



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND**  
4700 KNOX STREET  
FORT LIBERTY, NC 28310-5000

AFCS-CH

29 Sep 2023

MEMORANDUM FOR Chaplain Sections (CS) and Unit Ministry Teams (UMTs) of Commands Reporting Directly to United States Army Forces Command (FORSCOM)

SUBJECT: FORSCOM Command Chaplain Priorities and Annual Training Guidance, Fiscal Year 2024

1. Purpose. This document provides the FORSCOM Chaplain's intent to maximize Chaplain Sections/Unit Ministry Teams (CS/UMTs) readiness within the commands reporting directly to FORSCOM. This guidance informs the collective efforts of the Army Service Component Command Chaplains and the Senior Army Reserve and Army National Guard Chaplains.
2. FORSCOM Commander's Intent and Assessment. FORSCOM HQ exists to provide manned, equipped and trained forces to Combatant Commanders within the context of Multi-Domain Operations. The Army's priorities are People, Readiness and Modernization in preparation for Large-Scale Combat/Military Operations. The FORSCOM Commander's priorities are called the FORSCOM "4 Wins": Trust and Empower leaders, Win the First Fight, Win the Future Fight, and Win as a Balanced Total Army.
3. Chief of Chaplains (CCH) Training and Leader Developmental Directive (TLDD). The CCH TLDD synchronizes Chaplain Corps (CHC) training with the priorities of the Secretary of the Army (SA) and the Chief of Staff of the Army (CSA). The CCH's Training Priorities (TPs) are: TP1 - Support Religious Practice and Soldier/Family Readiness, TP2 - Create Data-Centric Religious Leadership and Support, TP3 - Develop Religious Leaders, and TP4 - Strengthen Ties with RS Allies and Partners. CCH LOEs are: Recruit, Lead, Align, and Revitalize.
4. FORSCOM Chaplain's Training Philosophy. CS/UMTs at echelon must conduct individual and collective training to master the fundamentals to enable religious support (RS) integration and build spiritual readiness. The Chaplain Corps (CHC) relies on two core capabilities: providing RS and advising commanders on the impact of religion. RS training must focus on the core capabilities at echelon and fully integrate into the unit's training plan.
5. FORSCOM Religious Support Training Endstate. To achieve the FORSCOM

AFCS-CH

SUBJECT: FORSCOM Command Chaplain Priorities and Annual Training Guidance, Fiscal Year 2024

Commanding General's priorities as well as the CCH's TPs, FORSCOM CS/UMTs at echelon will train to achieve the following religious support endstate:

*Combat-ready, trained, and fit FORSCOM Chaplain Sections and Unit Ministry Teams who provide world-class religious support for the Total Army to accomplish the Commander's mission to deploy and win in Large Scale Combat Operations and Multi Domain Operations. CS/ UMTs build spiritual readiness of the Total Force by investing in people, connecting them in spirit, and cultivating community.*

6. FORSCOM Religious Support Training Priorities. To achieve this, all FORSCOM CS/UMTs will train in accordance with the following RS training priorities.

a. Priority #1, Empower Leaders Who Foster Trust and Spiritual Readiness (FC WIN #1, CCH TP #1).

(1) Leadership influences the unit culture which will either build or undermine trust within organizations. Commanders have statutory responsibility for the free exercise of religion and for the unit's religious program which, if planned, resourced, and executed, will develop spiritual readiness. Spiritual readiness directly influences Soldier readiness and provides significant protective factors against suicide, high-risk behaviors, depression, substance abuse, sexual assault and harassment. CS/UMTs will advise commanders and leaders who build communities of trust and develop spiritually ready organizations.

(2) CS/UMTs will ensure the CHC Spiritual Readiness Training (SRT) is operationalized at echelon within RS requirements. Training will incorporate the concepts and principles of FM 7-22 and will be locally developed.

(3) CS/UMTs will optimize Building Strong and Ready Teams (BSRT) training to build spiritual readiness at echelon. Command Funded, Chaplain Led (CFCL) training will be included in CMRPs and reported within unit H2F updates to optimize Command-funded training IAW 10 USC §1789 authorities.

b. Priority #2, Develop Trained, Equipped, and Ready UMTs (FC WIN #2, CCH TP #3).

(1) Trained FORSCOM CS/UMTs are the hallmark of religious support readiness and provides for the free exercise of religion and the ability to provide world-class religious support in large-scale combat operations (LSCO) and multidomain operations (MDO).

