  * Scope: Define coverage in terms of time, organizational level, or other specifics

• Body
  * Units visited
  * Unit morale
  * Coverage plan
    » Your location
    » Who is the next senior individual in charge?
    » Consider NBC casualties
    » Mortuary affairs and EPWs
  * Impacts of religion on upcoming operations, Airmen, and civilians
  * Issues that specifically need the commander's attention/consideration

• Close
  * Ask for questions
  * Give brief conclusion statement (e.g. “This concludes my briefing”) and announcement of next briefer, if any
APPENDIX 4: FIELD MINISTRATIONS

ECUMENICAL FIELD SERVICE

- Welcome
- Opening Prayer
- Opening Hymn
- Scripture Reading
- Message
- Prayer
- Closing Hymn
- Benediction

MULTI-FAITH FIELD MEMORIAL SERVICE

- Welcome
- Posting of Colors
- Opening Prayer
- Hymn (optional)
- Scripture
  - Utilize the sacred texts of the faiths represented by the *departed*
- Message
- Brief remarks of remembrance by unit members (optional)
- Prayer of Commemoration for the Departed
  - Utilize prayers for the dying/dead of the faiths represented
• Closing Hymn (suggest AF hymn, *Lord, Guard and Guide*)
• Retiring of Colors
• Taps
• Benediction

CHRISTIAN MEMORIAL SERVICE

• Welcome
• Posting of Colors
• Invocation
• Opening remarks
• Hymn
• Reading of Psalm 23
• Prayer of Intercession
• Scripture readings from the Old and New Testament
• Hymn or special music
• Message
• Brief remarks of remembrance by unit members (optional)
• Hymn
• Retiring of Colors
• Taps
• Benediction
MEMORIAL SERVICE

A memorial service may be conducted if remains have not been recovered, or where the funeral service will be conducted in another geographical location from the unit of assignment or place of residence.

In the latter case, the memorial service affords the local community, including colleagues and friends of the deceased, the opportunity to pay their final respects. In such cases, the request for a memorial service should come from the unit to which the member was assigned, or from members of the family of the deceased.

A chapel memorial service may be conducted with the following personnel as desired and available:

- Chaplain
- Flag bearer
- Color Guard
- Military band & bugler
- Firing Party (if graveside service is used)
- OIC/NCOIC or honorary pallbearers

The Honor Guard may or may not participate. Pre-planning on the part of all parties involved is essential. But remember this one thing: military honors are rendered only ONE time.

Note: If the chaplain is in a joint billet, or the deceased member(s) is from another military branch of service, engage the member’s unit to ensure branch-specific protocols are followed.
APPENDIX 5: EMERGENCY RELIGIOUS MINISTRATIONS

BUDDHIST

Meditation on one's death and practices in preparation for dying are part of almost all Buddhist traditions, so some psychological and spiritual groundwork has been laid. The dying person's state of mind is believed to have a strong effect on what happens next. Some Buddhists will focus on attaining a rebirth in the heavenly Pure Land, others on dying with compassionate thoughts for others. Giving drugs to relieve pain is fine, but every attempt should be made to allow the person to remain as conscious as humanely possible. Some will want to lie on their left side; uncover their heads if possible.

Simple acts of companionship like breathing deeply with the dying person, touching them (except on the top of the head), and talking with them about what's happening to bring their attention to the dying process are important, as it is better to die accompanied than alone. Encourage gratitude for and blessings to loved ones.

If a dying Buddhist of any tradition desires religious ministrations when no priest or chaplain is available, anyone may repeat with him (her) the Ti-Sarana:

Buddham Saranam Gachami (I take refuge in the Buddha)
Dhamman Saranam Gachami (I take refuge in the Dharma)
Sangham Saranam Gachami (I take refuge in the Sangha)
Also, a *metta* (lovingkindness) verse may be recited together:

- [Inhale:] May I be peaceful; [Exhale:] May I be free.
- [Inhale:] May all beings be peaceful; [Exhale:] May all beings be free.

**In the event of death the following prayer may be said:**

Now you go beyond the earth and earthly concerns. Go in peace, with a steady mind and an open heart, accompanied by the protectors, into the primordial light of the universe.

For a Pure Land Buddhist, recite *Namu Amida Butsu* [*Nah-moo Ah-Mi-dah Boo-tsoo*] repeatedly.

For a Zen practitioner, the *Prajna Paramita Heart Sutra* is whispered in the dying or dead person’s ear, or at least the Heart Sutra verse is repeated:

- Gaté gaté paragaté [Gah-tay Gah-tay pah-rah-gah-tay]
- Parasamgaté [Pah-rah-sahm-gah-tay]
- Bodhi svaha [Boh-dee s’vah-hah]

For a follower of Nichiren Shoshu or Soka Gakkai, repeat *Nam Myo Horenge Kyo* [*Nahm Mee-yo Ho-rehn-gay Kee-yo*].

For Tibetan Buddhists focused on rebirth in the Pure Land, recite *Namo Amitabhaya Hri* [*Nah-moh Ah-mee-tah-bah-yah Shree*] 108 times.

For Tibetan Buddhists focused on compassion, guide them in Tonglen practice: Breathe in what is painful and difficult for others; breathe out peace and happiness for others.
**ROMAN CATHOLIC**

**EMERGENCY BAPTISM**: If a dying person wishes to be baptized when no priest or chaplain is available, any Christian may administer baptism. Pour water three times on the forehead saying his/her name and these words:

“I BAPTIZE YOU IN THE NAME OF THE FATHER, AND OF THE SON, AND OF THE HOLY SPIRIT. AMEN.”

Record the name and report the facts to a chaplain as soon as possible.

If a dying Roman Catholic person desires religious ministrations when no priest or chaplain is available, anyone may repeat with them:

1) The Sign of the Cross
2) The act of Contrition
3) The “Our Father”
4) The “Hail Mary”

**THE SIGN OF THE CROSS**: In the name of the Father, and of the Son, and of the Holy Spirit. Amen.

**THE ACT OF CONTRITION**: O my God, I am heartily sorry for having offended You, and I detest all my sins, because of Your just punishments, but most of all because they offended You, my God, who art all good and deserving of all my love. I firmly resolve with the help of Your grace to sin no more, and to avoid the near occasion of sin. Amen.
THE OUR FATHER: Our Father Who art in heaven, hallowed be Thy name. Thy kingdom come, Thy will be done, on earth as it is in heaven. Give us this day our daily bread, and forgive us our trespasses as we forgive those who trespass against us. Lead us not into temptation, but deliver us from evil. Amen.

THE HAIL MARY: Hail Mary, full of grace! The Lord is with thee: blessed art thou among women, and blessed is the fruit of thy womb Jesus. Holy Mary, Mother of God, pray for us sinners, now and at the hour of our death. Amen.

In the event of the death of a Roman Catholic the following prayer may be said: Eternal rest grant unto him/her, O Lord, and let perpetual light shine upon him/her. May his/her soul and all the souls of the faithful departed through the Mercy of God rest in peace. Amen.

PROTESTANT

EMERGENCY BAPTISM: If a dying Protestant person wishes to be baptized when no chaplain is available, any Christian may administer baptism. Pour water on the forehead (or immerse the person if desired, practical and medically safe), saying his/her first name and these words:

“I BAPTIZE YOU IN THE NAME OF THE FATHER, AND THE SON, AND THE HOLY SPIRIT. AMEN.”

Record the name and report the facts to a chaplain as soon as possible.
If a dying person desires religious ministration when no chaplain is available, anyone may repeat with him/her:

1. The Lord's Prayer
2. The Apostles' Creed and/or the 23rd Psalm
3. Prayer for the sick and wounded

THE LORD’S PRAYER: Our Father who art in heaven, hallowed be thy name. Thy Kingdom come thy will be done, on earth as it is in heaven. Give us this day our daily bread, and forgive us our trespasses as we forgive those who trespass against us. Lead us not into temptation, but deliver us from evil. For Thine is the Kingdom, and the power, and glory forever and ever. Amen.

THE APOSTLES’ CREED: I believe in God the Father Almighty, creator of heaven and earth, and in Jesus Christ his only son our Lord; who was conceived by the Holy Spirit, born of the Virgin Mary, suffered under Pontius Pilate, was crucified, died, and was buried; He descended to the dead. On the third day He rose from the dead. He ascended into heaven, and sitteth at the right hand of God the Father Almighty; from thence He shall come to judge the living and the dead. I believe in the Holy Spirit, the holy catholic church, and communion of saints, the forgiveness of sins, the resurrection of the body, and the life everlasting. Amen.

THE 23rd PSALM: The Lord is my Shepherd; I shall not want. He maketh me to lie down in green pastures; He leadeth me beside the still waters. He restoreth my soul; He leadeth me in the paths of righteousness for His name's sake. Yea, though I walk through the valley of the shadow of death, I will fear no evil; for Thou art with
me; Thy rod and Thy staff they comfort me. Thou preparrest a table before me in the presence of mine enemies; Thou anointest my head with oil; my cup runneth over. Surely goodness and mercy shall follow me in all the days of my life and I shall dwell in the house of the Lord forever.

**PRAYER FOR THE SICK AND WOUNDED:** Lord, in your mercy behold, visit, and relieve your servant. Give him/her comfort in the knowledge of Your love and sure confidence in Your care. Defend him/her from danger, and keep him/her in spiritual peace of Your holy kingdom. Amen.

**In the event of death the following prayer may be said:** Depart brother/sister, out of this world in the name of the Father who created you, in the name of the Son who redeemed you, and in the name of the Spirit who made you whole. Amen.

**ORTHODOX CHRISTIAN**

**EMERGENCY BAPTISM:** If a dying Orthodox Christian wishes to be baptized when no priest or chaplain is available, any Christian may administer baptism. Pour water on the forehead (or immerse the person if desired, practical and medically safe), saying his/her first name and these words:

“I BAPTIZE YOU IN THE NAME OF THE FATHER, AND THE SON, AND THE HOLY SPIRIT. AMEN.”

Record the name and date and report the facts to a chaplain as soon as possible.
If a dying Orthodox Christian desires religious ministration when no priest or chaplain is available, make the sign of the cross over them and repeat with him/her:

1. The Trisagion
2. Psalm 51
3. The Nicene Creed
4. The Lord’s Prayer

**THE TRISAGION:** Holy God, Holy Mighty, Holy Immortal: have mercy on us. Holy God, Holy Mighty, Holy Immortal: have mercy on us. Holy God, Holy Mighty, Holy Immortal: have mercy on us. Glory to the Father, and to the son, and to the Holy Spirit: now and ever, and unto ages of ages. Amen. All-holy Trinity, have mercy on us. Lord, cleanse us from our sins. Master, pardon our transgressions. Holy One, visit and heal our infirmities for thy name’s sake. Lord, have mercy. Lord, have mercy. Lord, have mercy. Glory to the Father, and to the Son, and to the Holy Spirit: now and ever, and unto ages of ages. Amen.

**Psalm 51:** Have mercy upon me, O God, according to Your loving-kindness; according to the multitude of Your tender mercies, blot out my transgressions. Wash me thoroughly from my iniquity, and cleanse me from my sin. For I acknowledge my transgressions, and my sin is always before me. Against You, You only, have I sinned, and done this evil in Your sight—that You may be found just when You speak, and blameless when You judge. Behold, I was brought forth in iniquity, and in sin my mother conceived me. Behold, You desire truth in the inward parts, and in the hidden part You will make me to know wisdom. Purge me with hyssop, and I shall be clean; wash me, and I shall be whiter than snow. Make me hear joy and gladness that
the bones You have broken may rejoice. Hide Your face from my sins, and blot out all my iniquities. Create in me a clean heart, O God, and renew a steadfast spirit within me.

Do not cast me away from Your presence, and do not take Your Holy Spirit from me. Restore to me the joy of Your salvation, and uphold me by Your generous Spirit. Then I will teach transgressors Your ways, and sinners shall be converted to You. Deliver me from the guilt of bloodshed, O God, the God of my salvation, and my tongue shall sing aloud of Your righteousness. O Lord, open my lips, and my mouth shall show forth Your praise. For You do not desire sacrifice, or else I would give it; You do not delight in burnt offering. The sacrifices of God are a broken spirit, a broken and a contrite heart—these, O God, You will not despise. Do good in Your good pleasure to Zion; build the walls of Jerusalem. Then You shall be pleased with the sacrifices of righteousness, with burnt offering and whole burnt offering; then they shall offer bulls on Your altar.

THE NICENE CREED: I believe in one God, the Father Almighty, Maker of heaven and earth, and of all things visible and invisible; And in one Lord Jesus Christ, the Son of God, the Only-begotten, Begotten of the Father before all ages, Light of Light; True God of True God; Begotten, not made; of one essence with the Father, by Whom all things were made; who for us men and for our salvation came down from heaven, and was incarnate of the Holy Spirit and the Virgin Mary, and became man; and was crucified also for us under Pontius Pilate, and suffered, and was buried. And the third day He rose again, according to the Scriptures; and ascended into heaven, and sits at the right hand of the Father; and He shall come again with glory to judge the living and the dead, whose Kingdom will have no end. And I believe in the
Holy Spirit, the Lord, the Giver of Life, Who proceeds from the Father; Who together with the Father and the Son is worshipped and glorified; Who spoke by the prophets. And I believe in one Holy, Catholic, and Apostolic Church. I acknowledge one baptism for the remission of sins. I look for the resurrection of the dead; and the life of the world to come. Amen.

**THE LORD’S PRAYER:** Our Father Who art in heaven, hallowed be Thy name, Thy kingdom come, Thy will be done on earth as it is in heaven. Give us this day our daily bread, and forgive us our trespasses as we forgive those who trespass against us. And lead us not into temptation, but deliver us from evil the evil one; for Thine is the Kingdom, and the power, and the glory, now and ever and unto the ages of ages. Amen.

**In the event of death the following prayer is said:** O God of spirits and of all flesh, who has trampled down death and destroyed the devil, and granted life to Thy world: Do Thou O Lord, give rest to the soul of Thy servant (Name), who is fallen asleep, in a place of brightness, in a place of refreshment, in a place of repose, where all sickness, sorrow and sighing have fled away. Pardon every sin which he/she has committed, whether by word, deed, or thought, for Thou art a good God and the Lover of mankind: because there is no person who lives and does not sin. Thou alone art without sin. Thy righteousness is an everlasting righteousness, and Thy law is truth. For Thou art the Resurrection, and the Life, and Repose of Thy servant (Name), who has fallen asleep, O Christ our God, and unto Thee do we ascribe glory, together with Thy Father, who is from everlasting, and Thine all-holy and good and life-creating Spirit: now and ever, and unto ages of ages. Amen.
JEWISH

If a dying Jewish person desires religious ministrations when no rabbi or chaplain is available, anyone may repeat with him/her:

1. The Shema
2. The 23rd Psalm
3. The Confession for the Critically Ill

THE SHEMA: Hear O Israel: The Lord our God, the Lord is One.

THE 23rd PSALM: The Lord is my Shepherd; I shall not want. He maketh me to lie down in green pastures; he leadeth me beside the still waters. He restoreth my soul; He guideth me in straight paths for his name's sake. Yea, though I walk through the valley of the shadow of death, I will fear no evil; for Thou art with me; Thy rod and Thy staff they comfort me. Thou preparest a table before me in the presence of mine enemies; Thou anointed my head with oil; my cup runneth over. Surely goodness and mercy shall follow me in all the days of my life and I shall dwell in the house of the Lord forever.

THE CONFESSION FOR THE CRITICALLY ILL: Lord, my God and God of my ancestors: I acknowledge that in Your hand alone is my recovery or my death. May it be Your will that I be completely healed. Yet if it be Your will that I die, I shall accept my death lovingly at Your hands. May my death be my atonement for all the sins, transgressions, and wrongs I have done before You. May I receive a portion of that goodness which is stored up for the righteous. Make me to know the path of life, the fullness of blissful joy in Your presence at Your right hand forevermore.
O You who are the Father of the fatherless and guardian of the widow, protect my beloved family, whose souls are linked to mine. Into Your hands I commend my spirit; You have redeemed me, O God of truth, Amen and Amen.

The Lord is King; the Lord shall reign forever and ever. Blessed be his name, whose glorious kingdom is forever and ever. The Lord, he is God! Hear, O Israel: The Lord our God, the Lord is One!

**In the event of death the following prayer may be said:** Thy sun shall not go down neither shall thy moon withdraw itself; for the Lord shall be thine everlasting light, and the days of thy mourning shall be ended. Amen.

**ISLAMIC**
If a dying Muslim desires religious ministrations when no imam or chaplain is available, repeat with him/her the following:

1) The Testimony (Shahada)
2) The Al-Fatihah (opening chapter of the Qur'an)

**THE SHAHADA:** I witness there is no god but Allah; and I witness that Muhammad is the servant and messenger of Allah

**THE AL-FATIHAH:** In the name of God, Most Gracious, Most Merciful. Praise be to God, the Cherisher and Sustainer of the World’s Most Gracious, Most Merciful: Master of the Day of Judgment. You do we worship and Your aid we seek. Guide us to the straight path; the path
of those on whom you have bestowed Your Grace; those whose portion is not wrath and who go not astray.