(2) Conduct standards-based, performance-oriented, individual and collective task training (listed at <https://usarlatraining.army.mil/forscom>) and battle-focused training

AFCS-CH

SUBJECT: FORSCOM Command Chaplain Priorities and Annual Training Guidance, Fiscal Year 2024

led by our Non-Commissioned Officers.

(3) Supervisory CS will develop and execute leader development training which supports 56A and 56M professional objectives.

(4) Ensure first-term Chaplains complete Chaplain Professional Reinforcement Training (CPRT) or equivalent.

(5) Supervisory CS will ensure brigade/brigade-equivalent Religious Affairs Non-Commissioned Officers (56M30) complete Battle Staff Course.

(6) Supervisory CS prepare brigade UMTs for Combat Training Center (CTC) rotations through intentional home-station (HS) RS training. Brigade UMTs will attend the Leadership Training Program at the CTC prior to their brigades' rotations. Additionally, supervisory CS partner with CTCs to facilitate a higher level of HS training in preparing brigade UMTs for CTC rotation.

(7) Develop spiritual readiness in units IAW Chapter 10, FM 7-22, by partnering with stakeholders, to include Behavioral Health, Ready and Resilient Council, and Holistic Health and Fitness.

(8) Conduct training on DA PAM 165-19 to ensure all Chaplain Corps personnel are familiar with Army moral leadership concepts and required Chaplain Corps roles in moral leadership development and training.

c. Priority # 3, Design RS Capabilities to Strengthen the Future Force (FC WIN #3, CCH TP #2).

(1) To provide essential religious support to enable FORSCOM units to win the future fight, UMTs must transform and innovate religious support practices and TTPs, as required. FORSCOM CS/UMTs will utilize OS56, the CHC's system of record, to facilitate advising commanders on spiritual readiness, unit concerns based on counseling trends, and recommending training to enhance unit readiness.

(2) Corps and Division CS will utilize the Chaplain Leader Assessment Tool (C-LAT) for talent management and pilot program for the CHC. The C-LAT will assist to identify future Chaplain Corps senior leaders, support talent development, and serve as a pilot program for CHC implementation.

(3) CS/UMTs will train on and utilize OS56 to provide data-informed advisement to Commanders and support CHC data-centricity priorities (TP #2). Corps and Division CS should leverage the CHC Resource Directorate for OS56 training and updates.

AFCS-CH

SUBJECT: FORSCOM Command Chaplain Priorities and Annual Training Guidance, Fiscal Year 2024

d. Priority # 4, Optimize Total Army Religious Support (FC WIN #4, CCH TP #4).

(1) FORSCOM will build multi-COMPO interoperability to include religious support operations to achieve its mission. Senior RS leaders in COMPOS 1, 2, and 3 must exercise strategic and intentional partnerships to train together in the various training domains. CS/UMTs will leverage CTCs, WFXs, CSTXs, XCTCs, WAREX's, and local training opportunities to optimize interoperability through multi-COMPO religious support training.

(2) Conduct training which addresses the complex strategic religious environment and improves interoperability with partners in your command's mission. Depending on your command's mission, this may include Total Army, Joint, national, international, and civil partnerships. Follow appropriate coordination procedures, especially when engaging other military forces' chaplains and international Chiefs of Chaplains.

(3) Corps and Division CS will partner with United States Army Reserve Chaplain Detachments (CDs) and develop working relationships with Army National Guard CDs. CDs are highly encouraged to participate and integrate into COMPO 1 training opportunities. Also, COMPO 1 CS/UMTs will seek training opportunities with COMPOs 2/3 in support of Defense Support of Civil Authorities and other operations.

7. Reporting. Leaders will capture best practices in writing, conduct After Action Reviews, and report to supervisory technical channel on training highlights and lessons learned. Best practices will be shared across FORSCOM CS/UMTs.

8. Way Ahead. This annual training guidance is broad and general in nature. Leaders should remain responsive and innovative in planning and executing training. Chaplain Corps leaders need to ensure their organizations are ready, adaptive, and agile in RS execution.

9. The Point of Contact. The POC for this memorandum is CH (LTC-P) Steve Bryant at [steven.d.bryant.mil@army.mil](mailto:steven.d.bryant.mil@army.mil) or (910) 570-7801/7813/7802.

KEISHA D. ARCHER  
SGM, USA  
Chief Religious Affairs NCO

DAVID A. BOWLUS  
Chaplain (COL), USA  
Command Chaplain