In the event of death an imam (Muslim worship leader) must be summoned to perform the ritual washing and wrappings to prepare the body for burial.

If a dying Muslim desires religious ministrations when no imam or chaplain is available, repeat with him/her the following:

3) The Allah Akbar
4) The Al-Fatihah
5) The An-nas

THE ALLAH AKBAR: There is no god but God; Muhammed is God’s Prophet.

THE AL-FATIHAH: In the name of God, Most Gracious, Most Merciful. Praise be to God, the Cherisher and Sustainer of the World’s Most Gracious, Most Merciful Master: Master of the Day of Judgment. Thee do we worship, and Thine aid we seek. Show us the straight way; the way of those on whom Thou hast bestowed Thy Grace; those whose portion is not wrath, and who go not astray.

THE AT-TAUHID: In the name of God, Most Gracious, Most Merciful. Say He is God, the One! God, the eternally besought of all! He begetteth not nor was begotten. And there is none comparable unto him.
**THE AN-NAS:** In the name of God, Most Gracious, Most Merciful. Say: I seek refuge in the Lord of mankind, the King of mankind, the God of mankind, from evil of sneaking whisper, Who whispereth in the hearts of mankind, of the jinn and of mankind.

Following the above passages from the Qur'an, the person’s mouth is to be moistened with water.

**In the event of death** an imam (Muslim worship leader) must be summoned to perform the ritual washing and wrappings to prepare the body for burial.

**HINDU**

If a dying Hindu desires religious ministrations when no chaplain or Hindu personnel are available, please observe the following: 1) Lay the individual on a comfortable cot or mat on the floor with the top of their head facing east; 2) A lamp is lit near the head; 3) Encourage the individual to repeat their mantra, if possible. 4) Anyone may repeat with him/her the following prayers:

“Glory to the Lord of the universe who removes in a moment the troubles of devotees and the sufferings of the poor.”

“Lead me from untruth to truth; lead me from darkness to light; lead me from death to immortality, Aum (the universal sound of God). Let there be peace, peace, peace.”

“O thou existence Absolute, Creator of the three dimensions, we contemplate upon thy divine light. May He stimulate our intellect and bestow upon us true knowledge.”
**In the event of death** the following prayer may be said: “Aum Namo Narayana” or “Aum Nama Sivaya.”

**In addition, these prayers may be offered:** “Oh God, lead us from the unreal to the Real. Oh God, lead us from darkness to light. Oh God, lead us from death to immortality. Shanti, Shanti, Shanti (peace, peace, peace) unto all. Oh Lord God almighty, may there be peace in celestial regions. May there be peace on earth. May the waters be appeasing. May herbs be wholesome, and may trees and plants bring peace to all. May all beneficent beings bring peace to us. May thy Vedic Law propagate peace all through the world. May all things be a source of peace to us. And may thy peace itself, bestow peace on all, and may that peace come to me also.”

**Observance at death:** Holy ash or sandal paste is applied to the forehead; a few drops of milk or holy water are trickled into the mouth. The body is placed with the head facing south; the lamp remains lit near the head and incense is burned. A cloth is tied under the chin and over the top of the head; the thumbs are tied together, as are the big toes. Under no circumstances should the body be embalmed or organs removed for use by others.
# APPENDIX 6: ABBREVIATIONS AND ACRONYMS

Ref. AFMAN 10-100, pp. 220-222

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After-Action Report</td>
</tr>
<tr>
<td>ADCON</td>
<td>Administrative Control</td>
</tr>
<tr>
<td>AF</td>
<td>Air Force</td>
</tr>
<tr>
<td>AFDD</td>
<td>Air Force Doctrine Document</td>
</tr>
<tr>
<td>AFI</td>
<td>Air Force Instruction</td>
</tr>
<tr>
<td>AFMAN</td>
<td>Air Force Manual</td>
</tr>
<tr>
<td>AFPD</td>
<td>Air Force Policy Directive</td>
</tr>
<tr>
<td>AFRC</td>
<td>Air Force Reserve Command</td>
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<tr>
<td>ANG</td>
<td>Air National Guard</td>
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<tr>
<td>AOC</td>
<td>Air Operations Center</td>
</tr>
<tr>
<td>AOR</td>
<td>Area of Responsibility</td>
</tr>
<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiation, Nuclear, Environmental</td>
</tr>
<tr>
<td>CC</td>
<td>Commander</td>
</tr>
<tr>
<td>CCC</td>
<td>Chapel Control Center</td>
</tr>
<tr>
<td>CE/CES</td>
<td>Civil Engineering, Civil Engineering Squadron</td>
</tr>
<tr>
<td>CIA</td>
<td>Central Intelligence Agency</td>
</tr>
<tr>
<td>CO</td>
<td>Conscientious Objector</td>
</tr>
<tr>
<td>COCOM</td>
<td>Combatant Command</td>
</tr>
<tr>
<td>CP</td>
<td>Command Post</td>
</tr>
<tr>
<td>CCP</td>
<td>Casualty Collection Point</td>
</tr>
<tr>
<td>CS</td>
<td>Communications Squadron</td>
</tr>
<tr>
<td>CTOF</td>
<td>Chapel Tithes and Offerings Fund</td>
</tr>
<tr>
<td>C4</td>
<td>Command, Control, Communications, and Computers</td>
</tr>
<tr>
<td>DoD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DIRLAUTH</td>
<td>Direct Liaison Authorized</td>
</tr>
<tr>
<td>DRU</td>
<td>Direct Reporting Unit</td>
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<tr>
<td>EET</td>
<td>Exercise Evaluation Team</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>EM</td>
<td>Emergency Management</td>
</tr>
<tr>
<td>EOD</td>
<td>Explosive Ordnance Detachment</td>
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<tr>
<td>EOR</td>
<td>Explosive Ordnance Reconnaissance</td>
</tr>
<tr>
<td>EPW</td>
<td>Enemy Prisoner of War</td>
</tr>
<tr>
<td>FOA</td>
<td>Forward Operating Area</td>
</tr>
<tr>
<td>FOB</td>
<td>Forward Operating Base</td>
</tr>
<tr>
<td>FRAGO</td>
<td>Fragmentation Order</td>
</tr>
<tr>
<td>GPS</td>
<td>Global Positioning System</td>
</tr>
<tr>
<td>HC</td>
<td>Chaplain Corps</td>
</tr>
<tr>
<td>HQ/HHQ</td>
<td>Headquarters, Higher Headquarters</td>
</tr>
<tr>
<td>IBA</td>
<td>Individual Body Armor</td>
</tr>
<tr>
<td>ID</td>
<td>Identification</td>
</tr>
<tr>
<td>IMA</td>
<td>Individual Mobilization Augmentee</td>
</tr>
<tr>
<td>JER</td>
<td>Joint Ethics Regulation</td>
</tr>
<tr>
<td>JFC</td>
<td>Joint Forces Commander</td>
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<tr>
<td>JFHC</td>
<td>Joint Forces Chaplain</td>
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<tr>
<td>JP</td>
<td>Joint Publication</td>
</tr>
<tr>
<td>JTF</td>
<td>Joint Task Force</td>
</tr>
<tr>
<td>KIA</td>
<td>Killed In Action</td>
</tr>
<tr>
<td>LBE</td>
<td>Load-Bearing Equipment</td>
</tr>
<tr>
<td>LCCK</td>
<td>Lightweight Combat Chaplain Kit</td>
</tr>
<tr>
<td>LG</td>
<td>Logistics Group</td>
</tr>
<tr>
<td>LIMFAC</td>
<td>Limiting Factor</td>
</tr>
<tr>
<td>LMR</td>
<td>Land Mobile Radio</td>
</tr>
<tr>
<td>LOAC</td>
<td>Law of Armed Conflict</td>
</tr>
<tr>
<td>LOI</td>
<td>Local Operating Instructions</td>
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<tr>
<td>LRS</td>
<td>Logistics Readiness Squadron</td>
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<tr>
<td>LZ</td>
<td>Landing Zone</td>
</tr>
<tr>
<td>MAJCOM</td>
<td>Major Command</td>
</tr>
<tr>
<td>METL</td>
<td>Mission Essential Task List</td>
</tr>
<tr>
<td>Acronym</td>
<td>Definition</td>
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<tr>
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<td>-------------------------------------------------</td>
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<tr>
<td>MOC</td>
<td>Medical Operations Center</td>
</tr>
<tr>
<td>MOPP</td>
<td>Mission Oriented Protective Posture</td>
</tr>
<tr>
<td>MP</td>
<td>Ministry Plan</td>
</tr>
<tr>
<td>MPF</td>
<td>Military Personnel Flight</td>
</tr>
<tr>
<td>MWR</td>
<td>Morale, Welfare, and Recreation</td>
</tr>
<tr>
<td>NA</td>
<td>Needs Assessment</td>
</tr>
<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
</tr>
<tr>
<td>NBC</td>
<td>Nuclear, Biological, Chemical</td>
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<tr>
<td>NCO</td>
<td>Noncommissioned Officer</td>
</tr>
<tr>
<td>NEO</td>
<td>Noncombatant Evacuation Order</td>
</tr>
<tr>
<td>NIPRNET</td>
<td>Nonsecure Internet Protocol Router Network</td>
</tr>
<tr>
<td>OG</td>
<td>Overgarment</td>
</tr>
<tr>
<td>OI</td>
<td>Operating Instructions</td>
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<tr>
<td>OPCON</td>
<td>Operational Control</td>
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<tr>
<td>OPR</td>
<td>Office of Primary Responsibility</td>
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<tr>
<td>OPORD</td>
<td>Operation Order</td>
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<tr>
<td>OPLAN</td>
<td>Operation Plan</td>
</tr>
<tr>
<td>ORM</td>
<td>Operational Risk Management</td>
</tr>
<tr>
<td>PDF</td>
<td>Personnel Deployment Function</td>
</tr>
<tr>
<td>PERSCO</td>
<td>Personnel Support for Contingency Operations</td>
</tr>
<tr>
<td>POC</td>
<td>Point of Contact</td>
</tr>
<tr>
<td>PT</td>
<td>Physical Training</td>
</tr>
<tr>
<td>PTSD</td>
<td>Posttraumatic Stress Disorder</td>
</tr>
<tr>
<td>RS</td>
<td>Religious Support</td>
</tr>
<tr>
<td>RST</td>
<td>Religious Support Team</td>
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<tr>
<td>SABC</td>
<td>Self Aid and Buddy Care</td>
</tr>
<tr>
<td>SARC</td>
<td>Sexual Assault Response Coordinator</td>
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<tr>
<td>SAFE</td>
<td>Sexual Assault Forensic Examination</td>
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<tr>
<td>SAPR</td>
<td>Sexual Assault Prevention and Response</td>
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<tr>
<td>SECAF</td>
<td>Secretary of the Air Force</td>
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</tbody>
</table>
SF/SFS........................................ Security Forces, Security Forces Squadron
SIPRNET........................................ Secure Internet Protocol Router Network
SITREPS..............................................Situation Reports
SJA.....................................................Staff Judge Advocate
SMT.....................................................Shelter Management Team
SOP....................................................Standard Operating Procedure
SRC.....................................................Survival Recovery Center
SVS.....................................................Services Squadron
TACON..............................................Tactical Control
TSR.....................................................Traumatic Stress Response
UCMJ..................................................Uniform Code of Military Justice
UTC.....................................................Unit Type Code
UXO..................................................Unexploded Ordnance
WIA...................................................Wounded In Action
WOC..................................................Wing Operations Center
WMD..................................................Weapons of Mass Destruction
WMP..................................................War and Mobilization Plan
APPENDIX 7: INSIGNIAS OF THE U.S. ARMED FORCES

[Rank Legend = Bold Italicized Uppercase Text is Term of Address] Note: E1 has no rank insignia.
<table>
<thead>
<tr>
<th>Rank Description</th>
<th>Commissioned Officers</th>
<th>Marines Corps Enlisted</th>
<th>Navy Enlisted</th>
<th>Chief Warrant Officers</th>
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<tbody>
<tr>
<td>Lieutenant Colonel and Commander</td>
<td>O5</td>
<td>W5</td>
<td>W4</td>
<td>W3</td>
</tr>
<tr>
<td>Major and Lieutenant Colonel</td>
<td>O4</td>
<td>W5</td>
<td>W4</td>
<td>W3</td>
</tr>
<tr>
<td>Captain and Lieutenant</td>
<td>O3</td>
<td>W5</td>
<td>W4</td>
<td>W3</td>
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<tr>
<td>1ST Lieutenant and Lieutenant</td>
<td>O2</td>
<td>W5</td>
<td>W4</td>
<td>W3</td>
</tr>
<tr>
<td>2ND Lieutenant and Ensign</td>
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<tr>
<td><strong>Enlisted</strong></td>
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<td>Lance Corporal</td>
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<td>Warrant Officer 3</td>
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<tr>
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<tr>
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<td>Chief Petty Officer</td>
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<tr>
<td>Staff Sergeant</td>
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<tr>
<td>Gunnery Sergeant</td>
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<tr>
<td>Corporal</td>
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<td>Lance Corporal</td>
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<tr>
<td>Private First Class</td>
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<tr>
<td>Seaman</td>
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</tr>
<tr>
<td><strong>Coast Guard</strong></td>
<td></td>
<td></td>
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<tr>
<td>Enlisted</td>
<td></td>
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<td>Chief Warrant Officer 4</td>
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<tr>
<td>Chief Warrant Officer 2</td>
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<tr>
<td>Chief Warrant Officer 1</td>
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</tr>
</tbody>
</table>

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# CHECKLISTS

## #1 - PRE DEPLOYMENT CHECKLIST

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assign personnel to AEFs</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Train personnel on their responsibilities &amp; requirements</td>
<td>Readiness FAM</td>
</tr>
<tr>
<td>Assess the readiness of all personnel assigned to AEFs Quarterly</td>
<td>Readiness FAM</td>
</tr>
<tr>
<td>Complete Chapel Control Center Checklist, make personnel schedule, post in Chapel Control Center</td>
<td>Wing Chaplain/NCOIC</td>
</tr>
<tr>
<td>Brief personnel on the deployment and show times</td>
<td>Readiness FAM</td>
</tr>
<tr>
<td>Develop list of items needed to support all possible taskings</td>
<td>Wing Chaplain, NCOIC, Readiness FAM</td>
</tr>
<tr>
<td>Inventory all items on list; ensure items are ready and available</td>
<td>Readiness FAM</td>
</tr>
<tr>
<td>Maintain Readiness Training Folders on all assigned personnel</td>
<td>Readiness FAM</td>
</tr>
<tr>
<td>Call MAJCOM for Home-Base Sustainment personnel, especially if XFFC3 deploys</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Inspect Chaplain area of Deployment Control Center for all needed items, implement <strong>Logistics Checklist (p. 145)</strong></td>
<td>Readiness FAM</td>
</tr>
<tr>
<td>Implement <strong>Transportation Checklist (p. 145)</strong></td>
<td>NCOIC of Chapel Control Center</td>
</tr>
</tbody>
</table>
#2 - PERSONAL PREPARATIONS CHECKLIST

- Spiritual
  * How is my attitude?
  * How is my relationship with God?
  * What is my relationship with self, family, and friends?
  * Quiet time with God
  * Prayer/fasting
  * Scripture/meditation

- Emotional
  * Reconcile relationships with family, friends, co-workers
  * Examine views on war and peace
  * Discuss fears of death, dying, and wounded bodies (shock can be overwhelming if one is not prepared)

- Physical
  * Stay in shape (exercise, proper diet, rest, medical check-ups)
  * Priority is to survive
  * Be in shape for 12-18 hour days

- Relational
  * Discuss ministry and strategy for support
  * Chaplain ministers
  * Chaplain assistant coordinates protection and supports ministry
  * Mutual respect for team members and duties
  * Mutual recognition and support for each other's strengths and weaknesses
  * Bond with RST members

- Mobility Folder current (Ref. AFMAN 10-100, Section I, p. 94; Section V, p. 92)
#3 - INDIVIDUAL REQUIREMENTS CHECKLIST
Ref. AFI 10-403, pp. 120-121

Your UDM should have in your Mobility Folder AF Form 4005 (Individual Deployment Requirements), LOGMOD Form 4005 (Logistics Module—as applicable). Additional items may be required; however, AF Form 4005 requires the following:

- DD Form 2AFACT (ID Card)
- PHS Form 731 (Immunization record)
- Passport, if required
- Identification tags and chain
- DD Form 1934, Geneva Convention Card (Chaplains)
- AF Form 623, On-the-Job Training Record (with attached AF Form 1098, Special Task Certification and Recurring Training, if required—Chaplain assistants)
- Current AF Form 141, Leave and Earnings Statement (N/A to reserve component personnel) (1 of the last 2 months)
- Government drivers license, if applicable
- AF Form 1199, USAF Restricted Area Badge, if applicable
- DD Form 489 or 1934 (N/A for ANG units)
- Two pairs of prescription eyeglasses, if applicable (N/A to Reserve component personnel)
- One hearing aid and two sets of batteries, if applicable (N/A to Reserve Component personnel)
• Personal clothing and equipment as determined by the host commander and documented in the Installation Deployment Plan (IDP)

  * Personal clothing should be packed in duffel bags, barracks bags, B-4 type bags or commercial luggage with rounded corners, but not in footlockers or trunks

  * Personal baggage limitations according to transportation regulations are two pieces at 66 pounds total weight excluding deployment bag and toolboxes

  * Carry-on baggage should be limited to one piece not to exceed 9 by 15 by 24 inches in dimension (Excess baggage must be authorized on orders)

• Individual tool kits, professional kits, and any personal protective equipment required to perform duty

  * Hand-carry one complete operational CWD (chemical warfare) ensemble onboard deployment aircraft when applicable.

• A 30-day supply of medications, if under medical treatment

  * Advise the PDF immunization personnel if you are currently receiving medical treatment or have a chronic medical problem so your record may be reviewed

• Spectacle inserts for gas masks, when applicable

• AF Form 1297, Temporary Issue Receipt, for cargo couriers, if weapons are to be issued

• Completed AF Form 522, Grounds Weapons Training Data and USAF Firearms Qualification, detachable portion (or automated equivalent), if weapons qualified
• Personal Legal Affairs

* Members should make every effort to put their personal legal affairs in order well in advance of any deployment

» This may include determining personal life insurance needs, or consulting a legal officer to determine whether a will, power of attorney, or other form of legal assistance would be necessary or beneficial to the member or any family members

» If a will, power of attorney, or other legal document is desired, the member should make necessary arrangements on a routine basis with the base Legal Assistance Office or a private attorney since such assistance will not normally be available on the deployment processing line
#4 - INDIVIDUAL SUPPLY AND CLOTHING ITEMS

Recommended minimum items for 60-120 day supplies:

## Hygiene Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Unit</th>
<th>(120 day quantity)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shaving cream, pressurized</td>
<td>can</td>
<td>4</td>
</tr>
<tr>
<td>Razor, disposable</td>
<td>2/pkg</td>
<td>10</td>
</tr>
<tr>
<td>Deodorant, stick</td>
<td>ea</td>
<td>4</td>
</tr>
<tr>
<td>Soap</td>
<td>bar</td>
<td>8</td>
</tr>
<tr>
<td>Toothbrush with container</td>
<td>ea</td>
<td>2</td>
</tr>
<tr>
<td>Toothpaste</td>
<td>tube</td>
<td>4</td>
</tr>
<tr>
<td>Comb, brush</td>
<td>each</td>
<td>2</td>
</tr>
<tr>
<td>Shampoo</td>
<td>bottle</td>
<td>4</td>
</tr>
<tr>
<td>Lip balm</td>
<td>tube</td>
<td>4</td>
</tr>
<tr>
<td>Dental floss</td>
<td>pkg</td>
<td>4</td>
</tr>
<tr>
<td>Hand/body lotion</td>
<td>2 oz. tube</td>
<td>4</td>
</tr>
<tr>
<td>Towel</td>
<td>bath size</td>
<td>2</td>
</tr>
<tr>
<td>Shower slippers</td>
<td>1 pr</td>
<td>1 pr</td>
</tr>
<tr>
<td>Sanitary napkins or tampons</td>
<td>box</td>
<td>4</td>
</tr>
</tbody>
</table>

(Female)

## Optional Personal Items

- 1 box zip-lock gallon-size plastic bags
- Parachute chord
- Clothes pins
- Floor mat for beside cot
- Several sweat rags (green, black)
- Deodorant that doesn’t clog pores
- 2-3 black permanent markers
• Cloth (not plastic) air mattress
• Suntan lotion/sun block (non-grease/scent)
• 5-gal plastic bucket (wash clothes, pack fragile items)
• Medium bottle/container of clothes soap
• Bottle of Fabreeze
• Sandals
• Batteries: D, AA, AAA
• Picture(s) of family, loved ones
• Hand lotion
• Insect repellant
• Medication for jock-itch and athlete's foot
• 2-3 pkgs of boot laces
• Small sewing kit, pkg of rank insignia, ABU replacement buttons
• 4 rolls of toilet paper
• Small pillow and two bed sheets (non-white preferred) to put on cot and/or inside sleeping bag
• Envelopes and pens
• Bandages (various sizes)
• Reading material
• Small portable alarm clock
• iPod and/or other small entertainment system
**Clothing Items**

Local units determine mandatory clothing list items to reflect deployment needs. Verify with your UDM to finalize requirements. The following is a sample list:

<table>
<thead>
<tr>
<th>Items</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duffle bag/suitcase</td>
<td>1</td>
</tr>
<tr>
<td>ABU web belt</td>
<td>1</td>
</tr>
<tr>
<td>ABU Cap</td>
<td>1</td>
</tr>
<tr>
<td>T-Shirts (stone colored)</td>
<td>4</td>
</tr>
<tr>
<td>Undergarments</td>
<td>5</td>
</tr>
<tr>
<td>Bra (Female)</td>
<td>5</td>
</tr>
<tr>
<td>Field jacket or Gortex jacket</td>
<td>1</td>
</tr>
<tr>
<td>• Liner, as applicable</td>
<td></td>
</tr>
<tr>
<td>Airman Battle Dress Uniform (ABU)</td>
<td>3</td>
</tr>
<tr>
<td>• Wet weather gear should be provided in deployment “A” bag</td>
<td></td>
</tr>
<tr>
<td>ABU or Desert boots</td>
<td>1 pr</td>
</tr>
<tr>
<td>Socks, dark green</td>
<td>5 pr</td>
</tr>
<tr>
<td>Watch cap</td>
<td>1</td>
</tr>
<tr>
<td>Gloves, winter</td>
<td>1 pr</td>
</tr>
<tr>
<td>Gloves, work</td>
<td>1 pr</td>
</tr>
<tr>
<td>Leatherman-type tool</td>
<td>1</td>
</tr>
<tr>
<td>Ruck sack/back pack</td>
<td>1</td>
</tr>
<tr>
<td>Web belt harness</td>
<td>1</td>
</tr>
<tr>
<td>AF Physical Training (PT) gear</td>
<td></td>
</tr>
<tr>
<td>• shorts/shirts</td>
<td>3</td>
</tr>
<tr>
<td>• socks</td>
<td>5 pr</td>
</tr>
<tr>
<td>• running jacket</td>
<td>1</td>
</tr>
</tbody>
</table>
• running pants 1
Athletic shoes 1 pr
Flashlight 1

#5 - FAMILY CARE CHECKLIST
Ref. AFMAN 10-100, Section 1, p. 4

#6 - RST PRE DEPLOYMENT PLANNING CHECKLIST

• Equipment and materials
  * Lightweight Chaplain Combat Kit (LCCK)—carry-on
  * Professional equipment: minimum 120-day supply
  * Confirm with UDM to determine requirement for chaplain equipment UTC
  * Shipping—contact LGS
  * View it being loaded, if possible
  * Communicate with current in-place team, if possible
  * Deployment bags
  * Ref. AFMAN 10-100, Section 1, pp. 5-6

NOTE: If you ship equipment and materials, remember you will only have items hand-carried for immediate use. Take what you will need until the shipment arrives.

• Logistics
  * Explore ministry options for employment phase
  * Establish long-range supply line (120 days plus)
* Check with Civil Engineers (CE) and pre-arrange for tents, chapel, altars, podiums, etc.

* Bare base—locate equipment through TPFDD

* Wing/Base Chapel Contingency Support Plan
  * Backfill – who replaces me/us?
  * Which programs are affected?

#7 - RST DEPLOYMENT CHECKLIST
Ref. AFMAN 10-100, Section 2, pp. 10-36

* RST responsibilities
  * Double check all equipment/supplies
    » Duffel bag
    » Lightweight Chaplain Combat Kit (LCCK)
    » Deployment bags
    » Personal luggage
  * Personally load professional equipment
    » Ensure correct shipping address in and on the box
    » Ensure its destination is the same as yours
  * Staging Areas
    » Personnel Deployment Function (PDF) line
    » Ministry to deploying personnel
    » Ministry to remaining personnel
    » Ministry to family and friends
    » Am I allowing anyone to minister to me?
• Key areas of coverage

  * Chapel Control Center (CCC)
  * Personnel Deployment Function (PDF)
    » Ministry as needed
    » Chaplain assistant is POC for those requesting services of a chaplain
    » **Ensure private office is available for counseling**
    » Chaplain assistant coordinates all activities of PDF with CCC

  * Air Passenger Terminal
    » Ministry of presence
    » Provide counseling
    » Provide morale boosters (food/drink)
    » Provide religious materials
    » Inform commander of any personnel issues impacting deployment
    » Brief deploying personnel on:
      • Religious support
      • Moral conduct
      • Religion and culture of the country to which personnel are deploying (Culture Grams, CIA Fact Book, etc.)

  * On the plane
    » Chaplain – cannot serve as a troop commander or chalk facilitator
    » Chaplains do not hold command positions
Chaplain assistants are eligible to be troop commander or first sergeant

* Ministry of presence
  » Talk with the Airmen—be available, share faith
  » Active listening

#8 - CHAPLAIN DUTIES CHECKLIST

- Assume functional and pastoral leadership role for RST
  [NOTE: Privileged communication belongs to the individual; however, subordinate chapel staff may not retain this right with regard to their wing and/or supervisory chaplains. Therefore, privileged communication does not apply to wing and/or supervisory chaplains in relation to subordinate staff. Ref. AFI 52-101, 4.1.7]

- Responsible for spiritual leadership in the unit

- Advise commander/leadership on spiritual, morale, moral, and ethical issues

- Primary attendee for the following meetings:
  * Commander's staff/stand-up
  * Battle staff
  * Daily stand-up meetings
  * RST changeover briefings

- Minister to all Airmen

- Lead worship services

- Perform rites/sacraments/ordinances consistent with tenets of respective faith group
• Minister to dying

• Conduct memorial and/or funeral services

• Recruit and train volunteers for the following:
  * Lay readers/lectors
  * Lay worship leaders
  * Eucharistic Ministers
  * Scripture studies
  * Devotional services
  * Prayer groups
  * Literature distribution

• Coordinate with certified deployed Roman Catholic, Orthodox Christian, Jewish, Muslim, etc. lay leader in absence of faith group chaplain
#9 - CHAPLAIN ASSISTANT DUTIES CHECKLIST

- Maintain sign-in/out board or equivalent management system
- Know location of chaplain at all times
- Triage requests for chaplain or spiritual care
- Prepare chapel correspondence
- Participate in planning/implementing actions which respond to religious needs of the unit and individuals
- Procure, maintain, manage, assemble, and disassemble all equipment and supplies/materials required to accomplish RST mission
- Safeguard confidential communications and records
- Facilitate security for RST, facilities, and equipment
- Assist in the development of contingency plans for RST operations
- Prepare/maintain base of operations with shelter/survival equipment
- Maintains contact with Air Operations Center (AOC), Survival Recovery Center (SRC) for mass casualty operations, Wing Operations Center (WOC), Mortuary Control Center, Hospital, and Casualty Collection Points (CCP) for obtaining information about conditions and specific religious support requirements
- Distribute publicity materials and literature
- Coordinate with PERSCO: record of those KIA/WIA/sick and of ministrations completed
- Submit damage assessment report to SRC after attacks, including
status of RSTs, facilities, equipment, casualties, contamination, and unexploded ordnance (UXO)

- Mark and monitor UXOs until Explosive Ordnance Disposal (EOD) arrives
- Secure safe travel data for RSTs
- Practice C3 (Command, Control, and Communication) in obtaining information necessary for movement and security
- Maintain/use maps/GPS devices as needed
- Maintain RST vehicle(s)
- Arrange RST travel
- Maintain contact with commanders and first sergeants
- Properly dispose of contaminated worship supplies (as required)
- Actively visit units to ascertain morale and other pertinent information
#10 - RST EMPLOYMENT CHECKLIST

Ref. AFMAN 10-100, Section 3, pp. 37-80
Ref. AFMAN 10-100, Section 4, pp. 81-124
Ref. AFMAN 10-100, Section 5, pp. 125-194

Priorities

SURVIVE AND OPERATE!

- Know your Mission Oriented Protective Posture/MOPP Levels
- Teamwork
  - Chaplain responsible for the chaplain assistant
  - Chaplain assistant support and facilitates force protection for the chaplain
  - Communicate! Always know each other’s location
  - Self-Aid and Buddy Care (conventional/non-chemical environment)
  - Remove self and victim from danger
- Ministry
  - Provide essential religious and spiritual support to combat and support personnel and casualties
  - Upon arrival at employment
    - Logistics
      - Secure luggage/bags
      - Secure professional equipment/supplies
    - Report to commander (if senior/group chaplain; incoming junior chaplains report to senior/group chaplains)
    - Clarify unit mission
    - Clarify RST mission
» Discuss mutual expectations
» Meet first sergeant
» Meet command staff
» Secure battle staff schedule and attend meeting

• Meet chaplain staff
  * Prioritize/assess
    » Staff needs
    » Community needs
  * Establish and maintain contact with MAJCOM/HC

• Personal needs
  * Acclimate to the environment
  * Adjust sleep patterns, overcome jet lag
  * Site orientation

• Setting up
  * Communicate with loved ones
  * Work with CES
  * Pitch in and help wherever needed
    » Pitching tents, marking unexploded ordnance, buddy care, carrying litters, etc.
#11 - CHAPEL CONTROL CENTER OPERATIONS CHECKLIST

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open control center, call Wing Control Center and update status; number of personnel notified, number present for duty and number on leave or TDY, <em>(Note: should equal total assigned)</em></td>
<td>First Person to Arrive</td>
</tr>
<tr>
<td>Start Events Log and list time, date and non-classified information provided during recall and post all new information as we receive it. <em>(Log is in CCC book)</em></td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Inform Wing Control Center of personnel as they arrive, ensure all personnel are informed of the situation. Continue to call or search for missing personnel.</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Contact transportation dispatch <em>(#XXXX or #XXXX)</em> and request a van to transport personnel and equipment; send someone to pick it up</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Comply with all Quick Response Checklists as we are informed of them</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Dispatch personnel to respond to the appropriate areas as needed</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Call the Wing Control Center at least three times a shift to see if the situation has changed and we were not informed of the change</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Task</td>
<td>Responsible Officer</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Call the DCC and ask them if we can send someone over to receive an update on any mobility actions required. <strong>(Note:</strong> find out when they are processing and where they are going)</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Call MSS control center and find out name and number of deployment manager</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Call deployment manager and ensure we have all the information needed to have our teams ready for deployment if called</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Inspect mobility folder(s) of deploying personnel and physically inventory deployment suitcase and personal bags of deploying personnel</td>
<td>Readiness FAM</td>
</tr>
</tbody>
</table>
#12 - RST LOGISTICS CHECKLIST

- Become acquainted with logistics team
- Logistical coordination
  - Secure supply line for duration of deployment
  - Make chapel site functional – work with the following units/squadrons
    - Civil Engineering (CES): in spotting site and erecting chapel (either tent or hardened facility)
    - Supply (LRS): delivery of deployment equipment and supplies
    - Communications (CS): secure phones, radios, pagers, cell phones
    - Transportation (LGTV or LRST): secure vehicle(s)
    - Services (SVS):
      - Mortuary Affairs support
      - Refreshments for services/Bible studies
- Familiarization with site and personnel
  - Learn location of all work areas
  - Know all secure/high-threat areas
  - Know locations of the Air Operations Center (AOC) or Survival Recovery Center (SRC) for mass casualty ops, mortuary, hospital, casualty collection points (CCP), and bunkers
  - Know site commander, first sergeant, and all other unit commanders
  - Have working knowledge of shift schedules
### TRANSPORTATION OPR CHECKLIST

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call transportation dispatch desk</td>
<td>NCOIC of Chapel Control Center</td>
</tr>
<tr>
<td>Assign someone to pick up vehicle at TRANS</td>
<td>NCOIC of Chapel Control Center</td>
</tr>
<tr>
<td>Dispatch vehicle as needed to support contingency</td>
<td>NCOIC of Chapel Control Center</td>
</tr>
<tr>
<td>Clean and return vehicle when no longer needed</td>
<td>Assigned by NCOIC of chapel control Center</td>
</tr>
</tbody>
</table>

### LOGISTICS OPR CHECKLIST

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designate who will be responsible for logistical requirements</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Check inventory list and determine what additional requirements are needed, list them for purchase</td>
<td>Designee</td>
</tr>
<tr>
<td>Establish a minimum level for consumable supplies and ensure that level of supplies are maintained above this level</td>
<td>Designee</td>
</tr>
<tr>
<td>Coordinate with Chaplain Fund Custodian and/or NCOIC of financial management to procure additional supplies and equipment as necessary</td>
<td>Designee</td>
</tr>
<tr>
<td>Coordinate with NCOIC of financial management for additional contractor services as needed</td>
<td>Designee</td>
</tr>
<tr>
<td>Report any problems due to lack of funding to Wing Chaplain</td>
<td>Designee</td>
</tr>
</tbody>
</table>
### Prepare after-action report when the contingency operation is completed
- **Designee**

### Inventory alternate control center location & ensure all needed items are available
- **Readiness FAM**

---

**#13 - SITE VISITATION CHECKLIST**

- **RST**
  - Regularly visit all sites
  - Coordinate site visits with site commanders
  - Develop a joint plan of action in case of attack
  - Bear weapons (chaplain assistants only)
  - Carry ecclesiastical equipment (LCCK)
  - Practice C3 (Command, Control, Communication)
  - Ministry (issues to look for):
    - Loneliness
    - MWR needs
    - Relational problems
    - Need for counseling (ensure private counseling area)
    - Need for worship service
    - Stress
    - Internal conflict (personal and site staff)
* Do site reports and/or situation reports (SITREP)

  » SITREP format:
    
    • Heading identifying command (e.g. USCENTCOM SITREP AND CHAPREP MONTHLY REPORT)
    • From: (chaplain-in-charge, unit of assignment)
    • Month: (month being reported)
    • Date: (date report submitted)
    • Main body:
      * Spiritual Climate
      * Significant Events within our AOR
      * Efforts to Support Leadership
      * Historical Info: Worship/Bible Study stats, pastoral ministry, etc.
      * Additional Comments
      * Special Information Regarding our Staff
#14 - VISITATION/COUNSELING/WORSHIP SUPPORT CHECKLIST

## ONE PERSON OR ONE TEAM DEPLOYED

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assign deployed chaplain's squadrons to the remaining chaplains</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Assign duties of deployed enlisted person to other personnel</td>
<td>NCOIC</td>
</tr>
<tr>
<td>Assign personnel to provide additional ministry of presence</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Request manning assistance if the chaplain deployed is a Priest</td>
<td>Wing Chaplain</td>
</tr>
</tbody>
</table>

## TWO TEAMS DEPLOYED

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assign personnel to focus visitation on the following primary areas: Flight-line operations, Passenger Terminal, Aerial Port, Mobility Processing</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Determine what areas besides the primary areas will receive support</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Determine when assigned additional duties will no longer be supported</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Suspend support of prayers for retirement and other base function's (can be waived)</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Mobilize Chapel Control Center, call Wing Control Center give cell phone number</td>
<td>NCOIC of Control Center</td>
</tr>
<tr>
<td>Contact MAJCOM/HC and request manning assistance</td>
<td>Wing Chaplain</td>
</tr>
</tbody>
</table>
Contact all assigned IMA's and the reserve chapel staff request manning assistance  | NCOIC  
---|---  
Suspend marriage counseling for future weddings and reserving the chapel for weddings until the workload lessens and can be supported. All weddings already scheduled will continue to be supported as best we can  | Wing Chaplain  
Request manning assistance to replace the Catholic Priest (if he is deployed and this has not already been completed)  | Wing Chaplain  
Contact Parish Advisory Councils and coordinate additional laity support for weekend worship services, suspend use of enlisted staff on weekends if possible  | NCOIC  
Contact MAJCOM/HC and request additional man-day's for enlisted and chaplain IMA's  | NCOIC  

### MORE THAN FOUR PERSONNEL DEPLOYED

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine what areas we can still support with visitation and counseling until additional personnel are available to support the mission</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Determine if worship services will be reduced in number until teams return</td>
<td>Wing Chaplain</td>
</tr>
</tbody>
</table>
#15 - RST OPERATIONS, MAINTENANCE, AND SUPPORT AREAS CHECKLIST

- Ops and Maintenance: include flight-line/ramp, duty stations, work centers, and security posts
  
  * Visit each shift

- Support: include PERSCO/admin, food services, CES, MWR, JA, CS, SF
  
  * Coordinate with each squadron/unit for visitation
  * Request escort from SF for security areas visitation
  * Carry Lightweight Chaplain combat Kit (LCCK)
  * Have CBRNE gear available at all times
  * Visit Casualty Collection Points
  * Visit designated shelters used for long-term contamination
  * In attack response recover operations, give buddy care/first aid
    
    » Move casualties to CCP
  
  * Assist CE if crisis calls for all available personnel to clear debris, etc.
  
  * Secure data to help commander write letters to deceased's next of kin

  * Minister to Mortuary Affairs staff

  * Practice C3 (Command, Control, and Communication)

  * Refer to your Airman's Manual for combat conditions: (flags/colors), Section 2, p. 20
#16 - MAJOR ACCIDENT CHECKLIST

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open control center, call Wing Control Center and update personnel status; number of personnel notified, number present for duty and number on leave or TDY. (Note: should equal total assigned)</td>
<td>First Person to Arrive</td>
</tr>
<tr>
<td>Start Events log and list time, date and non-classified information provided during recall and post all new information as received. (Log is in CCC book)</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Inform Wing Control Center of personnel as they arrive, ensure all personnel are informed of the situation. Continue to call or search for missing personnel</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Contact transportation dispatch and request a van to transport personnel and equipment; send someone to pick it up</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Comply with all Quick Response Checklists when informed of them</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Dispatch personnel to respond to the appropriate areas as needed, Disaster Response Team members report to designated meeting area for transport to scene, Wing Chaplain to CAT</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Task</td>
<td>Responsible</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Call the Disaster Response team members and get update on situation; what happened, who was involved, were there casualties or fatalities, where are the wounded being sent, is the Base TSR team being activated, do we need to have a chaplain standing by for death notification?</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Contact Wing Chaplain for update from the CAT</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Develop plan for 24-hour operations. Obtain Wing chaplains approval of plan</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Develop plan for memorial services if fatalities have occurred</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Focus unit visitation on squadrons directly involved in accident, OPS, Maintenance, Emergency responders, others as applicable</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Follow up with families of casualties and/or fatalities if any</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Determine if injured or killed personnel are stationed at another base and contact the HC staff of the base and inform them of all info that you have concerning the accident and who was involved</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Review actions and discuss shortcomings in staff meeting and make recommended changes to improve HC response and pastoral care</td>
<td>All Assigned</td>
</tr>
</tbody>
</table>
#17 - NATURAL DISASTER CHECKLIST

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open control center, call Wing Control Center and update personnel status; number of personnel notified, number present for duty and number on leave or TDY. (Note: should equal total assigned)</td>
<td>First Person to Arrive</td>
</tr>
<tr>
<td>Start Events log and list time, date and non-classified information provided during recall and post all new information when received, (log is in CCC book)</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Inform Wing Control Center of personnel as they arrive, ensure all personnel are informed of the situation. Continue to call or search for missing personnel</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Contact transportation dispatch and request a van to transport personnel and equipment; send someone to pick it up</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Comply with all Quick Response Checklists when informed of them and complete the Logistics Checklist</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Dispatch personnel to respond to the appropriate areas, as needed, Wing Chaplain reports to CAT</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Task</td>
<td>Responsible Party</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Call the Disaster Response team members and get update on situation; what happened, who was involved, were there casualties or fatalities, where are the wounded being sent, is the Base TSR team being activated, do we need to have a chaplain standing by for death notification?</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Contact Wing Chaplain for update from the CAT</td>
<td>NCOIC of CCC</td>
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<tr>
<td>Develop plan for 24-hour operations. Obtain Wing Chaplain approval of plan</td>
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<td>Wing Chaplain</td>
</tr>
<tr>
<td>Focus unit visitation on squadrons directly involved in accident, OPS, Maintenance, Emergency responders, others as applicable</td>
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<tr>
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<td>Wing Chaplain</td>
</tr>
<tr>
<td>Determine if injured or killed personnel are stationed at another base and contact the HC staff of the base and inform them of all information that you have concerning the accident and who was involved</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>If the base was damaged determine if HC facilities were damaged and report it to the SRC</td>
<td>NCOIC of CCC</td>
</tr>
</tbody>
</table>
If facilities were damaged contact Wing Chaplain to determine what effect there will be on worship services. Have Wing Chaplain check with other CAT members to search for alternate location for services

If directed by Wing Commander to assist in local recovery efforts, determine what can be provided and how much

Review actions and discuss shortcomings in staff meeting and make recommended changes to improve HC response and pastoral care

#18 - NATIONAL EMERGENCIES AND HUMANITARIAN SUPPORT

## CHECKLIST

<table>
<thead>
<tr>
<th>TASK</th>
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</tr>
</thead>
<tbody>
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<td>Responsible Party</td>
</tr>
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<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
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<td>Inform Wing Control Center of personnel as they arrive, ensure all personnel are informed of the situation. Continue to call or search for missing personnel</td>
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<tr>
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<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Comply with all Quick Response Checklists when informed of them and complete the Logistics Checklist</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Dispatch personnel to respond to the appropriate areas, as needed, Wing Chaplain reports to CAT</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Call the Disaster Response team members and get update on situation; what happened, who was involved, were there casualties or fatalities, where are the wounded being sent, is the Base TSR team being activated, do we need to have a chaplain standing by for death notification?</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Contact Wing Chaplain for update from the CAT</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Develop plan for 24-hour operations. Obtain Wing Chaplain approval of plan</td>
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</tr>
<tr>
<td>Develop plan for memorial services if fatalities have occurred</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Focus unit visitation on squadrons directly involved in accident, OPS, Maintenance, Emergency responders, others as applicable</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Follow up with families of casualties and/or fatalities if any</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Determine if injured or killed personnel are stationed at another base and contact the HC staff of the base and inform them of all information that you have concerning the accident and who was involved</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>If the base was damaged determine if HC facilities were damaged and report it to the SRC</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>If facilities were damaged contact Wing Chaplain to determine what effect there will be on worship services. Have Wing Chaplain check with other CAT members to search for alternate location for services</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>If directed by Wing Commander to assist in local recovery efforts, determine what can be provided and how much</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>If deploying personnel to assist another location complete the Deployment Checklist items that apply to this situation</td>
<td>NCOIC of CCC</td>
</tr>
<tr>
<td>Contact Parish Advisory Council members to see if the chapel community can help by:</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>• Providing needed services to the location of the event</td>
<td></td>
</tr>
<tr>
<td>• Seeking volunteer workers to assist in clean up operations</td>
<td></td>
</tr>
<tr>
<td>• Determining if sending money to the location or giving to the Red Cross is the best way to provide support.</td>
<td></td>
</tr>
<tr>
<td>• Planning pastoral support for the workers at the event site</td>
<td></td>
</tr>
<tr>
<td>• Developing donations drives of food, clothing and other needs</td>
<td></td>
</tr>
</tbody>
</table>

| Review actions and discuss shortcomings in staff meeting and make recommended changes to improve HC response and pastoral care | All Assigned |
#19 - CHANGEOVER BRIEFING CHECKLIST

DATE: ___________  SHIFT: _________  HRS: _____  DAY: _____________

BRIEFER:

ACTIONS:

1. Present Threatcon Level:
2. Alarm Status:
3. MOPP Level:
4. Chemical Code/Sign-Countersign:
5. Duress Word:
6. Uniform Requirements:
7. Number of BSD’s issued:
   Number of LOI’s issued:
8. Scenarios responded to:
9. Attacks that have occurred:
10. HC Staff availability/location:
11. Facilities/equipment status:
    * Chapel
    * Alternate CCC
    * Vehicle(s) status and location
    * Radio 1
    * Radio 2
    * Radio 3
    * Radio 4
    * Computer(s)
    * Fax
    * TV
Although a formal After-Action Report (AAR) is no longer required as of 01 Jul 2007, they can be used as valuable tools in analyzing ministry successes and challenges for future teams. Statistical data and recommendations for improvements obtained from AF Form 1270a will be very useful in substantiation the AAR.

**FORMAT FOR CHAPLAIN SERVICE AAR**

AFTER-ACTION REPORT

NOTE: If any part of your AAR could be deemed classified, compile it on a classified system so as not to corrupt an unclassified system and cause a security violation.

1. FROM: Senior/Wing/EAF Chaplain/NCOIC or RST Member
2. TO: Supported AF Component Command Chaplain Readiness Office, HC Members’ MAJCOM/FOA/DRU HC and HQ USAF/HCP
3. SUBJECT: After-Action Report, Exercise or Operation name, and deployed location
4. SECTION I – PERSONNEL DATA
   * Provide personnel names and grades
   * Home base of members
   * Specify if members had previous deployment experience by
listing previous deployment names and year deployed

5. SECTION II – SCOPE OF CHAPLAIN OPERATIONS
   * Impact of Chaplain Corps support on the military mission
   * Types of chaplain support provided to commander and deployed personnel
   * Types of essential support provided by the chaplain assistant
   * Statistical Data, AF Form 1270a, Chaplain Statistical Report

6. SECTION III – COMMAND AND STAFF RELATIONSHIPS
   * Types of support commanders are provided and intra- and inter-staff relationships

7. SECTION IV – LOGISTICAL SUPPORT
   * Type and availability of communications, computers, transportation, facilities, and supplies

8. SECTION V – OBSERVATIONS, IMPACT, AND RECOMMENDATIONS
   Address, but don’t limit the report to the following areas:
   * Timeliness of arrivals and departures
   * The quality of support the supported/supporting command HC office provided, including the value of guidance and other information
   * Limiting factors
   * Lessons learned and/or lessons affirmed

9. SIGN AND DATE THE REPORT

NOTE: Properly classify each paragraph by placing the classification code (U) UNCLASSIFIED, (C) CONFIDENTIAL, (S) SECRET, and (TS) TOP SECRET in parentheses at the beginning of each paragraph. The highest classification of any paragraph determines the classification of the entire report. For example, the entire message is classified SECRET
if two paragraphs are unclassified and one is classified. Equally important, all messages classified as SECRET or higher must have declassification instructions according to AFI 21-401, Information Security Program Management; AFI 31-501 Personal Security Program Management; and AFI 37-123, Management of Records.

#21 - SUICIDE AWARENESS CHECKLIST

• Warning signs

  * Threatens suicide
  * Deliberately injures self
  * Talks about wanting to die
  * Appears depressed, sad, anxious, or agitated
  * Shows changes in behavior, appearance, mood
  * Misuses drugs/alcohol
  * Experiencing multiple problems (legal, financial, work, and personal)

• ASK if the person is suicidal and if they have a plan

• Stay calm and LISTEN

• Take threats seriously

[NOTE: Persons assisting clergy, e.g. chaplain assistants and secretaries, must avoid receiving privileged communications and should never receive privileged communications voluntarily. Every effort must be made to ensure that persons seeking spiritual advice or counseling disclose privileged communication only to chaplains. Ref. AFI 52-101, 4.1.6]
• Take action! Seek assistance from your RST partner, first sergeant, or Mental Health provider

• **DO NOT LEAVE THE SUICIDAL PERSON ALONE**

#22 - CONSCIENTIOUS OBJECTOR INTERVIEW GUIDELINES

Interview purpose: Ascertain if the individual's beliefs are Sincere, Firm, and Fixed. Your report to the commander will document your professional opinion based on the answers to the following questions:

1. What is your belief?
2. How did you come to this belief?
3. What is the source of your belief? (e.g. sacred texts, teachings, religious training, church, etc.)
4. What religious group/organization do you belong to?
5. What is your belief about serving in the military? Why?
6. What are some examples of how your beliefs affect your life and the way in which you live?
7. When is it appropriate to use force?
8. Are you opposed to the use of force:
   * To protect your country?
   * To protect your family and loved ones?
   * To protect co-workers and friends?
   * To protect yourself?
9. If someone broke into your home and threatened to harm your family, what would you do?
10. Could you serve in a role that helps people within the military? (e.g. medical/hospital, chapel, etc.) Why/why not?
#23 - RST REDEPLOYMENT CHECKLIST

- Schedule redeployment briefings
  - Use Reunion and Reintegration Briefing (supplied by Chaplain Corps Resource Board)
  - Hand out literature
  - Discuss potential problems
    - Redeployment
    - Reunion
    - Reintegration
- Maintain 24-hour ministry to the end of deployment; especially during visitation and worship
- Participate in packing and cleaning throughout unit
- Arrange for movement and packing of chapel supplies and equipment
- Coordinate with MAJCOM/HC OPR
- Maintain written records of all missing items (if applicable)
- Exercise ORM
- Final reports
  - Evaluation report to commander
  - Document lessons learned
  - Job description (present & future)
  - Complete After-Action Report (AFI 52-104, Attachment 5)
    - Complete before redeployment
    - If any portion is classified, ensure it is completed on classified system
• Enroute ministry
  * Mingle with troops
  * Talk with troops on plane
  * Active listening
  * Share faith/prayer

#24 - POST DEPLOYMENT/PRE HOME-BASE SUSTAINMENT

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Visitation/ Counseling/Worship Support Checklist, ensure needed actions are accomplished</td>
<td>Wing Chaplain, NCOIC</td>
</tr>
<tr>
<td>Develop schedule and post in Chapel Control Center</td>
<td>Wing Chaplain, NCOIC</td>
</tr>
</tbody>
</table>

#25 - POST EMPLOYMENT/HOME-BASE SUSTAINMENT

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop new schedule and post it in Chapel Control Center</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Assign personnel to train new personnel in local procedures</td>
<td>Wing Chaplain, NCOIC</td>
</tr>
<tr>
<td>Evaluate previously reduced services and determine if we can return to somewhat normal operations</td>
<td>Wing Chaplain</td>
</tr>
<tr>
<td>Advertise any changes to the worship schedule</td>
<td>NCOIC</td>
</tr>
</tbody>
</table>